

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 06 December 2019	09:45	City Chambers, Glasgow City Council, 80 George Square, Glasgow, G2 1DU

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); Bailie Norman MacLeod (Glasgow City Council); Councillor Alister Mackinnon (Highland Council); Vacant position (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)

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

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 of the Executive Sub-committee | 3 - 8 |
| | Minute of the Executive Sub-committee meeting held on 22 November 2019. | |
| 2 | Revenue Budget Monitoring | 9 - 12 |
| | Joint report by Treasurer and Director of Scotland Excel. | |
| 3 | Living Wage Terminology | 13 - 16 |
| | Report by Director of Scotland Excel. | |
| 4 | The National Care Home Contract Cost Model | 17 - 18 |
| | Report by Director of Scotland Excel. | |
| 5 | Contract Delivery Plan Update | 19 - 28 |
| | Report by Director of Scotland Excel. | |
| 6 | Employee Absence Management Report | 29 - 32 |
| | Report by Director of Scotland Excel. | |
| 7 | Date of Next Meeting | |
| | Note that the next meeting of the Executive Sub-committee will be held at 10.45 am on 31 January 2020 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 22 November 2019	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

Present

Councillor Charles Buchan (substitute for Provost Bill Howatson) (Aberdeenshire Council); Provost Norman Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries and Galloway Council); Bailie Norman MacLeod (Glasgow City Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Hawick (Shetland Islands Council); and Councillor Collette Stevenson (South Lanarkshire Council).

Chair

Councillor Shaw, Convener, presided.

In Attendance

J Welsh, Director, H Carr, Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, L Campbell, Corporate Services Manager, M Robertson, Marketing and Communications Manager, G Muir, Senior Procurement Specialist and S Nixon, Procurement Co-ordinator (all Scotland Excel); and C McCourt, Finance Business Partner and T Slater, Senior Committee Services Officer (both Renfrewshire Council).

Apologies

Provost Bill Howatson (Aberdeenshire Council); Councillor Angus MacMillan Douglas (Angus Council); Councillor Graham Hutchison (City of Edinburgh Council); Councillor Altany Craik (Fife Council); Councillor Alister MacKinnon (Highland Council); and Councillor Paul Di Mascio (North Lanarkshire Council).

Declarations of Interest

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

1 Minute

There was submitted the Minute of the meeting of the Executive Sub-committee held on 25 October 2019.

In relation to item 3(b) – Security Service and Cash Collection – an amended Appendix 3 was tabled. It was agreed that the framework agreement for provision of security services and cash, approved at the meeting of the Executive Sub-committee held on 25 October 2019, be now awarded as detailed in the amended Appendix 3 tabled.

DECIDED:

(a) That the Minute be approved; and

(b) That the framework for the provision of security services and cash collection be awarded, as detailed in the amended Appendix 3 tabled at the meeting.

2 Draft Revenue Estimates 2020/21

There was submitted a report by the Treasurer and the Director of Scotland Excel relative to the revenue estimates of Scotland Excel including the requisition of the constituent authorities for the financial year 2020/21 along with indicative planning figures for 2021/22 and 2022/23.

The report provided information on the assumptions that the budget had been based on; a financial overview for Scotland Excel; the Scotland Excel funding model; and member authority requisitions for 2020/21.

Following discussion, it was proposed that an update report on associate membership be submitted to the meeting of the Executive Sub-committee to be held on 31 January 2020. This was agreed.

DECIDED:

(a) That the revenue estimates of Scotland Excel for the financial year 2020/21, as detailed in table 1 of Appendix 1 of the report, be noted and recommended to the Joint Committee;

(b) That the requisitions from constituent authorities, as detailed in Appendix 2 to the report, be noted;

(c) That the indicative estimates for 2021/22 and 2022/23 be noted; and

(d) That an update report on associate membership be submitted to the meeting of the Executive Sub-committee to be held on 31 January 2020.

3(a) Contract for Approval: Supply of Social Care Case Management Solutions Software (including Installation and Maintenance)

There was submitted a report by the Director of Scotland Excel relative to the award of a collaborative framework for the supply of social care case management solutions software (including installation and maintenance) which would operate from 1 January 2020 until 19 November 2023.

The report intimated that the requirement for this procurement had been identified through consultation with commodity user intelligence groups and presented an opportunity for Scotland Excel to provide a national collaborative solution that would drive value through consolidation of the spend, whilst alleviating the resource challenge associated with this type of procurement exercise for local authorities.

The framework had been advertised at an estimated maximum value of £28 million over the four-year period and the report summarised the outcome of the procurement process for this national framework agreement and intimated that the framework would allow councils to call off directly or use a mini-competition process if required.

Tender responses had been received from six suppliers and Appendix 1 to the report provided a summary of offers received and their SME status.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of compliant offers had been carried out and Appendix 2 to the report detailed the scoring achieved by each service provider.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, and to secure best value, capacity and coverage, it was recommended that a multi-supplier framework agreement be awarded to three suppliers as outlined in Appendix 2 to the report.

