

Scotland Excel

To: Joint Committee

On: 10 December 2021

Report by: Chief Executive of Scotland Excel

Contract Delivery Plan Update

1. Introduction

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

2. Progress to Date

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

There are 74 current frameworks in the Scotland Excel contract portfolio, with 4 further new frameworks to be added and 25 of these frameworks to be renewed before 31 December 2022 (Appendix 1).

A further 16 of the frameworks on the current portfolio have extension options that are likely to be exercised in 2021/2022, with 5 of these extensions already approved.

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

Overall, efficiencies delivered to date in 2021/2022 are 3.07%, which is slightly above the forecast range.

A summary of spend and forecast savings per council between July 2020 and June 2021 can be found in appendix 5, with an average forecast efficiency of c.1.72%.

In addition to the activity detailed in Appendices 1 - 4, Scotland Excel is exploring the benefits of further collaborative procurement across high spend, critical service areas in the construction, corporate, ICT and social care teams.

The Care and Support Flexible Framework went live on 1 April 2020. The framework has currently 119 providers offering over 460 Services.

There has been a steady increase in uptake since the framework start date with 13 councils having confirmed they are utilising the framework. Indicative baseline data submitted by 10 councils projected to the end of the financial year (31 March 2022 indicates support packages for around 4,700 service users will be in place by the end of March 2022.

The framework was re-opened in October enabling new providers to apply to join the framework from April 2022.

The Flexible Framework Agreement for the provision of Social Care Agency Workers is due to expire on 31st July 2022. This framework currently covers the provision of agency staff in social care roles, social work and other professional roles and ancillary support roles. The third-generation framework is anticipated to go live on the 1st August 2022. Consultation to help inform the strategy development work is due to begin shortly with sessions for suppliers and purchasers scheduled for December 2021.

Negotiations in relation to the National Care Home Contract (NCHC) rates for 2022/23 began in early November. An interim increase is required to take effect from 1st December to reflect Scottish Government's workforce increase as part of winter planning measures. Implementation of Scottish Government's adult annual social care increase will need to be considered along with detailed discussion on cost pressures faced by the sector.

Scotland Excel has been consulting with key stakeholders in relation to future plans for the national framework for Children's Residential Care & Education. This work seeks to understand the potential impact on the sector of policy change coming from the work of The Promise and to determine how best to reflect this in the national arrangement.

The activity under the New Build Residential Construction Framework has continued to grow as our members have renewed their activity on new build housing projects. To date, the framework has 14 awarded projects which together are delivering over 550 homes and also a care facility. Twelve projects are live on site and are already delivering substantial local benefits, with over £32 million being awarded to local contractors and subcontractors. It is anticipated that in total 22 projects with a combined value of c£230m will be awarded through the framework by the end of 2021/22.

Supply Chain disruption is having a significant impact on construction materials. Scotland Excel is deploying a range of measures to manage the impact on council members. Part of that strategy includes consolidating the number of frameworks associated with these product groupings. By doing this it will simplify the contract management arrangements for both the supply base and the operational teams using the framework. Building and Timber Materials, Plumbing and Heating Materials, Electrical Materials, Trades Materials and Power Tools will be combined into a multi-lotted framework which will mean fewer tender responses for the supply market and a simplified call off for end users. As part of this rationalisation Gas Boiler Maintenance services will also be aligned with maintenance services across a wider scope. Regulation 72 will be used to harmonize the end dates of the affected frameworks.

Scotland Excel has developed a new process for undertaking opportunity assessments for OSS (Operational Supplies and Services) contracts to understand how these frameworks have operated, for example their participation and spend profile. These opportunity assessments will be used to inform discussions with councils as to whether it is viable to renew each of these frameworks or, for example, if their scope should be changed significantly. This will ensure that the contracts within the OSS team continue to meet council requirements.

Supply Chain disruption also continue to have a major impact on supply across the Scotland Excel food portfolio. Suppliers continue to be impacted by the industry-wide, global supply chain challenges. The primary challenge for suppliers is a shortage of staff. When combined with knock-on impacts to production and haulage capacity, this is affecting the ability of many of our suppliers to deliver to members on time and in full.

Multiple categories and product types are affected, from farm to fork, whether sourced from the UK, the EU or from further afield. These challenges have been ongoing since the market reopened summer 2021, and are forecast to continue until beyond Christmas, and even further into 2022 in some parts of the country. Scotland Excel will continue to work closely with suppliers and members to ensure communication is managed during this uncertain period.

The next generation of the Frozen Foods framework is currently under evaluation and will be presented to the Executive Sub Committee in January 2022. Scotland Excel will then begin work on the development of the renewal for Fresh Meats, Cooked Meats and Fresh Fish.

A new category manager has been appointed to oversee the management of the ICT and digital category and to lead the development of sourcing strategies to deliver value for money and improved services for our members. The category manager will work with strategic partners such as the Digital Office for product/service development, research, innovation and working collaboratively to improve digital access across Scotland.

3. Conclusion

Members are invited to note the progress made to date.

