

<u>Category</u>	<u>Wave</u>	<u>Aggregation</u>	<u>Supplier Rationalisation</u>	<u>Standardisation / Best Practice</u>	<u>Framework</u>	<u>Notes</u>
Construction	2			☑	☑	Modern procurement methods will be introduced through a change management exercise designed to take savings from the reduction in re-works through shared quality systems, smoothing workload through phasing of projects and partnering with suppliers to take mutual advantage of industry innovations. Initial work will involve establishing framework agreements for inspection, surveying and geotechnical contractors.
Social Community Care	2	☑	☑	☑		The overall relationship with the care sector will be examined with the purpose of taking cost out of the supply chain as a whole. The work already commenced through COSLA on residential care will be extended to Home Care where there are National suppliers but with highly variable rates across Councils (Source ADSW Contract Officers Forum)
Consultancy	3	☑				Although quality of submissions and specific experience of individual consultants play a large part in the award criteria, there is still substantial scope for aggregation. There are 7 suppliers currently serving more than 15 Councils with a spend in excess of £20 m.
Financial Services	3	☑		☑		This market includes Insurance and requires to be developed as there is currently no formal collaboration, yet 29 out of the 32 Councils use the same main supplier. Aggregation of demand through a shared specification will yield savings. Leasing forms the remainder of spend where there are national suppliers involved with multiple councils but with no evidence of collaboration.
Utilities	1	☑			☑	As all 32 Councils use for the most part, the same national suppliers to fulfil their energy demands, an opportunity exists to aggregate demand and at the same time, to move towards a more flexible way of purchasing where full advantage will be taken of the benefits available through a combination of future and spot market purchasing.
Vehicles Not Buses	1,2,and 3	☑		☑		The current abc contract for light vehicles will be extended and will provide reduced whole life costs. A combination of manufacturers and dealers will be used to procure vehicles in order to meet the varying requirements across all Councils. Fuel will also be subject to a national agreement to capitalise on the current supply situation where 22 Councils spend some £23 m with a single supplier.

Building Construction Materials	1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Contracts will be let across Electrical, Plumbing, Timber and Machine and Hand Tools to aggregate demand and take advantage of the dominant position held by a few national suppliers.
Facilities Management	1 and 3	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	Spend areas covered in this category include Travel, Security and Advertising. Taking Security as an example, there are approx 80 suppliers but only the top 10 account for 70% of the spend. Within these figures, there are 4 suppliers serving more than 20 Councils, creating an opportunity for a national contract.
Transport	2	<input checked="" type="checkbox"/>				The majority of spend within this category is considered to be “C” (addressed locally), however due to the low number of suppliers involved in this market, an opportunity exists to examine aggregation opportunities.
Environmental Services	1 and 3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Waste Management, both Equipment and Disposal, are being targeted. The disposal market is fragmented and there are very few national suppliers providing services to many councils and this should allow for rationalisation and aggregation. Equipment covers wheeled bins and previous success in this area will be built on.
Catering	1		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Scotland Excel intends to let a large number of contracts to meet the varying needs of each Council. National arrangements will be put in place for Groceries, Frozen Foods, Confectionery and Soft Drinks and these will be supplemented by local purchases of fresh, perishable produce. Vending and Equipment will also be addressed.
Education	1and 3		<input checked="" type="checkbox"/>			Expansion of existing abc contracts into other Councils will provide the majority of benefits. Categories to be included are books, instruments, furniture and materials.
Legal Services	3				<input checked="" type="checkbox"/>	The nature of this spend tends to be local with current supply base exceeding 180. There are however, 7 companies providing services to 10 or more Councils and a framework arrangement will be provided to address this £45 m spend.
Furniture	1	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	A framework agreement for Furniture will be put in place.
Cleaning and Janitorial	1	<input checked="" type="checkbox"/>				Materials and Services are included and both will be subject to national arrangements. Current spend on Materials is with a limited number of national suppliers and will be subject to a single contract which will cater for individual needs. Washroom services and hygiene units were subject to benchmarking which showed significant savings over locally negotiated terms.

Medical	2	<input checked="" type="checkbox"/>				Over 70% of this spend is with 30 companies who transact with more than 10 Councils and 2 within the top 4, supplying to 30 Councils. Contracts will be established with these companies to recognise this.
Mail Services	2			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	National contracts will be available for postal, courier and freight services; however additional savings will come from establishing and sharing best practice in mail handling and distribution across all Councils.
Traffic Management	1 and 2	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		A national contract for the supply and delivery of rock salt and as well as taking benefit from aggregation, Scotland Excel will establish best practice and prepare options for stock management and consider the purchase versus lease of barns and domes.
Sports & playground	1	<input checked="" type="checkbox"/>				Although not a high spend area, Scotland Excel will place a collaborative contract for sports and games equipment.
Clothing	2	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		This covers both protective and uniform clothing – on protective clothing, maximum benefit will be derived from standardising the range across Councils whereas on uniforms, flexibility will feature to allow individual Council's to present their corporate identities.
Domestic Goods	2		<input checked="" type="checkbox"/>			By nature this is both a fragmented and sometimes an immediate need market. Spend is in excess of £5m and suppliers include both national and local companies, a collaborative contract will be placed to cover the planned spend but with local suppliers being used to fulfil the urgent requirements.
Highway Equipment and Materials	1	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	A contract will be let for the supply of bitumen binder for surface dressing works. Currently, collaboration is limited but the leading supplier has already proved to be responsive in terms of price.