Appendix 3 to the report detailed the Scottish Living Wage status of bidders.

Following discussion, it was proposed that a report explaining the classifications used within the framework contract management process be submitted to the meeting of the Executive Sub-committee to be held on 31 January 2020.

DECIDED:

(a) That the award of the framework agreement for the supply of social care case management solutions software (including installation and maintenance), as detailed in Appendix 2 to the report, be approved; and

(b) That a report explaining the classifications used within the framework awarding process be submitted to the meeting of the Executive Sub-committee to be held on 31 January 2020.

3(b) Contract for Approval: Supply and Delivery of Plumbing and Heating Materials

There was submitted a report by the Director of Scotland Excel relative to the award of a renewal framework for the supply and delivery of plumbing and heating materials which would operate from 1 December 2019 until 30 November 2022 with the option to extend for up to 12 months until 30 November 2023, effective from 10 December 2019.

The report summarised the outcome of the procurement process for this fourth-generation framework agreement and intimated that the framework would provide councils and other participating bodies with a mechanism to procure a range of plumbing and heating materials in support of construction projects, ongoing maintenance schedules and ad-hoc repairs.

The framework had been divided into six lots as detailed in table 1 of the report and Appendix 1 to the report detailed the participation and spend summary of those 28 councils participating in the framework. In addition to councils, the NHS, River Clyde Homes, Rossie Secure Accommodation Services, Edinburgh Leisure, Dunedin Canmore Housing Association and the Scottish Prison Service. City Building (Glasgow) have confirmed they will transition to the framework in year three at the expiry of their local agreements.

Tender responses had been received from 12 bidders, however, one bidder rejected the terms and conditions and subsequently withdrew their offer. A summary of the offers received was detailed in Appendix 2 to the report.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant 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 agreement be awarded to nine suppliers across six lots as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the Scottish Living Wage status of suppliers.

An amended Appendix 3 was tabled at the meeting.

DECIDED: That the award of the framework agreement for the supply and delivery of plumbing and heating materials, as detailed in the amended Appendix 3 tabled at the meeting, be approved.

4 Project Review

There was submitted a report by the Director of Scotland Excel providing an update on the progress made on generating additional funding through a series of income generating projects.

The report intimated that reports on the revenue estimates 2018/19 and the funding model review presented to the Joint Committee on 8 December 2017 and 29 June 2018, respectively, highlighted the challenging future financial landscape for local government and the impact on Scotland Excel. It was recognised that over the medium term, local government in Scotland was likely to face further contraction in

available resources and in this context, Scotland Excel continued to seek operational savings to manage its financial position flexibly to maintain the aim of minimising the level of requisition required and develop value propositions for member authorities to ensure that best value was achieved.

Five funding opportunities had been approved by the Joint Committee and were progressing, with three projects contributing targeted surpluses within the current financial year. The report provided updates in relation to each of the funding streams and advised that further updates, including delivery against income targets, would be presented to future meetings of the Joint Committee and the Executive Subcommittee.

Scotland Excel was currently developing methods or generating further innovation within the organisation, proposing future projects and sharing good practice with the wider Scotland Excel membership.

DECIDED: That the progress made be noted.

5 Request for Associate Membership: Parkhead Housing Association Limited

There was submitted a report by the Director of Scotland Excel advising that Parkhead Housing Association Limited had submitted an application to become an associate member of Scotland Excel.

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

DECIDED: That the application by Parkhead Association Limited to become an associate member of Scotland Excel, at an annual membership fee of £2,465, be approved subject to completion and signing of the agreement documentation.

6 Operating Plan Update

There was submitted a report by the Director of Scotland Excel relative to the progress made against operating plan activities and commitments during quarter 1 2019/20.

DECIDED: That the report be noted.

7 Risk Register Update

There was submitted a report by the Director of Scotland Excel providing an update on the risk register maintained to assess threats and risks that could impact on the delivery of Scotland Excel's organisational objectives and to identify actions that had been taken to mitigate such risks. A copy of the risk register was appended to the report.

Following discussion on the risk register template, which had been revised, it was proposed that risks be listed in order of severity. This was agreed.

DECIDED: That the report be noted.

8 Meetings of Scotland Excel Executive Sub-committee in 2020

There was submitted a report by the Clerk relative to proposed dates and venues for meetings of the Executive Sub-committee in 2020.

DECIDED: That the dates and venues for meetings of the Executive Sub-committee in 2020 as detailed in the report, be approved.

9 Date of Next Meeting

DECIDED: That it be noted that the next meeting of the Executive Sub-committee would be held at 9.45am on 6 December 2019 in Glasgow City Chambers, George Square, Glasgow.

Scotland Excel

To: Executive Sub Committee

On: 6 December 2019

Report by:

Joint Report by the Treasurer and the Director

Revenue Budget Monitoring Report to 8 November 2019

1. Summary

- 1.1 At the end of Period 8, Scotland Excel is projecting a break-even position by year-end in its Core activities and Projects are anticipated to contribute £173k to Core as per the budget approved in December 2018. Further detail is provided at section 3.