Appendix 1 – List of New or Renewal Contracts until December 2022

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Original Forecast Date	Previous Forecast Date	Delivered Date	Latest Forecast Date if Different	Forecast Savings Range	Delivered Savings Forecast	Comments
Electric Vehicle Charging Points	20,000,000	New Contract	Aug-20	Dec-21		Feb-21	5.5%		Tender is currently out to the market, schedule to close December 2021.
Lift Maintenance (OSS)	1,250,000	New Contract	Mar-20	Mar-21		Cancelled	5.5%		After consulting with members it is not a viable opton to take forward as a tender exercse. Can be discussed further at commercial UIGs should ths be a requirement in the future.
Building Construction Consultancy	18,750,000	New Contract	May-21	Mar-22		Apr-22	2% - 4%		Initially merged with Engineering Consultancy but delayed due to separate service offering. Strategy Consultation commenced. Forecast start date May 2022.
Waste Composition Analysis	750,000	New Contract	Jun-21		May-21		5.50%	0%	Approved by Executive Sub Committee May 2021. Contract effective 09/06/2021
Digital Telecare	4,000,000	New Contract	Apr-21			Aug-21	5.5%		Approved by Executive Sub Commttee August 2021
Musical Instruments	1,750,000	New Contract	Oct-21	Nov-21		Dec-21	5.5%	5%	Will be presented to Executive Sub Committee December 2021
Property Repair, Maintenance and Refurbishment	100,000,000	New Contract	Dec-22				2%-4%		Opportunity Assessment
Online School Payments	3,000,000	Renew	Apr-20	Apr-21		Sep-21	2% - 4%		Approved by Executive Sub Committee September 2021
Vehicle Parts	12,000,000	Renew	Jan-21	Apr-21	Apr-21		2% - 4%	1.4%	Approved by Executive Sub Committee April 2021.
Education and Office Furniture	5,000,000	Renew	Mar-21	May-21	Jun-21	Aug-21	2% - 4%	1.27%	Approved by Executive Sub Committee June 2021.
Outdoor Play and Sports Facilities	15,000,000	Renew	Mar-21	Mar-22		May-22	2% - 4%		A reg 72 extension has been taken out on this will now go to May Committee with a July 2022 start date
Fostering and Continuing Care	34,000,000	Renew	Mar-21		Jun-21	Jul-21	NłA	NłA	Approved by Executive Sub Committee June 2021.
Organic Waste	12,000,000	Renew	Apr-21		Jun-21	July'21	2%-4%	0%	Approved by Executive Sub Committee June 2021.
Energy Efficiency Contractors	200,000,000	Renew	May-21	Nov-21		Feb-22	2% - 4%		Will be presented to Executive Sub Committee December 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
Frozen Foods	25,000,000	Renew	Jul-21	Dec-22		Jan-22	2% - 4%		Will be presented to Executive Sub Committee January 2022
Education Materials	17,500,000	Renew	Aug-21	May-21	Jun-21		2% - 4%	0.50%	Approved by Executive Sub Committee June 2021.
Personal Protective Equipment	10,000,000	Renew	Mar-21	Oct-21		Mar-22	2% - 4%		Strategy approved, tender in development
Laundry Equipment	1,100,000	Renew	Nov-21			Not being renewed	2% - 4%		Opportunity Assessment was undertaken and showed limited spend and participation to date. Framework will not be renewed.
Bottled Gas	2,000,000	Renew	Nov-21			Not being renewed	2% - 4%		Opportunity Assessment was undertaken and showed limited spend and participation to date. Framework will not be renewed.
Pest Control Services	1,500,000	Renew	Nov-21	Nov-21		Jan-22	2% - 4%		Tender published 10/11/2021, due to close 8/12/2021
Steeplejack Services	1,750,000	Renew	Dec-21	Oct-21		Mar-22	2% - 4%		Strategy approved. Delays due to legal support.
Heavy Vehicles	25,000,000	Renew	Jan-22				2% - 4%		Tender published 11th October.Recommendations to go to January Executive Sub-Committee, go live early February
Tyres for Vehicles and Plant	6,500,000	Renew	Nov-21	Jan-22		Jan-22	2% - 4%		Tender published 29th September. Recommendations to go to January Executive Sub-Committee, go live early February.
Vehicle and Plant Hire	15,000,000	Renew	Nov-21	Feb-22			2% - 4%		Tender documents going through final legal checks prior to publishing. Recommendations to go to February Executive Sub-Committee.
Recycle and Refuse Containers	8,000,000	Renew	Nov-21	Dec-21		Dec-21	2% - 4%		Will be presented to Executive Sub Committee December 2021
Water Coolers	1,500,000	Renew	Jan-22	Jan-22		Feb-22	2% - 4%		PIN notice issued, strategy under development]
Repair of Catering Machines	2,000,000	Renew	Jan-22	Jan-22		Feb-22	2% - 4%		PIN notice issued, strategy under development]
Swimming Pool Chemicals	1,250,000	Renew	Jan-22			Not being renewed	2% - 4%		Upportunity Assessment was undertaken and showed limited spend and participation to date. Framework will not be renewed.
Library Books & Textbooks	14,000,000	Renew	Feb-22	Feb-22		Mar-22	2% - 4%		Strategy in development
Digital Publications and Services	1,000,000	Renew	Feb-22	Feb-22		Mar-22	2% - 4%		Strategy in development
Trade Materials	10,000,000	Renew	Feb-22				2% - 4%		Regulation 72 extension progressing through governance, new end date will align with merged Construction Materials framework.
Milk	9,000,000	Renew	Mar-22			Nov-21	2% - 4%		Approved by executive Sub Committee November 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
Children's Residential	105,400,000	Renew	Mar-22				nła		Options for the future of the framework are being considered in line with changes in national policy direction.
Fire Safety Products	2,500,000	Renew	Apr-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Roadstone	5,000,000	Renew	Jul-22				2%-4%		Pending
Salt for winter maintenance	16,250,000	Renew	Jul-22				2%-4%		Pending
Street Lighting Materials	35,000,000	Renew	Aug-22				2%-4%		Pending
Road Maintenance Materials	2,500,000	Renew	Sep-22				2%-4%		Pending
First Aid Materials	2,000,000	Renew	Sep-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Washroom Solutions	14,000,000	Renew	Sep-22				2%-4%		Pending
Fresh Meats, Cooked Meats and Fresh Fish	40,000,000	Renew	Sep-22				2%-4%		Pending
Commercial Catering Equipment	4,000,000	Renew	Oct-22				2%-4%		Opportunity Assessment to be undertaken to confirm requirements/spend
Construction Materials	70,000,000	Renew	Apr-23				2/-4/		Opportunity Assessment

