

SCOTLAND EXCEL



ABERDEEN CITY COUNCIL ANNUAL VALUE REPORT

November 2021

Five compelling reasons to use our New Build Residential Construction Framework...

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Introduction

Welcome to the second annual value report detailing the savings and benefits that Scotland Excel delivers to your council. We were delighted with the positive response last year to our very first report and again welcome your ongoing feedback.

Scotland Excel is a leader of change. Since 2008 we have helped to establish public procurement as an effective driver for local and national economic growth and wellbeing. Our services are designed to help our members deliver sustainable services that every community needs and realise a host of social, economic and environmental benefits from their spend.

The worldwide pandemic has had a profound effect on public services throughout Scotland. It has also demonstrated how the sector plays a key role within our communities. Our contracts are designed to help our members deliver better public services in the face of significant challenges and ongoing budget pressures. Embracing a sustainable procurement approach, our contracts act as a powerful driver of community wealth building.

We use our expertise and experience to help our members enhance their procurement skills and get the most from their spend. Our services allow organisations to flex their procurement resources during busy periods. The past year has seen Scotland Excel offer additional services to support your aims including long-term strategic procurement partnerships.

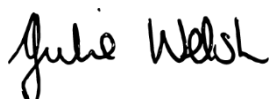
This report is designed to provide a detailed view on the value derived from membership of Scotland Excel by your council. Value manifests itself in many forms and this report provides a range of measures relevant to your organisation.

The report starts with an infographic summarising several key national value measures across the 32 councils. It then moves on to provide a number of specific financial value indicators for your council.

Recognising that value is not purely financial, the report provides updates on areas such as community benefit, local spend and support for local economies. The Scotland Excel Academy provides a range of people development services to your organisation and your level of participation in this is provided.

Scotland Excel has recently introduced a range of procurement and consultancy services that can help you make the most out of your council's spend and harness the power of procurement. These services are detailed in section 9 of this report.

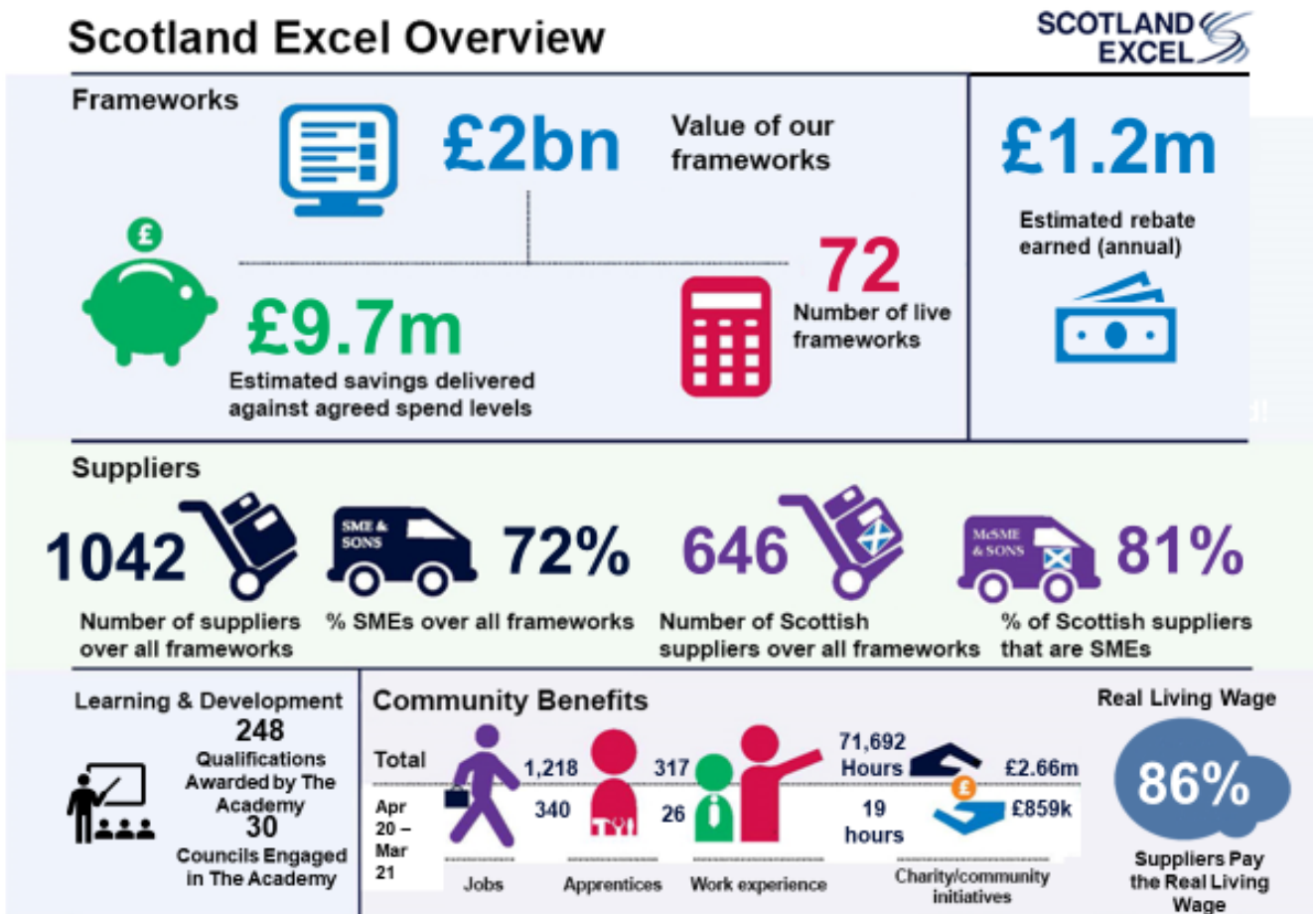
We hope you find the report interesting, and this demonstrates the value Scotland Excel provides to your council.