2. Recommendations

- 2.1 It is recommended that members note the report.

3. Background

- 3.1 At 8 November 2019, the year-to-date net expenditure for Core was £400k, comprising gross expenditure of £2,051k, less gross income of £1,651k.
- 3.2 The projection for the end of 2019/20 is a break-even position for Core, which equates to a budgeted drawdown from reserves of £14k. This is comprised mainly of a projected overspend of £33k in Employee Costs owing to some staff backfill arrangements, which has reduced since Period 6 due to new vacancies; offset by the additional £30k in income relating to Supported Living / Care at Home, as reported at Period 4.
- 3.3 Income and expenditure will continue to be monitored through the financial year and this projection will be kept under review.
- 3.4 The year-to-date net expenditure for Projects is £108k, comprising gross expenditure of £874k, less gross income of £982k. Projects are expected to contribute £173k funding to Core Operations during 2019/20 as per the approved budget.

- 3.5 The following table provides an analysis of the actual spend to date along with projected net expenditure for 2019/20 and includes a summary of movement in the Revenue Reserve, as well as a glossary of terms.
- 3.6 There have been no budget adjustments since the last report.

REVENUE BUDGET MONITORING STATEMENT 2019/20
1 April 2019 to 8 November 2019

Description	Agreed Budget as at 25 October 2019	New budget adjustments	Revised Budget 2019/20	Year to Date Actual 2019/20	Projected Full Year Actual 2019/20	Projected Full Year Variance 2019/20
£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employee Costs	3,108	0	3,108	1,767	3,141	(33)
Premises Related Costs	217	0	217	0	217	0
Supplies and Services	255	0	255	115	251	4
Support Costs	221	0	221	63	222	(1)
Supported Living/Care at Home	169	0	169	90	169	0
Transfer Payments	11	0	11	7	11	0
Transport Costs	35	0	35	9	35	0
Gross Expenditure	4,016	0	4,016	2,051	4,046	(30)
Requisition Income	(3,554)	0	(3,554)	(1,326)	(3,554)	0
Income from Projects	(173)	0	(173)	(94)	(173)	0
Temporary Use of Project Balances	(120)	0	(120)	0	0	(120)
Other Income	(155)	0	(155)	(231)	(305)	150
Gross Income	(4,002)	0	(4,002)	(1,651)	(4,032)	30
Drawdown from Reserves	14	0	14	400	14	0

Summary of in-year Movement in Reserves	£000s
Opening Revenue Reserve at 1 April 2019	(246)
Budgeted Draw on Reserves	14
Projected year-end variance	0
Closing Revenue Reserve at 31 March 2020	(232)

Project Summary				
Gross Expenditure	1,428	874	1,428	0
Gross Income	(1,601)	(982)	(1,601)	0
	(173)	(108)	(173)	0

Glossary

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

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

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

Support Costs: Includes central support charges e.g. Renfrewshire Council SLA and telephony recharges

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

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

Other Income: Includes Associate Memberships, income from Crown Commercial Services and consultancy fee income

Scotland Excel

To: Executive Sub Committee

On: 6 December 2019

**Report By:
Director Scotland Excel**

Living Wage Terminology

1. Introduction

The purpose of this paper is to clarify the various definitions used when referring to the Living Wage and outline the terminology Scotland Excel will use in its reports.

2. Background

The Real Living Wage is a voluntary wage rate of pay which is calculated by the Resolution Foundation and overseen by the Independent Living Wage Commission. These figures are calculated annually and announced in October / November. The Real Living Wage should not be confused with the mandatory National Minimum Wage (including the “national living wage”) which is the legal minimum an employer must pay an employee and is set by the UK Government.

The Real Living wage calculation takes into account the Joseph Rowntree Foundation Minimum Income Standard research, based on what members of the public think people need to achieve a socially acceptable standard of living. This is then combined with an analysis of the actual cost of living, including essentials like rent, council tax, childcare, and transport costs for different family types to produce the hourly Real Living Wage figure, sufficient to ensure that the recipient may enjoy an acceptable standard of living of living in United Kingdom (outside of London where a different living wage is set) to ensure good health, adequate child development and social inclusion.

Research shows that paying the Real Living Wage helps businesses recruit and retain better staff, reduce absenteeism, encourage higher productivity and 93% of businesses say that Living Wage accreditation has improved their reputation.

3. Living Wage Definitions

Voluntary Living Wage rates:

The Real Living Wage is set by the Living Wage Foundation and promoted by the Scottish Government. The rates are announced in November and up-rated annually. Employers should implement the rise as soon as possible and within 6 months, meaning all employees (over 18) should receive the new rate by 1st May the following year. The 2019/20 rate has been set at is £9.30 per hour (previous 18/19 rate was £9.00). The Living Wage Foundation also set the *London Living Wage* rate for employers based in Greater London, which takes account of differing factors which affect the standard of living. The 2019/20 rate is currently set at £10.75 (previous 18/19 rate was £10.55).