Appendix 2 – Flexible Contracts until December 2022

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	In Progress	The framework is currently open for new providers to apply to join. It is anticipated that successful new providers will be able to offer services under the framework from April 2022
Care Homes For Adults With Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	TBC	The survey findings have indicated that there was sufficient interest to initiate discussions at a future User Intelligence Group (UIG) to further develop the framework and reopening pending market consultation.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	твс	Determined by the requirements of Purchasing Authorities. To be retendered, date to be confirmed with suppliers joining for 1st August 2022.
Bikeability Scotland Training Providers	£300,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Recyclable and Residual Waste	£40,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Digital Telecare	£4,000,000	Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS

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

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

Contracts which are shaded have been approved for extension

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

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

Appendix 5 – Expenditure summary per Council: Jul'20 – Jun'21

Glasgow City Council F43,049,498 F25,015,882 82.8% 6.60% F762,500 1.77% Fife Council F42,107,637 F113,111,492 37.2% 6.45% F640,188 1.529 South Lanarkshire Council F33,728,746 87.7% 5.28% F6443,159 1.113 Aberdeenshire Council F34,476,560 E33,228,746 87.5% 5.28% F644,972 1.30% Abscicate Members £31,713,146 E58,199,074 54.5% 4.49% E16,013,333 3.560 Mest Council £22,661,29 £23,811,40 100.5% 4.39% E16,013,333 3.560 Mest Council £22,642,709 £26,312,727 55.9% 3.87% E528,370 2.08% North Anyshire Council £12,843,472 £58,322,714 37.2% 3.32% E538,699 2.48% North Anyshire Council £12,843,674 £13,311,402 2.25% 3.05% £28,441 1.35% Renfrexshire Council £12,843,674 £13,312,205 84.0% £14,317 4.48%	Member Organisation	Sum of Actual Spend 💌	Sum of Forecast Spend 💌	Variance 💌	% of Total Actual Spend 💌	Sum of Estimated Saving 💌 🤋	% Saving 💌
Fife Council £42,107,637 £113,111,492 37.2% 6.45% £640,188 1.529 South Lanarkshire Council £38,970,107 £68,073,112 57.2% 5.97% 5434,159 1.113 Ascolate Members £31,713,146 £53,199,074 54.5% 4.466,727 1.30% Associate Members £31,713,146 £53,199,074 54.5% 4.466% £490,616 1.55% Mest Lothian Council £28,661,467 £28,511,140 100,5% 4.39% £1,019,333 3.56% Aberdeen City Council £27,598,423 £36,362,466 75.5% 4.23% £518,640 1.88% West Dunbartonshire Council £25,046,129 £23,130,509 86.6% 3.44% £166,660 0.67% North laarskhire Council £1,644,782 £53,2774 3.72% 534,4975 1.448 Dundee City Council £1,644,782 £53,370 2.09% 3.24% £646,352 1.644 3.27% £314,975 1.448 Dundee City Council £21,644,782 £513,526 4.14%	The City of Edinburgh Council	£45,136,129	£34,112,422	132.3%	6.92%	£789,908	1.75%
South Lanarkshire Council £38,770,07 £68,073,112 57,2% 5.97% £444,159 1.119 Aberdeenshire Council £24,475,560 £39,228,746 87,9% 5.28% £446,727 1.300 Associate Members £31,713,146 £58,198,074 54.5% 4.489% £10,93,393 5.587 West Lothian Council £28,658,78 £44,972,329 63,76 4.439% £10,93,393 3.586 Aberdeen City Council £27,598,423 £36,362,466 75.9% 4.23% £518,640 1.889 West Dunbartonshire Council £25,046,129 £29,310,509 86.0% 3.84% £166,660 0.677 North Lanarkshire Council £21,648,782 £53,322,714 37.2% 3.32% £33,609 2.489 Dundee City Council £13,43,674 £51,512,66 41.44% 3.27% £34,976 1.489 Dundee City Council £13,585,525 £13,445,63 1.164% 2.206% £234,52 1.819 Batt Othan Council £13,783,4480 £10,052,26 139.1%	Glasgow City Council	£43,049,498	£52,015,882	82.8%	6.60%	£762,550	1.77%