A handwritten signature in black ink that reads "Julie Welsh".

Chief Executive
Scotland Excel

1 Scotland Excel Overview

The following infographic provides an overview of services provided to all Scotland Excel members for the period 1st April 2020 to 31st March 2021.



Scotland Excel’s methodology for calculating and recording savings is in line with the Best Practice Indicators (BPI’s) for Public Procurement Guidance and was approved by the Joint Committee.

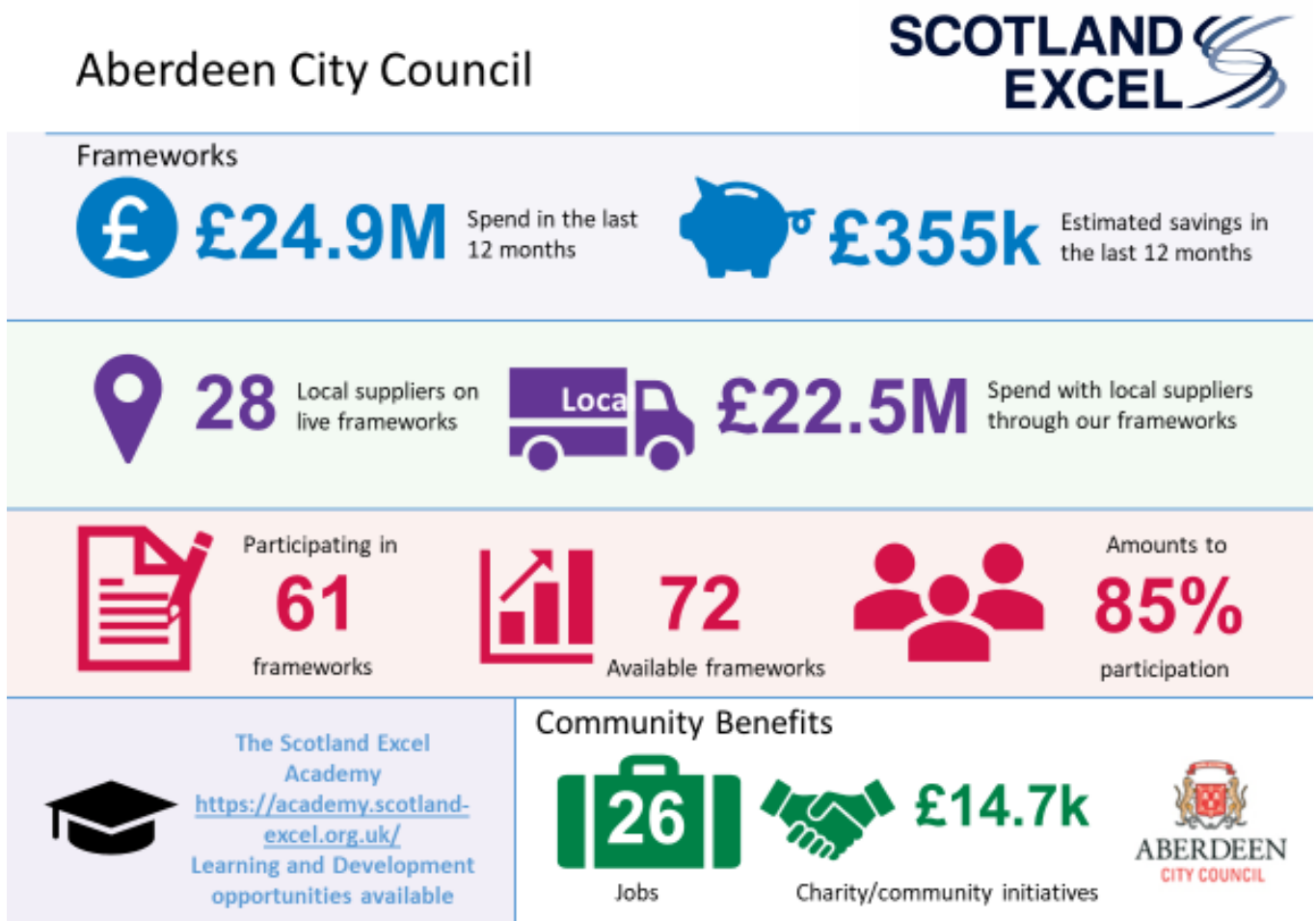
2 Aberdeen City Council at Q4 2020/21

2.1 Aberdeen City Council Overview

The following infographic provides an overview of services provided to Aberdeen City Council for the period 1st April 2020 to 31st March 2021.

It's important to note that whilst Aberdeen City Council has committed to participate in 61 out of 72 frameworks available to the council (85%), actual spend has only been reported against 51 frameworks (71%) which has impacted on the resulting savings. Further details of this can be found in section 3.4.

The savings figures listed below are not intended to represent cashable/bankable customer savings, but an estimate of the benefits that may be accrued through use of the contract. Responsibility for calculating a precise measure of cash savings achieved lies with each individual local authority with support from Scotland Excel.



*Framework information at Q4 2020/21; estimated savings figure does not include social care service frameworks; community benefits for 2020/21

2.2 Arms-Length Organisations and Associate Members in Aberdeen City Council Area

Scotland Excel operates an associate membership programme to allow a wide range of other Scottish public service orientated organisations access to its frameworks and services. Applications can be made for associate membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations that engage in activities of a public nature.

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

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

Table 1 below highlights the associate members based in the Aberdeen City Council area that also benefit from being a member of Scotland Excel.

Table 1: Associate Members based in Aberdeen City Council Area

Associate Members Based in Aberdeen City Council Area
Sport Aberdeen
Grampian Housing Association Ltd
Bon Accord Care
University of Aberdeen
North East Transport Partnership (NESTRANS)

3 Scotland Excel Value Proposition

3.1 Savings

Aberdeen City Council had a spend of £24,917,227 on Scotland Excel frameworks in 2020/21, with estimated savings of £355,459 based upon spend across 51 frameworks (71%).