The Scottish Living Wage is a specific term that is only used regarding Public Sector Pay Policy in Scotland. It is used to reflect Ministers' expectation that employers covered by the public sector pay policy apply the Real living wage hourly rate as an annualised amount.

Scottish Local Government Living Wage - Scottish local government has been a Living Wage employer for some considerable time. The agreed local government pay settlement is for a three-year period and covers 1 April 2018 to 31 March 2021. The three-year settlement (3.5% in 18/19, 3% in 19/20 and 3% in 20/21) will incorporate the relevant percentage increases which will see the 'Scottish Local Government Living Wage' being paid at a rate marginally higher than the current 'Real' Living Wage. The Scottish Local Government Living Wage (18/19) is set at £9.07, compared to the £9.00 for 18/19 as set by the Living Wage Foundation.

The Glasgow Living Wage - was launched in 2009 by Glasgow City Council and the current rate (2018/19) is £9.00 per hour. It is aimed at employers in the local area.

Legislative Living Wage rates

The National Minimum Wage is the [minimum wage](#) for 21-24 year olds. This means that all employers must pay all of their staff that are between 21 and 24 a minimum of £7.70 per hour from April 2019. (Previous rate from April 2018 was £7.38.)

The National Living Wage is the [minimum wage for over 25's](#). This means that all employers must pay their staff that are over 25 a minimum of £8.21 per hour from April 2019. (Previous rate from April 2018 was £7.83)

4. Recommendation

In line with the Scottish Government, Scotland Excel support the voluntary rate rather than the legal minimum rate of pay set by the UK Government and recognising that the various definitions/terminology can be confusing we propose to consistently and

strongly promote the voluntary rate and the use of the term '**Real Living Wage**' to make a distinction from the legal minimum rate set by the UK Government. Members are asked to approve this standardised wording going forward.

Scotland Excel

To: Executive Sub Committee

On: 6 December 2019

**Report By:
 Director Scotland Excel**

National Care Home Contract Cost Model

1. Summary

This paper updates the Committee on work undertaken by Scotland Excel, supported by COSLA, with Scottish Care (representing the care home sector) to complete the National Care Home Contract (NCHC) Cost Model.

2. Recommendation

Members of the Scotland Excel Sub Committee are invited to note the current position of the ongoing work in relation to the National Care Home Contract.

3. Background

The Cost Model was developed to provide a transparent and evidence-based approach to underpin the national rate and provide longer term sustainability for care homes for older people in Scotland. This has been jointly developed between Scotland Excel, COSLA and Scottish Care. As previously outlined, Scotland Excel is now undertaking operational management of the NCHC, and has been leading work with Scottish Care to complete the model.

Agreement has been reached on the majority of the elements contained in the Cost Model that relate to direct care. However, for the past three years, there has been no agreement on the 'business cost' elements of the model. These relate to capital costs, commercial return and the requirement for any efficiency within the model. These elements are difficult to benchmark and are the most variable within the market as there are different business models of care homes for older people. These are also the elements that relate to 'return' or incentive for the provider.

Last year's offer to the care home sector ('the sector') was based on the Cost Model. However, it was agreed that further joint work was required on the business costs and commercial return section in an attempt to finalise the model. This did not impact on the rate offered and it was made clear to the sector that it may be necessary to look at an alternative approach to reach agreement from April 2020 onwards, given the number of benchmarks rejected by them on the basis that they fall short of their members' expectations.

3 Current Position

Scotland Excel has led on further work with the sector since April 2019, however, despite several meetings, further work and alternative suggestions, there is still considerable distance between the methodology in the current cost model based on jointly commissioned work from CIPFA (C.Co) in 2018 and the value of return acceptable to the sector in the 'business cost' elements of the model. Both parties recognise that we are unlikely to agree the methodology for benchmarking in this area and complete the whole model as originally expected.

Scotland Excel and COSLA have undertaken engagement across Local Government, including the Health and Social Care Boards, Chief Executives, Directors of Finance, Chief Officers and Chief Finance Officers, to update all on the work undertaken to complete the model. There was uniform support for the national arrangement and recognition of the benefits it has provided since its introduction. However, there was also recognition that, given the outstanding elements relate only to 'business costs and commercial return', there needs to be a limit on how much return can be sustained from public funds.

There has been agreement on direct care costs (salaries, property and other supplies/services) which has formed the basis of agreement on the national rate for the last three years. The Cost Model provides a level of assurance for the longer-term sustainability of the sector by benchmarking against wage inflation and other inflation related costs. However, the sector also wants a significant shift in the value of the business costs and commercial return.

It is likely that agreement on the whole model is unlikely to be reached for the 2020/21 national rate. It is therefore proposed that the Cost Model should be used to enter into a negotiation with the sector on the annual uplift based on the direct care costs. Scotland Excel supported by COSLA will lead the negotiation for Local Government.