Aberdeenshire Council £34,276,560 £39,228,746 87.9% 5.28% £446,727 1.30% Associate Members £31,713,146 £55,198,074 54.5% 4.86% £190,016 1.55% Associate Members £31,713,146 £55,198,074 54.5% 4.86% £190,016 1.55% Falkrik Council £28,651,467 £28,511,140 100.5% 4.33% £1618,640 1.85% Aberdeen City Council £27,598,423 £36,624.66 75.9% 4.23% £518,640 1.86% West Dunbartonshire Council £25,487,709 £23,127.27 59.5% 3.87% £528,370 2.08% North Lankshire Council £21,64,782 £53,809 8.64% 3.27% £314,976 1.48% Dundee City Council £17,871,465 £39,460,389 43.3% 2.27% £324,57 1.48% Argyll and Bute Council £17,871,465 £13,460,389 45.3% 2.24% £214,477 2.43% Argyll and Bute Council £15,552,55 £14,345,377 2.33% £276,668	Fife Council	£42,107,637	£113,111,492	37.2%	6.45%	£640,188	1.52%
Associate Members £31,713,146 £58,198,074 54.5% 4.86% £490,616 1.55% West Luthian Council £28,661,467 £28,511,140 100.5% 4.33% £640,352 1.27% Falkrik Council £22,638,75% £44,972,329 63.7% 4.33% £10,03,333 3.56% Aberdeen City Council £25,948,712 £23,642,727 95.9% 3.87% £528,370 2.09% The Highland Council £25,046,1129 £23,120,727 95.9% 3.87% £538,609 2.48% North Lanarkshire Council £21,043,674 £51,515,266 41.4% 3.27% £334,673 1.48% Dunde City Council £13,589,464 £13,10,22 129.5% 3.00% £264,611 1.35% Renfrewshire Council £13,584,642 £13,454,253 116.4% 2.40% £201,674 1.29% Argyli and Bute Council £13,594,641 11.35% 2.33% £276,068 1.81% East Aryshire Council £13,294,063 115.7% 2.33% £276,068 1.81% </td <td>South Lanarkshire Council</td> <td>£38,970,107</td> <td>£68,073,112</td> <td>57.2%</td> <td>5.97%</td> <td>£434,159</td> <td>1.11%</td>	South Lanarkshire Council	£38,970,107	£68,073,112	57.2%	5.97%	£434,159	1.11%
West Lothian Council £28,661,467 £28,511,140 100.5% 4.39% £364,352 1.27% Falkirk Council £28,658,578 £44,972,329 63.7% 4.39% £1,019,393 3.56% Meerdeen City Council £27,598,423 £63,62,466 75.9% 4.23% £518,640 1.88% West Durbartonshire Council £25,046,129 £29,130,509 86.0% 3.84% £66,660 0.67% North Anarkshire Council £21,648,472 £51,515,266 41.4% 3.27% £314,976 1.488 Dundee City Council £13,884,461 £15,151,266 41.4% 3.27% £314,976 1.488 Dundee City Council £13,884,461 £15,131,022 122.5% 3.00% £264,611 1.35% Renferwshire Council £13,884,480 £10,052,262 139.1% 2.46% £201,674 1.29% Argyl and Bute Council £13,894,480 £10,052,262 139.1% 2.36% £233,452 1.81% Dunfries and Galloway Council £13,184,003 115.7% 2.33% <td< td=""><td>Aberdeenshire Council</td><td>£34,476,560</td><td>£39,228,746</td><td>87.9%</td><td>5.28%</td><td>£446,727</td><td>1.30%</td></td<>	Aberdeenshire Council	£34,476,560	£39,228,746	87.9%	5.28%	£446,727	1.30%
Falkirk Council £28,658,578 £44,972,329 63.7% 4.39% £1,019,393 3.56% Aberdeen City Council £27,598,423 £63,632,466 75.9% 4.23% £518,640 1.88% West Dunbartonshire Council £25,243,709 £26,312,727 95.9% 3.84% £166,660 0.67% North Lanarkshire Council £21,848,782 £58,322,714 37.2% 3.32% £538,609 2.48% North Lanarkshire Council £11,843,767 £15,152,66 41.4% 3.27% £314,976 1.48% Dundee City Council £17,871,465 £39,400,389 43.3% 2.74% £434,747 2.43% Satt Othian Council £15,552,55 £13,454, 253 116.4% 2.00% £201,674 1.29% Argyll and Bute Council £15,717,016 £16,345,970 92.8% 2.33% £276,068 1.81% Dumfries and Galloway Council £15,171,016 £16,345,970 92.8% 2.02% £112,708 0.85% Sectish Borders Council £12,473,006 £12,473,006 £12,473,7	Associate Members	£31,713,146	£58,198,074	54.5%	4.86%	£490,616	1.55%