The spend information reported above is actual spend on Scotland Excel contracts, based on invoice date as reported by suppliers. The percentage saving that is applied is the savings figure that is agreed at the time of contract award.

3.2 Rebates

During 2019/20, seven of Scotland Excel frameworks offered customer rebates either through retrospective accumulative spend, sole supply or non-core rebates. During this period Aberdeen City Council accrued £53,991 in rebates from six frameworks.

3.3 New Opportunities 2021/22

Over the course of 2021/22 it is expected that four new frameworks will be delivered. Two of these frameworks, building consultancy and electric vehicle charging infrastructure, are of strategic importance to councils in addressing the climate emergency and supporting Scotland's Green Recovery.

In addition, 26 frameworks will be renewed before December 2022 including energy efficiency contractors which provides our members with an effective and efficient method of upgrading existing housing stock by providing innovative energy efficiency measures to reduce carbon output and help eradicate fuel poverty.

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

Overall, savings efficiencies delivered to date in 2021/ 22 are 3.1%, slightly above the forecast range.

Within social care children's services, there are likely to be significant changes in commissioning and procurement as a result of a policy change programme called The Promise, which focuses on improving practice with looked after children and young people. It is anticipated that this will change the nature and scope of local authority commissioning and procurement, although the exact nature or timescale for this is not yet known.

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

The renewal framework for fostering and continuing care has been live since July 2021, with two new providers being awarded a place on the framework within Lot 2, Enhanced Services.

The care and support flexible framework went live on 1st April 2020 and now has 119 providers offering over 460 services. The framework re-opened in October 2021 enabling new providers to apply to join the framework from April 2022.

A new category manager has been recruited to review the national care home contract (NCHC) and develop the next generation contract which will adapt to the challenges faced by the older people's care home sector in the medium and long term.

Work has been undertaken to modernise the current NCHC model to encapsulate current legislative and practice expectations. Once agreed, this will form the basis for a collaborative approach by stakeholders including from COSLA, Scotland Excel, Health and Social Care Partnership (HSPC) Chief Officers and Chief Finance Officers Groups, representatives from provider organisations, unions and service users/carers/relatives to redesign the contract, including the cost of care calculator. This work will involve careful consideration of the expectations of the proposed National Care Service.

The new build residential construction framework has seen a substantial increase in activity following delays due to COVID-19 restrictions over the past year. To date, the framework has 14 awarded projects which together are delivering over 550 homes and a care facility. 12 projects are live on site and are already delivering substantial local benefits, with over £32m 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.

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.

Details of the Contract Delivery Plan for 2021/22 will be presented to the Scotland Excel Joint Committee in December 2021.

3.4 Participation

At the end of Q4 2020/21, Aberdeen City Council confirmed participation in 61 out of 72 frameworks (85%) and spend has been reported on 51 frameworks (71%). Further detail can be found in Appendix A.

Table 2 below highlights the council's participation and utilisation of the frameworks over the last five years:

Table 2: Council's participation and utilisation of frameworks

Year (at Q4)	Contract Availability	Contract Participation	Participation %	Contract Utilisation	Utilisation %
2016/17	51	47	92%	42	82%
2017/18	59	53	90%	44	75%
2018/19	65	60	92%	48	74%
2019/20	71	69	97%	48	68%
2020/21	72	61	85%	51	71%

Note: Utilisation includes any framework with council spend over the life of the framework.

The Scotland Excel Account Manager meets every two weeks with the CPSS Strategic Procurement Manager to review contract spend and participation and identify areas for improvement to ensure the council maximises the benefits of the frameworks.

3.5 Cost Avoidance

The Scottish Government estimate that each public procurement exercise costs on average £12,000 to complete. Therefore, through participation in Scotland Excel frameworks, cost avoidance can be achieved.