Scottish Care called an Extraordinary General Meeting (EGM) for their members on 30th October 2019 followed by a member vote on either (1) to withdraw from the National Care Home Contract and Cost Model and enter into local negotiations with partnerships supported by Scottish Care, or (2) accept the work undertaken on the Care Cost Model as the basis for further negotiation on capital and provider return, efficiency and occupancy

The voting concluded on 8th November 2019 and Scottish Care advised that their members voted to accept the agreed Care Cost Model elements related to Direct Care Costs (Staffing, Property and Other Supplies and Services) and for further negotiation on the outstanding elements of capital and provider return, occupancy and efficiency. This means that members effectively voted for continuance of a national approach on agreeing the National Care Home Contract and Cost Model.

4 Next Steps

Scotland Excel has advised stakeholders of the current position and will lead negotiations with the sector supported by COSLA following further consultation with stakeholders.

Scotland Excel

To: Executive Sub Committee

On: 6 December 2019

**Report By:
 Director Scotland Excel**

Update on the Contract Delivery Plan

1. Introduction

This report provides a progress update on the 2019/ 2020 contract delivery plan.

2. Progress to Date

As detailed in Appendices 1 – 3, the 2019/2020 contract delivery plan comprises 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 three of these frameworks to be renewed before 31 March 2020 (Appendix 1).

Scotland Excel plans to add a further five new frameworks to its contract portfolio by 31 March 2020 (Appendix 2). The five planned first-generation frameworks include three being coordinated through the operational supplies and services team.

A further 23 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2019/ 2020 with 21 of these extensions already approved (Appendix 3).

The estimated forecast value of the Scotland Excel framework portfolio by 31 March 2020 will be approximately £1.9Billion.

Overall, efficiencies delivered to date in 2019/ 2020 are 2.6%, compared to the 2.5 % forecast range.

In addition to the activity detailed in Appendices 1 -3, Scotland Excel is exploring the benefits of further collaborative procurement across high spend, critical service areas of adult social care and construction.

Scotland Excel is currently evaluating the tender for care and support services. This framework is schedule to go live in February 2020.

An opportunity assessment has been completed and approved for Engineering and Construction Consultancy. Scotland Excel are working with members to undertake the strategy development phase of this procurement and the framework will go live in Autumn 2020.

Work continues in conjunction with the Digital Office, to procure a replacement Social Work Care Case Management system. The award recommendation was approved at the Executive Sub Committee on 22 November and will be mobilised in early 2020.

3. Conclusion

Members are invited to note the progress made to date.

Appendix 1 - List of contracts to be renewed in 2019/20

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
Asbestos	12,000,000	Renew	Apr-19	Jul-19	Jun-19		2% - 4%	0.0%	Framework is live
Online School Payments	2,500,000	Renew	Dec-18	Dec-19			2% - 4%		Plan delayed to incorporate additional requirements
Security Services and Cash Collection	12,500,000	Renew	Apr-19	Dec-19	Oct-19		2% - 4%	3.7%	Recommendations approved by Executive Sub Committee on 25 October 2019
Fire and Security Equipment	7,500,000	Renew	Oct-19	TBC			2% - 4%		Plan delayed to conduct a viability study
Building & Timber	15,000,000	Renew	Apr-19	Jun-19	Apr-19		2% - 4%	1.0%	Framework is live
Care Homes For Adults With LD Inc Autism	12,500,000	Renew	May-19	Sep-19	Aug-19		N/A	N/A	Framework is live
Community Meals	4,000,000	Renew	Sep-19		Aug-19		2% - 4%	1.4%	Framework is live
Plumbing and Heating Materials	22,500,000	Renew	Dec-19				2% - 4%	2.1%	Recommendations approved by Executive Sub Committee on 22 November 2019
Secure Care	20,000,000	Renew	Apr-20				N/A		Strategy in development
Electrical Materials	20,000,000	Renew	Apr-20				2% - 4%		Strategy in development
Waste Disposal Equipment	1,250,000	Renew	Apr-20				2% - 4%		Strategy in development
Groceries & Provisions	30,000,000	Renew	May-20				2% - 4%		Tender released

Appendix 2 – List of new contracts to be developed and delivered in 2019/2020

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
Social Care Case Management Solutions	7,000,000	New Contract	Nov-18	Oct-19			5.5%	0.0%	Recommendations approved by Executive Sub Committee on 22 November 2019
Care Home Services for Older People	450,000,000	New Contract	Jan-19		Apr-19		N/A	N/A	Scotland Excel took over operational contract management from COSLA on 1 April 2019
Cleaning Equipment (OSS)	2,500,000	New Contract	Apr-19		Mar-19		5.5%	7.5%	Framework is live
Vending Machines (OSS)	1,250,000	New Contract	May-19		Mar-19		5.5%	6.0%	Framework is live
Care and Support	102,250,000	New Contract	Aug-19	Jan-20			N/A		Tender evaluation
Alcoholic Beverages (OSS)	1,250,000	New Contract	Aug-19		Jun-19		5.5%	0.0%	Framework is live
Bikeability Scotland Training Providers (OSS)	300,000	New Contract	Aug-19		Jun-19		N/A	N/A	Dynamic Purchasing System is live
New Build Residential	375,000,000	New Contract	Sep-19		Aug-19		5.5%	2.8%	Framework is live
Swimming Pool Contractors (OSS)	2,000,000	New Contract	Oct-19			Mar-20	5.5%		Strategy in development
Bread and Rolls (OSS)	2,000,000	New Contract	Oct-19				5.5%	10.3%	Framework is live
Legionella And Water Control Services (OSS)	TBC	New Contract	Dec-19			Jun-20	5.5%		Strategy in development
Sheriff Officers (OSS)	1,100,000	New Contract	Dec-19		Oct-19		5.5%	0.0%	Recommendations approved by Executive Sub Committee on 25 October 2019
Lift Maintenance (OSS)	1,250,000	New Contract	Mar-20			Jun-20	5.5%		Strategy in development
Fresh Fruit & Veg (OSS)	6,000,000	New Contract	Apr-20				5.5%		Tender evaluation
Cashless Catering	TBC	New Contract	Apr-20				5.5%		Strategy in development