Aberdeen City Council £27,598,423 £26,362,466 75.9% 4.23% £518,640 1889 West Dunbartonshire Council £22,43,709 £26,312,727 95.9% 3.87% £528,370 2.09% North Lanarkshire Council £21,642,782 £29,103,059 86.0% 3.84% £166,660 0.677 North Ayrshire Council £21,644,782 £58,322,714 37.2% 3.32% £538,609 2.489 North Ayrshire Council £13,542,65 £14,44% 3.27% £314,976 1.488 Dundee City Council £17,871,465 £39,460,389 45.3% 2.74% £434,747 2.439 Renfrewshire Council £13,582,525 £13,454,253 116.4% 2.40% £201,674 1.299 Argyll and Bute Council £13,984,480 £10,052,226 13.91% 2.36% £23,375 1.813 Dumfres and Galloway Council £15,17,016 £16,345,970 92.85% 2.33% £287,716 1.90% Sottish Borders Council £12,157,946 £113,70,81 1.92% £414,798	West Lothian Council	£28,661,467	£28,511,140	100.5%	4.39%	£364,352	1.27%
West Dunbartonshire Council £25,243,709 £26,312,727 95.9% 3.87% £528,370 2.09% The Highland Council £25,046,129 £29,130,059 86.0% 3.83% £166,660 0.67% North Lanskhire Council £21,684,782 £58,322,714 37.2% 3.32% £538,609 2.48% North Aayrshire Council £17,871,465 £93,460,389 41.4% 3.27% £314,976 1.48% Benfrewshire Council £17,871,465 £39,460,389 45.3% 2.74% £434,747 2.43% East Lothian Council £15,568,525 £13,454,253 116.4% 2.40% £201,674 1.29% Argyll and Bute Council £15,270,035 £13,164,033 115.7% 2.33% £276,068 1.81% Dumfrees and Galloway Council £15,271,016 £16,345,970 9.2.8% 2.02% £112,708 0.85% Scottish Borders Council £12,473,006 £12,345,377 101.0% 1.91% £225,867 1.81% Tayside Contracts £12,473,006 £12,345,377 101.0%<	Falkirk Council	£28,658,578	£44,972,329	63.7%	4.39%	£1,019,393	3.56%
The Highland Council £25,046,129 £29,130,509 86.0% 3.84% £166,660 0.67% North Lanarkshire Council £21,684,782 £58,322,714 37.2% 3.32% £538,609 2.48% North Ayrshire Council £11,343,674 £51,515,266 41.4% 3.27% £314,976 1.48% Dundee City Council £11,858,464 £15,131,022 129.5% 3.00% £244,611 1.35% Renfrewshire Council £11,854,525 £13,454,253 116.4% 2.40% £201,674 1.29% Caryll and Bute Council £13,584,648 £10,052,226 139.1% 2.36% £227,166 1.81% Dumfries and Galloway Council £15,171,016 £16,345,970 9.28% 2.02% £121,708 0.85% Soctish Borders Council £113,146,482 98.2% 2.02% £121,708 0.85% Perth and Kinross Council £12,453,976 £113,73,006 £12,345,977 1.90% £131,213 1.06% Stirling Council £12,473,006 £12,345,377 101.0% 1.91%	Aberdeen City Council	£27,598,423	£36,362,466	75.9%	4.23%	£518,640	1.88%
North Lanarkshire Council £21,684,782 £58,322,714 37.2% 3.32% £538,609 2.48% North Ayrshire Council £21,343,674 £51,515,266 41.4% 3.27% £314,976 1.48% Dundee City Council £19,589,464 £15,131,022 129.5% 3.00% £264,611 1.35% Renfrewshire Council £17,871,465 £39,460,389 45.3% 2.74% £434,747 2.43% East Lothian Council £13,582,525 £13,454,253 116.4% 2.40% £201,674 1.29% Argyll and Bute Council £15,230,035 £13,164,003 115.7% 2.33% £287,716 1.90% Sext Ayrshire Council £13,188,554 £13,464,03 115.7% 2.33% £287,716 1.90% Sexttish Borders Council £13,188,554 £13,436,482 98.2% 2.02% £112,708 0.85% Tayside Council £12,515,946 £11,037,217 113.4% 1.92% £414,798 3.31% Stirling Council £12,157,940 £12,345,377 10.05% £131	West Dunbartonshire Council	£25,243,709	£26,312,727	95.9%	3.87%	£528,370	2.09%
North Ayrshire Council £21,343,674 £51,515,266 41.4% 3.27% £314,976 1.48% Dundee City Council £19,589,464 £15,131,022 129.5% 3.00% £264,611 1.35% Renfrewshire Council £17,871,465 £39,460,328 45.3% 2.74% £434,747 2.43% East Lothian Council £15,658,525 £13,454,253 116.4% 2.40% £201,674 1.25% Argyll and Bute Council £13,984,480 £10,052,226 139.1% 2.36% £253,452 1.81% Dumfries and Galloway Council £15,230,035 £13,164,003 115.7% 2.33% £287,716 1.90% Scottish Borders Council £11,217,016 £16,345,970 92.8% 2.02% £112,708 0.85% Perth and Kinross Council £12,473,006 £11,077,217 113.4% 1.92% £414,798 3.31% Tayside Contracts £12,473,006 £12,445,977 101.0% 1.91% £225,887 1.81% South Ayrshire Council £12,785,200 £8,959,147 137.0%	The Highland Council	£25,046,129	£29,130,509	86.0%	3.84%	£166,660	0.67%