Cost avoidance* for the last five years for Aberdeen City Council is outlined in table 3 below. These figures represent the average efficiency saving in the financial year through participation in Scotland Excel frameworks instead of running individual tendering exercises.

COVID-19 had a significant impact on the contract delivery plan for 2020/21 with many suppliers either closed or on furlough and not in a position to tender. Tendering activity has since increased with a full contract delivery plan due to be delivered for 2021/22.

Table 3: Cost Avoidance

Financial Year	16-17	17-18	18-19	19-20	20-21	Total
Cost Avoidance Per Council	£169,075	£228,491	£250,038	£157,574	£127,800	£932,978

*Cost Avoidance calculation - the number of new and renewed Scotland Excel frameworks that went live in the financial year is multiplied by the average number of councils participating in those frameworks then multiplied by £12,000. This sectoral figure is then allocated evenly across the 32 local authorities.

At Scotland Excel we use our insight and experience to shape policy and meet the challenges of future public service delivery by providing innovative and transformative solutions. The Scottish Government's estimate of £12,000 to complete a procurement exercise does not accurately reflect the development costs of some of our more strategic frameworks, particularly in the areas of social care and construction. These can be extremely complex requiring extensive stakeholder and supplier engagement, in-depth market research, technical input, documentation, contract management etc. resulting in a longer process that requires additional procurement and technical resource.

3.6 Contract and Supplier Management

At Scotland Excel we work closely with our framework suppliers to manage performance, review products and pricing, minimise any risks and make sure the contract remains aligned to council needs. We have a well-established contract and supplier management programme which is based on the level of risk and spend. During the current market conditions Scotland Excel continues to engage with suppliers on a regular basis to manage the response to the pandemic and ensure continuity of supply.

In 2017, Scotland Excel introduced an indexation model to track and understand how contract pricing compares with market movement. It ensures we access intelligence effectively and underpins the due diligence required to support the high level of local government expenditure through our frameworks. It also enables our teams to successfully apply commercial acumen in price negotiations with framework suppliers, making sure councils continue to receive the best prices, while maintaining productive relationships with suppliers.

Indexation is utilised as part of our established price variance process and our category teams work extensively to negotiate requests submitted by suppliers. Over the course of the last year the volume and impact of the proposed increase has risen significantly owing to the ongoing supply chain disruption caused by the pandemic and exacerbated by Brexit. Any price variance submission from suppliers must be substantiated and be accompanied by independently verifiable evidence. By using the commercial and market intelligence gathered through indexation modelling, we have been able to reject millions of pounds worth of proposed price increase requests from suppliers which have not related to market conditions.

As part of contract and supplier management, category teams also support our members to optimise the best value delivered when adopting frameworks. Analysis of line level management information reports, in collaboration with council service departments, can monitor correct schedule pricing, categorisation of core lines and validate call offs to ensure appropriate baseline data for the reporting of spend levels for sustainable benefits and council rebates.

4 Local Suppliers

Scotland Excel recognises the importance of local businesses to individual council areas and the wider Scottish economic recovery. Where possible, all frameworks are structured to remove barriers that might prevent local SMEs from bidding for Scotland Excel frameworks. This can include lotting structures that are aligned to marketplace structures, geographical lotting and supply only lots that allow purchasing from small local suppliers via a larger distributor. Suppliers can select which council area(s) they can service without penalty or detriment to their tender score. A local supplier being awarded onto a Scotland Excel framework allows them access to potential spend from 31 other local authorities and associate members across Scotland.

Scotland Excel recognises the importance of community wealth building and the role this plays in Scotland's economic recovery post COVID-19.