Appendix 3 – Contracts with extension options and contract management activity ongoing in 2019/2020

Contracts with extension options in 2019/20

Contract Description	Est Annual Value
Bitumen Products	£12,000,000
Bottled Gas (OSS)	£2,000,000
Catering Machines (OSS)	£2,000,000
Customer Service Platform	£3,750,000
Demolition	£16,000,000
Digital Publications and Services	£1,000,000
Domestic Furniture and Furnishings	£20,000,000
Education & Office Furniture	£9,000,000
Education Materials	£17,500,000
Energy Efficiency Contractors	£200,000,000
Fire Safety Products (OSS)	£2,500,000
Frozen Foods	£25,000,000
Laundry Equipment (OSS)	£1,100,000
Library Books & Textbooks	£14,000,000
Outdoor Play Equipment and Artificial Surfaces	£17,500,000
Organic Waste	£12,000,000
Personal Protective Equipment	£10,000,000
Pest Control (OSS)	£1,500,000
Recycle and Refuse Containers	£12,500,000
Steeplejacks Services (OSS)	£1,750,000
Swimming Pool Chemicals (OSS)	£1,250,000
Technology Enabled Care	£6,300,000
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 2019/20

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Boiler Maintenance	£10,000,000	Power Tools	£681,818
Buildings Related Engineering Consultancy	£10,000,000	Recyclable & Residual Waste	£40,000,000
Catering Sundries	£6,000,000	Road Maintenance Materials	£2,500,000
Children's Residential	£105,400,000	Road Signage Materials	£1,250,000
Commercial Catering Equipment (OSS)	£4,000,000	Roadstone	£5,000,000
Energy Advice (OSS)	£1,000,000	Salt for Winter Maintenance	£16,250,000
Engineering Consultancy	£17,000,000	Social Care Agency Workers	£20,000,000
First Aid Materials (OSS)	£2,000,000	Street Lighting Bulk Renewal of Luminaires	£5,000,000
Fostering	£25,000,000	Street Lighting Materials	£35,000,000
Fresh Meat, Cooked Meats & Fresh Fish	£10,000,000	Trade Materials	£10,000,000
Heavy Vehicles	£40,000,000	Tyres for Vehicles & Plant	£6,500,000
Hot Beverages (OSS)	£1,000,000	Vehicle & Plant Hire	£15,000,000
Janitorial Products	£12,000,000	Vehicle Parts	£12,000,000
Light and Heavy Plant	£10,000,000	Vehicle Purchase RM6060	£15,000,000
Milk	£9,000,000	Washroom Solutions and Sanitary Products	£3,500,000