Dundee City Council £19,589,464 £15,131,022 129,5% 3.00% £264,611 1.35% Renfrewshire Council £17,871,465 £39,460,389 45.3% 2.74% £434,747 2.43% East Lothian Council £15,658,525 £13,454,253 116.4% 2.40% £201,674 1.29% Argyll and Bute Council £13,984,480 £10,052,225 139.1% 2.33% £275,068 1.81% Dumfries and Galloway Council £15,71,016 £16,945,970 92.8% 2.33% £277,166 1.90% Scottish Borders Council £11,215,945 £11,017,217 113.4% 1.92% £414,798 3.31% Tayside Contracts £12,473,006 £12,345,377 101.0% 1.91% £225,867 1.81% South Ayrshire Council £12,473,006 £12,45,377 101.0% 1.91% £225,867 1.81% Tayside Contracts £12,473,006 £12,45,377 101.0% 1.81% £141,729 1.81% South Ayrshire Council £12,252,863 £20,8532 4.75%	North Lanarkshire Council	£21,684,782	£58,322,714	37.2%	3.32%	£538,609	2.48%
Renfrewshire Council £17,871,465 £39,460,389 45.3% 2.74% £434,747 2.43% East Lothian Council £15,658,525 £13,454,253 116.4% 2.40% £201,674 1.29% Argyll and Bute Council £13,984,480 £10,052,226 139.1% 2.36% £253,452 1.81% Dumfries and Galloway Council £15,710,016 £16,345,970 92.8% 2.33% £276,068 1.81% Sext Ayrshire Council £13,188,554 £13,436,482 98.2% 2.02% £112,708 0.85% Perth and Kinross Council £12,473,006 £12,373,77 101.0% 1.91% £225,887 1.81% Stirling Council £12,25,900 £8,995,147 137.0% 1.89% £13,121 1.06% South Ayrshire Council £12,168,532 £20,189,524 60.3% 1.87% £141,222 1.16% The Moray Council £11,78,761 £23,548,339 47.5% 1.71% £104,566 0.94% East Ayrshire Council £10,802,337 £0,605,548 101.9% 1	North Ayrshire Council	£21,343,674	£51,515,266	41.4%	3.27%	£314,976	1.48%
East Lothian Council £15,658,525 £13,454,253 116.4% 2.40% £201,674 1.29% Argyll and Bute Council £13,984,480 £10,052,226 139.1% 2.36% £253,452 1.81% Dumfries and Galloway Council £15,230,035 £13,1464,003 115.7% 2.33% £276,068 1.81% East Ayrshire Council £15,230,035 £13,464,003 115.7% 2.33% £287,716 1.90% Scottish Borders Council £13,188,554 £13,436,482 98.2% 2.02% £11,170 0.85% Perth and Kinross Council £12,515,946 £11,037,217 113.4% 1.92% £414,798 3.31% Tayside Contracts £12,473,006 £12,345,377 101.0% 1.91% £225,887 1.81% Stirling Council £12,1265,532 £20,189,524 60.3% 1.87% £131,422 1.16% The Moray Council £11,178,761 £23,548,339 47.5% 1.71% £104,566 0.94% East Dunbartonshire Council £10,809,022 £10,605,548 101.9%	Dundee City Council	£19,589,464	£15,131,022	129.5%	3.00%	£264,611	1.35%
Argyll and Bute Council f13,984,480 f10,052,226 139.1% 2.36% £253,452 1.81% Dumfries and Galloway Council f15,230,035 f13,164,003 115.7% 2.33% £276,068 1.81% East Ayrshire Council f15,171,016 f16,345,970 92.8% 2.33% £287,716 1.90% Scottish Borders Council f13,188,554 f13,464,82 98.2% 2.02% f112,708 0.85% Perth and Kinross Council f12,515,946 f11,037,217 113.4% 1.92% f414,798 3.31% Tayside Contracts f12,473,006 f12,345,377 101.0% 1.81% f131,213 1.06% South Ayrshire Council f12,168,532 f20,189,524 60.3% 1.87% f141,222 1.16% The Moray Council f11,178,761 f23,548,339 47.5% 1.71% f104,566 0.94% East Dunbartonshire Council f10,809,022 f10,605,548 101.9% 1.66% f222,144 1.96% Clackmannanshire Council f10,117,463 f12,975,917 78.0% 1.55% f194,372 1.92% Kanferwshire Council </td <td>Renfrewshire Council</td> <td>£17,871,465</td> <td>£39,460,389</td> <td>45.3%</td> <td>2.74%</td> <td>£434,747</td> <td>2.43%</td>	Renfrewshire Council	£17,871,465	£39,460,389	45.3%	2.74%	£434,747	2.43%
Dumfries and Galloway Council £15,230,035 £13,164,003 115.7% 2.33% £276,068 1.81% East Ayrshire Council £15,171,016 £16,345,970 92.8% 2.33% £287,716 1.90% Scottish Borders Council £13,188,554 £13,436,482 98.2% 2.02% £112,708 0.85% Perth and Kinross Council £12,515,946 £11,037,217 113.4% 1.92% £414,798 3.31% Tayside Contracts £12,473,006 £12,345,377 10.0% 1.91% £225,887 1.81% Stirling Council £12,168,532 £20,189,524 60.3% 1.87% £141,222 1.16% South Ayrshire Council £11,77,761 £23,548,339 47.5% 1.71% £104,566 0.94% Linverclyde Council £10,802,337 £8,021,292 134.7% 1.66% £212,144 1.96% Clackmannanshire Council £10,117,463 £12,975,917 78.0% 1.55% £194,932 1.92% Argus Council £9,555,038 £12,094,012 79.0% 1.46	East Lothian Council	£15,658,525	£13,454,253	116.4%	2.40%	£201,674	1.29%