At the end of Q4 2020/21 Aberdeen City Council:

- Had 28 unique local suppliers on 31 Scotland Excel frameworks
- £22.5m spend was reported with the local suppliers during 2020/21
- Aberdeen City Council spend with the local suppliers was £3.3m with a further £19.2m inward investment coming from outside of the Aberdeen City Council area

This is summarised in table 4 below:

Table 4: Suppliers based in Aberdeen City Council Area on Scotland Excel Frameworks

Year (at Q4)	No of Local Suppliers	Total Spend with Local Suppliers	Aberdeen City Spend with Local Suppliers	%Aberdeen City Spend with Local Suppliers
2016/17	20	£25,422,979	£4,090,352	16.1%
2017/18	26	£26,327,675	£5,143,111	19.5%
2018/19	30	£29,848,546	£4,624,270	15.5%
2019/20	29	£26,526,917	£4,526,930	17.1%
2020/21	28	£22,548,855	£3,349,243	14.9%

Examples of suppliers that are based in Aberdeen City on Scotland Excel frameworks:

- Instock Disposables has been successfully awarded on to 3 Scotland Excel frameworks; janitorial products, catering sundries and commercial catering equipment and reported spend of £5.7m during 2020/21. Aberdeen City Council spend accounts for 9.5% with the remaining spend coming from 24 other councils and associate members.
- Aberdeen Association of Social Services (trading as VSA) is one of the providers on both the children's residential framework and the care and support framework. They currently provide services to Aberdeen City Council and 5 other councils including Orkney Islands Council with reported spend of £5.5m during 2020/21.
- The Compost Bag Scotland Ltd, a small business based in Aberdeen City, is a supplier on the recycle and refuse containers framework. They currently supply 10 councils with almost £170k spend reported during 2020/21.

5 Community Benefits

Scotland Excel continually strives to be innovative in its approach to community benefits. We recognise that community benefits have a considerable social, environmental and economic impact within local communities and we continue to encourage and grow awareness in this regard.

Our approach to community benefit has been developed to advance the commitments made by suppliers and to facilitate a robust process for the collection of data. When embarking on new procurement exercises, Scotland Excel use a points and menu approach which encourages suppliers and providers to deliver community benefits within the awarding local authority area.

The following community benefits have been delivered to Aberdeen City Council through the Scotland Excel frameworks. This is summarised in table 5 below:

Table 5: Community Benefits Delivered for Aberdeen City Council

Year	Community Benefit Type					
	Number of New Apprentices	Number of New Employees	Number of Work Placements	Hours of Volunteering	Hours of Work Experience	Monetary Value of Other Community Benefits
2016/17	1	7		2030	1676	£12,527
2017/18	0.5	5.3	0.3		177	£3,475
2018/19	0.15	6.5	4.2			£13,301
2019/20	0.4	21.7	1.6	27		£18,875
2020/21		26	1	7		£14,727

For example, for the period 2020/21 this includes:

- Archway (Respite Care & Housing) Ltd reported 13 new jobs created to support the services they provide on Scotland Excel's framework for children's residential care and the framework for care homes for adults with learning disabilities.
- James Boylan Safety Ltd are a supplier on the personal protective equipment framework and during 2020/21 donated office chairs, desks, filing cabinets and general office equipment valued at £9k to charity in Aberdeen to help micro/new businesses start up.
- 392 books were donated by Scholastic on the library books and textbooks framework to Aberdeen City Council valued at almost £4k.

As part of the Scotland Excel framework for groceries and provisions Brakes offered councils a community benefits rebate of 0.7% of councils spend which can be used on community benefits in the council area. From 1st May 2020 when the framework went live to 31st March 2021 Aberdeen City Council earned £2,415 as a community benefit rebate. Aberdeen City Council has donated this to SCARF Heat and Eat Programme for the exclusive benefit of Aberdeen City residents.

6 Living Wage and Fair Work Practices

Scotland Excel commenced formal consideration of Fair Work Practices (including the Real Living Wage) within tenders in early 2015. Of the 1051 suppliers appointed since formal consideration, 899 (85.5%) notified that they pay the Real Living Wage as at December 2020. This is summarised in table 6 below.