Appendix 4 – Expenditure Summary per Council

Contract Spend and Estimated Savings Report

1. Expenditure/Estimated Savings Summary -Year To Date as at: Q1 (Apr 2019- Jun 2019)



Organisation	Contracts Available	Contracts Used	Participation	Quarter 2		Quarter 3		Quarter 4		Quarter 1		Total			
				Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Forecast Spend (£)	Actual v Forecast %
Aberdeen City Council	79	52	66%	7,870,149	42,700	6,713,019	75,573	6,103,894	69,565	7,607,896	222,328	28,294,958	410,166	35,279,278	80.2%
Aberdeenshire Council	79	59	75%	7,846,578	128,567	8,210,070	121,206	9,731,136	98,585	10,210,380	138,030	35,998,165	486,387	36,338,452	99.1%
Angus Council	79	46	58%	1,348,884	14,547	1,208,801	5,251	1,839,862	14,311	1,723,183	1,944	6,120,730	36,053	7,135,551	85.8%
Argyll & Bute Council	79	50	63%	2,189,038	57,748	2,769,598	36,279	3,120,225	52,577	2,157,677	67,853	10,236,537	214,457	12,307,786	83.2%
City of Edinburgh Council	79	54	68%	7,489,082	46,953	8,328,134	164,866	10,527,809	178,777	11,865,060	64,996	38,210,085	455,592	35,753,935	106.9%
Clackmannanshire Council	79	52	66%	1,172,562	28,604	1,729,565	16,552	2,025,021	16,951	1,727,040	11,530	6,654,189	73,638	9,872,442	67.4%
Comhairle nan Eilean Siar	77	33	43%	307,302	23,802	318,356	22,509	539,976	18,849	440,516	27,889	1,606,150	93,050	4,201,654	38.2%
Dumfries & Galloway Council	79	50	63%	2,110,754	42,763	2,820,701	46,805	3,035,395	103,632	2,989,981	68,388	10,956,832	261,589	11,931,424	91.8%
Dundee City Council	79	45	57%	3,883,459	99,893	4,958,108	93,367	4,124,060	71,936	4,440,047	50,310	17,405,674	315,505	13,865,436	125.5%
East Ayrshire Council	79	52	66%	2,219,166	11,373	2,664,325	42,639	3,485,121	95,650	4,762,886	134,507	13,131,498	284,169	13,334,213	98.5%
East Dunbartonshire	79	54	68%	3,909,878	36,344	3,286,018	33,959	3,009,104	45,988	2,599,051	2,315	12,804,051	118,606	12,707,363	100.8%
East Lothian Council	79	56	71%	2,602,816	44,357	3,261,015	50,463	4,178,589	70,422	3,942,891	28,475	13,985,310	193,718	14,055,711	99.5%
East Renfrewshire Council	79	50	63%	1,310,294	83,704	1,778,060	99,347	3,442,824	146,990	3,259,903	133,944	9,791,081	463,985	11,865,988	82.5%
Falkirk Council	79	57	72%	3,915,706	85,449	4,119,984	124,925	5,960,651	322,361	6,026,410	130,877	20,022,752	663,612	16,390,887	122.2%
Fife Council	79	58	73%	9,140,801	-8,108	10,789,016	104,855	13,056,677	149,668	12,430,583	104,640	45,417,078	351,055	44,315,390	102.5%
Glasgow City Council	79	43	54%	10,138,717	207,355	9,585,084	161,437	9,933,344	258,304	9,170,573	166,312	38,827,718	793,408	50,158,223	77.4%
Highland Council	79	52	66%	3,929,373	90,410	4,441,033	31,852	5,013,809	78,969	3,986,916	129,129	17,371,131	330,359	24,617,825	70.6%
Inverclyde Council	79	56	71%	1,824,675	70,428	1,861,493	52,687	2,091,967	101,574	2,021,190	59,542	7,799,325	284,231	9,530,335	81.8%
Midlothian Council	79	54	68%	2,087,913	73,393	2,245,586	250,488	1,966,712	34,720	2,788,908	488,898	9,089,119	847,498	14,558,687	62.4%
Moray Council	79	48	61%	2,499,632	-9,105	2,443,481	20,194	3,938,538	53,935	3,413,026	46,565	12,294,676	111,589	13,969,585	88.0%
North Ayrshire Council	78	59	76%	4,063,235	73,753	4,388,491	51,045	6,551,320	135,958	4,743,771	33,198	19,746,817	293,955	18,515,621	106.6%
North Lanarkshire Council	79	48	61%	3,844,444	181,351	6,562,764	167,829	8,880,808	197,058	8,623,511	77,407	27,911,527	623,645	25,238,263	110.6%
Orkney Islands Council	75	30	40%	559,200	380	391,713	-2,772	1,039,968	-2,130	658,367	12,021	2,649,249	7,499	3,055,553	86.7%
Perth & Kinross Council	79	51	65%	3,545,754	192,909	4,100,681	186,803	2,763,406	70,625	3,011,570	49,472	13,421,411	499,810	10,176,278	131.9%
Renfrewshire Council	79	60	76%	4,471,030	149,310	5,721,737	117,312	6,364,765	156,073	5,481,778	111,365	22,039,310	534,059	19,851,889	111.0%
Scottish Borders Council	79	54	68%	2,698,299	35,288	2,222,787	-3,501	2,178,033	-9,859	3,378,266	-36,689	10,477,385	-14,761	13,407,483	78.1%
Shetland Islands Council	76	35	46%	759,523	2,435	1,108,233	-13,865	910,858	2,291	807,756	-1,971	3,586,370	-11,110	3,623,440	99.0%
South Ayrshire Council	79	48	61%	3,165,804	42,809	3,367,134	46,952	3,724,530	64,811	3,206,264	32,029	13,463,732	186,601	16,284,726	82.7%
South Lanarkshire Council	79	54	68%	5,216,389	137,709	7,708,907	242,228	8,935,797	217,102	6,422,305	84,612	28,283,398	681,650	37,284,813	75.9%
Stirling Council	79	44	56%	1,803,782	-29,305	1,660,048	-4,112	2,251,705	8,834	2,294,632	-5,882	8,010,167	-30,465	11,841,804	67.6%
West Dunbartonshire	79	58	73%	3,403,037	113,492	4,232,244	120,762	5,616,217	95,455	6,783,448	87,331	20,034,946	417,039	17,354,249	115.4%
West Lothian Council	79	55	70%	4,661,105	31,479	4,795,311	81,960	5,985,628	148,068	7,787,364	35,246	23,229,408	296,753	29,670,131	78.3%
Associate Members	77	52	68%	4,859,524	26,442	5,420,691	19,405	6,712,565	160,451	4,072,821	48,132	21,065,601	254,430	9,465,406	222.6%
Tayside Contracts	77	25	32%	2,767,284	106,561	3,909,554	179,133	4,077,693	249,950	3,018,351	158,017	13,772,882	693,660	12,994,722	106.0%
Totals:				123,615,188	2,235,789	139,121,743	2,744,431	163,118,007	3,478,454	157,854,322	2,762,758	583,709,260	11,221,433	620,954,546	94.0%