East Ayrshire Council£15,171,016£16,345,97092.8%2.33%£287,7161.90%Scottish Borders Council£13,188,554£13,436,48298.2%2.02%£112,7080.85%Perth and Kinross Council£12,515,946£11,037,217113.4%1.92%£414,7983.31%Tayside Contracts£12,473,006£12,345,377101.0%1.91%£225,8871.81%Stirling Council£12,325,900£8,995,147137.0%1.89%£131,2131.06%South Ayrshire Council£11,178,761£23,548,33947.5%1.71%£104,5660.94%East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverciyde Council£10,817,213£12,975,91778.0%1.55%£194,3721.92%Rast Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4331.50%Orkney Islands Council£7,981,931£12,180,75865.5%1.22%£119,4331.50%Orkney Islands Council£2,55,648£3,159,78887.5%0.42%£13,8220.47%Shetland Islands Council£2,65,548£3,159,78387.5%0.42%£3,69341.71%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,934	Argyll and Bute Council	£13,984,480	£10,052,226	139.1%	2.36%	£253,452	1.81%
Scottish Borders Council f13,188,554 f13,436,482 98.2% 2.02% f112,708 0.85% Perth and Kinross Council f12,515,946 f11,037,217 113.4% 1.92% f414,798 3.31% Tayside Contracts f12,473,006 f12,345,377 101.0% 1.91% f225,887 1.81% Stirling Council f12,325,900 f8,995,147 137.0% 1.89% f131,213 1.06% South Ayrshire Council f11,178,761 f23,548,339 47.5% 1.71% f104,566 0.94% East Dunbartonshire Council f10,809,022 f10,605,548 101.9% 1.66% f220,755 1.90% Inverclyde Council f10,802,337 f8,021,292 134.7% 1.66% f212,144 1.96% Clackmannanshire Council f10,117,463 f12,975,917 78.0% 1.55% f194,372 1.92% Midlothian Council f79,81,931 f12,875,8 f51.6% 1.36% f195,693 1.77% Midlothian Council f79,81,931 f12,976,786 f51.6% 1.22	Dumfries and Galloway Council	£15,230,035	£13,164,003	115.7%	2.33%	£276,068	1.81%
Perth and Kinross Council£12,515,946£11,037,217113.4%1.92%£414,7983.31%Tayside Contracts£12,473,006£12,345,377101.0%1.91%£225,8871.81%Stirling Council£12,325,900£8,995,147137.0%1.89%£131,2131.06%South Ayrshire Council£12,168,532£20,189,52460.3%1.87%£141,2221.16%The Moray Council£11,178,761£23,548,33947.5%1.71%£104,5660.94%East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%Kanga Council£9,555,038£12,094,01279.0%1.466%£409,5624.29%Angus Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,55,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,765,548£3,159,78387.5%0.42%£3,69341.71%	East Ayrshire Council	£15,171,016	£16,345,970	92.8%	2.33%	£287,716	1.90%
Tayside Contracts£12,473,006£12,345,377101.0%1.91%£225,8871.81%Stirling Council£12,325,900£8,995,147137.0%1.89%£131,2131.06%South Ayrshire Council£12,168,532£20,189,52460.3%1.87%£141,2221.16%The Moray Council£11,178,761£23,548,33947.5%1.71%£104,5660.94%East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	Scottish Borders Council	£13,188,554	£13,436,482	98.2%	2.02%	£112,708	0.85%
Stirling Council£12,325,900£8,995,147137.0%1.89%£131,2131.06%South Ayrshire Council£12,168,532£20,189,52460.3%1.87%£141,2221.16%The Moray Council£11,178,761£23,548,33947.5%1.71%£104,5660.94%East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,952,504£2,370,786124.5%0.45%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	Perth and Kinross Council	£12,515,946	£11,037,217	113.4%	1.92%	£414,798	3.31%
South Ayrshire Council£12,168,532£20,189,52460.3%1.87%£141,2221.16%The Moray Council£11,178,761£23,548,33947.5%1.71%£104,5660.94%East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£119,4391.50%Orkney Islands Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	Tayside Contracts	£12,473,006	£12,345,377	101.0%	1.91%	£225,887	1.81%