Table 6: Real Living Wage Status

Living Wage Status	No. of Suppliers at Dec 2019	% of Suppliers at Dec 2019	No. of Suppliers at Dec 2020	% of Suppliers at Dec 2020
Accredited	170	18.4%	200	19.0%
Progress towards accreditation	42	4.5%	49	4.7%
Committed to gaining accreditation over the first 2 years of the framework	87	9.4%	97	9.2%
Not accredited but paying the Real Living Wage	469	50.7%	553	52.6%
Not accredited or paying the Real Living Wage but committed to doing so within 2 years	36	3.9%	33	3.1%
Neither accredited nor paying the Real Living Wage	122	13.1%	119	11.3%

57% of the suppliers that are based in Aberdeen City and are on Scotland Excel frameworks are either Living Wage accredited, committed to gaining accreditation or pay the Real Living Wage.

The Real Living Wage policy for commissioned social care services in the third and independent sector for adults is funded by Scottish Government. All adult social care providers awarded to the care and support flexible framework, care homes for adults with learning disability framework and the national care home contract are therefore required pay the Real Living Wage. Going forward, Scotland Excel annual uplift process will be guided by the Scottish Government policy review which is anticipated to be announced in the Programme for Government 2021.

Scotland Excel continues to monitor and encourage the implementation of fair working practices and to work closely with suppliers to review their progress in this area.

7 Scotland Excel Academy

Scotland Excel delivers accredited and non-accredited programmes through a blend of face-face workshops, online and self-directed learning through The Academy. This suite of learning and development includes courses on:

- Procurement
- Management and Leadership
- Coaching and Mentoring
- Project Management
- Business Analysis and Innovation

The work-based-learning programmes are accredited by the Chartered Institute of Procurement and Supply (CIPS), the Chartered Management Institute (CMI) and the Scottish Qualifications Authority (SQA); along with licensed content from the Association of Project Management (APM).

Aberdeen City Council currently has 3 active learners on the CIPs Practitioner course and one learner has completed the Project Management course. A programme of training has been agreed and will be delivered over the coming months for the Commercial and Procurement Shared Service covering a range of key procurement and leadership skills.

8 Scotland Excel Annual Conference 2021

Scotland Excel's Annual Conference, titled 'Scotland Excel Procurement Week at The Academy', took place online over the w/c 7th June 2021. This year's event focussed on underpinning a sustainable post-COVID-19 recovery for Scotland and its communities, with a range of sessions themed under five key priority areas for the local government sector:

- the climate emergency and sustainability
- community wealth building
- social care
- leadership in a post COVID-19 world
- the people of tomorrow

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

Angela Scott, Chief Executive from Aberdeen City Council delivered a session on 'H2 Aberdeen – a Pioneering Hydrogen City' as part of the climate emergency and sustainability workstream on the 7th June 2021.

The format and topics this year were well received, with delegates attending from across local authorities, HSCPs and ALEOs. 371 delegates from across 83 organisations attended the event throughout the week. 16 delegates from Aberdeen City Council attended the event. The sessions were recorded and are now available to access via [The Academy](#).

9 Procurement and Consultancy Services

In June 2018, the Joint Committee approved a new funding model to reduce reliance on council requisitions and increase revenue generated by associate fees, rebates and project income. Work continues to deliver new, relevant, and cost-effective services with the overall goal of minimising the level of member requisitions.

More than halfway through our initial five-year plan for additional income streams, the organisation is making good progress in income generation whilst also using tools, lessons, and exemplars to further benefit the wider local government sector.

Scotland Excel is developing its range of services around three main areas: procurement services, consultancy services and The Academy. Each has several facets that offer members and associates a range of specific services of which a number are also provided at no additional charge and as part of members requisition.

- **Procurement Services**
 - Collaborative Contracts
 - Framework Efficiency Review
 - Further Competition
 - Flexible Procurement
 - Community Wealth Building

- **Consultancy Services**
 - Transformational Programmes
 - Organisational Development
 - Early Learning and Childcare

- **The Academy**
 - CIPS
 - CMI
 - SQA

Details on each of the above can be found on Scotland Excel's new website. Further information can also be obtained directly from your dedicated account manager.