Notes:

1. Contracts Available - The number of contracts available to members during the full reporting period (inclusive of those contracts that may have expired within the reporting timeframe).
2. Contracts Used - The number of contracts which spend has been recorded against during the reporting period (inclusive of those contracts that may have expired within the reporting timeframe).
3. Actual Spend - Total actual spend (net of saving) on contracts during the reporting period compiled using spend data returns provided by contracted suppliers.
4. Saving - Calculated using the estimated forecast saving percentage figure attributed to each contract as per Executive Sub-Committee reports (or variation thereof subsequently agreed with the customer).
5. Forecast Spend - Estimated total spend anticipated in the reporting period.

Scotland Excel

To: Executive Sub Committee

On: 6 December 2019

**Report By:
Director Scotland Excel**

Employee Absence Management Report

1. Introduction and purpose of the report

In response to the Renfrewshire Council Internal Audit team recommendation, this report on organisational sickness absence is submitted on a quarterly basis highlighting the absence rate in the organisation.

2. Scotland Excel Absence Management Target

The Joint Committee has previously agreed that Scotland Excel should work to an absence rate of below 4%. This target aligns Scotland Excel with partner organisations, supports good practice in this area and demonstrates the ongoing commitment to absence management as a key efficiency target.

3. Overview of Attendance

In line with audit recommendations, the attached report has been prepared for the Executive Sub Committee. The report details:

- Breakdown of current month, last six months and last 12 months absence figures
- Illustration of 12 months in days
- Illustration of last 12 months in percentages

The report includes the latest absence details for period to 31 October 2019. The rate of absence across the organisation has been maintained below the 4% target with the rolling 6 and 12 month average absence rates now below 1.7%.

The absence rates for the reporting periods are:

- previous 1 month to 1.0% (19 days)
- previous 6 months to 1.6% (153.5days)
- previous 12-month period to 1.4% (269 days)

Scotland Excel will continue its positive practices, including working with Occupational Health and other support services, to maintain attendance to support the members of staff who have significant health issues

4. Recommendation

The Executive Sub Committee is requested to note the contents of report.

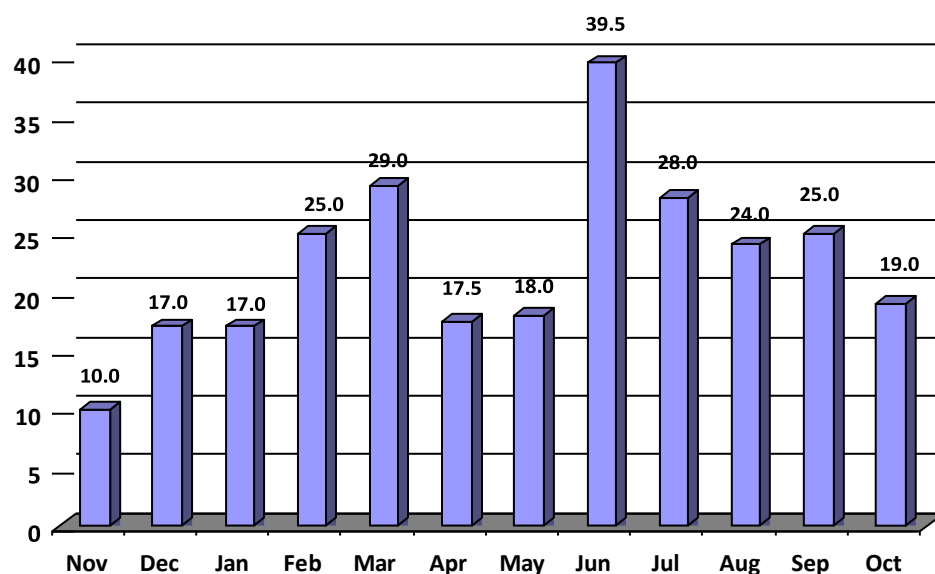
Absence Report

Organisation Level

Month Ending: 31 October 2019

Current Month					Last 6 Months					Last 12 Months				
Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Sickness Absence Instances	Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Sickness Absence Instances	Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Sickness Absence Instances
Total: 19	0	19	1.0%	8	77.5	76	153.5	1.6%	39	163	106	269	1.4%	91
No of Employees (Permanent and Temporary):					100					Average no of Sickness Absence Days per Employee:				
No of Leavers included:					11									

Total Sickness Absence Days by Month for Last 12 Months



Monthly YTD Absence Rate