The Moray Council £11,178,761 £23,548,339 47.5% 1.71% £104,566 0.94% East Dunbartonshire Council £10,809,022 £10,605,548 101.9% 1.66% £205,755 1.90% Inverclyde Council £10,802,337 £8,021,292 134.7% 1.66% £212,144 1.96% Clackmannanshire Council £10,117,463 £12,094,012 79.0% 1.55% £194,372 1.92% East Renfrewshire Council £9,555,038 £12,094,012 79.0% 1.46% £409,562 4.29% Angus Council £8,863,087 £117,191,476 51.6% 1.36% £119,439 1.50% Orkney Islands Council £7,981,931 £12,180,758 65.5% 1.22% £119,439 1.50% Shetland Islands Council £2,755,548 £3,159,783 87.5% 0.42% £5,241 0.19% Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	Stirling Council	£12,325,900	£8,995,147	137.0%	1.89%	£131,213	1.06%
East Dunbartonshire Council£10,809,022£10,605,548101.9%1.66%£205,7551.90%Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,952,504£2,370,786124.5%0.45%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	South Ayrshire Council	£12,168,532	£20,189,524	60.3%	1.87%	£141,222	1.16%
Inverclyde Council£10,802,337£8,021,292134.7%1.66%£212,1441.96%Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,952,504£2,370,786124.5%0.45%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	The Moray Council	£11,178,761	£23,548,339	47.5%	1.71%	£104,566	0.94%
Clackmannanshire Council£10,117,463£12,975,91778.0%1.55%£194,3721.92%East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,952,504£2,370,786124.5%0.45%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	East Dunbartonshire Council	£10,809,022	£10,605,548	101.9%	1.66%	£205,755	1.90%
East Renfrewshire Council£9,555,038£12,094,01279.0%1.46%£409,5624.29%Angus Council£8,863,087£17,191,47651.6%1.36%£156,6931.77%Midlothian Council£7,981,931£12,180,75865.5%1.22%£119,4391.50%Orkney Islands Council£2,952,504£2,370,786124.5%0.45%£13,8220.47%Shetland Islands Council£2,765,548£3,159,78387.5%0.42%£5,2410.19%Comhairle nan Eilean Siar£2,160,109£5,131,22342.1%0.33%£36,9341.71%	Inverclyde Council	£10,802,337	£8,021,292	134.7%	1.66%	£212,144	1.96%
Angus Council £8,863,087 £17,191,476 51.6% 1.36% £156,693 1.77% Midlothian Council £7,981,931 £12,180,758 65.5% 1.22% £119,439 1.50% Orkney Islands Council £2,952,504 £2,370,786 124.5% 0.45% £13,822 0.47% Shetland Islands Council £2,765,548 £3,159,783 87.5% 0.42% £5,241 0.19% Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	Clackmannanshire Council	£10,117,463	£12,975,917	78.0%	1.55%	£194,372	1.92%
Midlothian Council £7,981,931 £12,180,758 65.5% 1.22% £119,439 1.50% Orkney Islands Council £2,952,504 £2,370,786 124.5% 0.45% £13,822 0.47% Shetland Islands Council £2,765,548 £3,159,783 87.5% 0.42% £5,241 0.19% Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	East Renfrewshire Council	£9,555,038	£12,094,012	79.0%	1.46%	£409,562	4.29%
Orkney Islands Council £2,952,504 £2,370,786 124.5% 0.45% £13,822 0.47% Shetland Islands Council £2,765,548 £3,159,783 87.5% 0.42% £5,241 0.19% Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	Angus Council	£8,863,087	£17,191,476	51.6%	1.36%	£156,693	1.77%
Shetland Islands Council £2,765,548 £3,159,783 87.5% 0.42% £5,241 0.19% Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	Midlothian Council	£7,981,931	£12,180,758	65.5%	1.22%	£119,439	1.50%
Comhairle nan Eilean Siar £2,160,109 £5,131,223 42.1% 0.33% £36,934 1.71%	Orkney Islands Council	£2,952,504	£2,370,786	124.5%	0.45%	£13,822	0.47%
	Shetland Islands Council	£2,765,548	£3,159,783	87.5%	0.42%	£5,241	0.19%
Total £651,052,560 £920,757,622 N/A 100.00% £11,217,773 1.72%	Comhairle nan Eilean Siar	£2,160,109	£5,131,223	42.1%	0.33%	£36,934	1.71%
	Total	£651,052,560	£920,757,622	N/A	100.00%	£11,217,773	1.72%