It is the goal of Scotland Excel to continue to seek new ways to harness the power of procurement with our members and associates to achieve our common goals. We are keen to discuss with members on how the above services and any additional services can support this aim.

10 Value of Membership

This report provides an overview of the range of services provided by Scotland Excel and the benefits realised by being a member.

In summary, table 7 below shows the spend and savings figures for Aberdeen City Council for the last five years together with the requisition fees and cost avoidance. The figures below are the most up to date figures and include late returns and adjustments for previous years.

Table 7: Return on Investment

Year	Actual Spend	Estimated Savings	Requisition Fee	*Savings ROI	Cost Avoidance	**Total ROI	NOTES
2016/17	£27,363,341	£946,127	£140,607	6.73	£169,075	7.93	
2017/18	£26,335,407	£696,484	£140,607	4.95	£228,491	6.58	
2018/19	£27,724,390	£626,662	£140,311	4.47	£250,038	6.25	Estimated savings figure does not include social care service frameworks
2019/20	£28,000,981	£702,991	£142,125	4.95	£157,574	6.05	Estimated savings figure does not include social care service frameworks
2020/21	£24,917,227	£355,459	£146,388	2.43	£127,800	3.30	Estimated savings figure does not include social care service frameworks

*Savings ROI (Return on Investment) represents savings vs requisition fees

**Total ROI (Return on Investment) represents savings and cost avoidance vs requisition fees

11 What Next

Scotland Excel is committed to delivering continued value to its members. Should you have questions or require further details on the information enclosed within this report, we are happy to provide this. We are particularly keen to hear of any new ways that you feel Scotland Excel could deliver value.

We will publish a sector wide version of this report which can be used to compare how your council is performing in relation to the wider local government sector.

Every council has a dedicated Account Manager who meets with your procurement team on a regular basis to share the enclosed information and identify opportunities to deliver more for your organisation.

Scotland Excel would be delighted to present a summarised version of this reports in person to council members, committees and colleagues at your convenience.

You can contact us or find out more online via the following routes:

Email: Contactus@Scotland-Excel.org.uk

Web: www.Scotland-Excel.org.uk

LinkedIn: <https://www.linkedin.com/company/scotland-excel/>

Twitter: @ScotlandExcel

Appendix A Framework Participation and Utilisation

Frameworks Not Participating In	Rationale
Bikeability	No requirement, parent provision in the City
Care and Support	Own arrangement in place
Cleaning Equipment	Own contract in place
Commercial Catering Equipment	Shown as not participating but has spend on contract. Participation to be amended to Y.
Energy Advice	Use SCARF, collaborative contract with Aberdeenshire
Fire Safety Products	Covered by local contract
Fresh Bread and Rolls	Not currently using but may in future
Laundry Equipment	No requirements
Organic Waste	Own contract with Suez Recycling until 2025
Sheriff Officers	Own contract in place
Waste Disposal Equipment	Own contract with Suez Recycling until 2025

Frameworks With No Spend To Date	Rationale
Alcoholic Beverages	Delayed due to COVID. Will be reviewed once Beach Ballroom re-opens.
Asbestos	Running a mini-comp with 3 councils and Moray for surveys
Boiler Maintenance	Recently awarded using SXL framework
Bottled Gas	Assessment underway
Hot Beverages	Plan to award contract
New Build Residential	ACC has a major Housing Programme. Will use SXL framework for sites where council owns the land. 5 sites approx 1500 properties. Anticipate mini-comp later this year.
Pest Control	May use in future for chemical purposes
Recyclable and Residual Waste	Own contract with Suez Recycling until 2025 however the council might use the framework for skips for Building Services
Repair of Catering Machines	Not using at present but may be an option in future
Social Care Case Management	Have their own contract in place
Vending Machines	Not using at present but may be an option in future