

## Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 19 May 2023	09:30	Remote using Microsoft Teams Platform,

MARK CONAGHAN  
Clerk

### Membership

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Michael McPake (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Dennis Leask (Shetland Islands Council); Councillor Peter Henderson (South Ayrshire Council); and Councillor Walter Brogan (South Lanarkshire Council).

Councillor John Shaw (Convener) and Councillor Altany Craik (Vice Convener).

### Further Information - online meetings only

This meeting is on-line only but is a meeting which is open to members of the public by prior arrangement. 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 email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk)

## **Members of the Press and Public - contact details**

Members of the press and public wishing to attend the meeting should contact [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) to allow the necessary arrangements to be made.

## 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.

- |          |  |                  |
|----------|--|------------------|
| <b>1</b> | <b>Minute</b>  | <b>5 - 10</b>    |
|          | Minute of meeting of the Executive Sub-committee held on 21 April 2023.  |                  |
| <b>2</b> | <b>Revenue Budget Monitoring Report to 31 March 2023</b>                 | <b>11 - 14</b>   |
|          | Joint report by Treasurer and Chief Executive of Scotland Excel.         |                  |
| <b>3</b> | <b>Internal Audit Engagement - Financial Sustainability Arrangements</b> | <b>15 - 20</b>   |
|          | Report by Chief Auditor.   |                  |
| <b>4</b> | <b>Internal Audit Annual Report 2022/23</b>                              | <b>21 - 30</b>   |
|          | Report by Chief Auditor.   |                  |
| <b>5</b> | <b>Contract for Approval: Property Maintenance and Refurbishment</b>     | <b>31 - 84</b>   |
|          | Report by Chief Executive of Scotland Excel.                             |                  |
| <b>6</b> | <b>Request for Associate Membership: Robert Gordon University</b>        | <b>85 - 86</b>   |
|          | Report by Chief Executive of Scotland Excel.                             |                  |
| <b>7</b> | <b>Update on the Contract Delivery Plan</b>                              | <b>87 - 100</b>  |
|          | Report by Chief Executive of Scotland Excel.                             |                  |
| <b>8</b> | <b>Operating Plan Update 2022/23</b>                                     | <b>101 - 114</b> |
|          | Report by Chief Executive of Scotland Excel.                             |                  |
| <b>9</b> | <b>Strategic Risk Register Update</b>                                    | <b>115 - 138</b> |
|          | Report by Chief Executive of Scotland Excel.                             |                  |

## **10 Date of Next Meeting**

Note that the next meeting of the Executive Sub-committee will be held remotely on MS teams at 9.30 am on 16 June 2023.



## Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 21 April 2023	09:30	Remote using Microsoft Teams Platform,

### Present

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Michael McPake (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); and Councillor Peter Henderson (South Ayrshire Council).

### Chair

Councillor Shaw, Convener, presided.

### In Attendance

J Welsh, Chief Executive, H Carr, Director of Strategic Procurement, L Richard, M Mitchell and E Hay, all Strategic Programme Managers, L Campbell, Customer Services Manager, L Muir, Category Manager, N Hyde, Programme Manager, K Forrest, Office Manager, M Boyle, Senior Business Specialist, M MacRitchie, Business Services Specialist, C Kirkwood, Assistant Procurement Specialist, P Barnes, Project & Account Manager and R Feckie and H Wood, both Graduate Trainees (all Scotland Excel) and L Mitchell, Managing Solicitor (Contracts & Conveyancing) and E Currie, Senior Committee Services Officer (both Renfrewshire Council).

### Apologies

Councillor Dennis Leask (Shetlands Islands Council) and Councillor Walter Brogan (South Lanarkshire Council).

### Declarations of Interest

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

## 1 **Minute**

There was submitted the Minute of the meeting of the Executive Sub-committee held on 17 March 2023.

**DECIDED:** That the Minute be approved.

## **Sederunt**

Councillor Craik joined the meeting prior to consideration of the following item of business. Councillor Larsen and Councillor Keating both joined the meeting during consideration of the following item of business.

## 2 **Contract for Approval - Supply, Delivery and Installation of Commercial Catering Equipment**

There was submitted a report by the Chief Executive of Scotland Excel relative to the award of a second-generation renewal framework for the supply, delivery and installation of commercial catering equipment for a period of 36 months with an option to extend for a further 12 months. It was noted that subject to approval and completion of a standstill period, it was intended that the framework would commence on or around June 2023.

The report intimated that the framework would provide councils and other participating bodies with a mechanism to procure a range of gas, electric and refrigerated commercial catering equipment including, but not limited to, blast chillers, combi ovens, fridges, freezers, hot and cold holding equipment, gas ranges, mixers, dishwashers, microwaves and other associated products.

The report summarised the outcome of the procurement process for this national framework arrangement which had been divided into five lots, as detailed in table 1 of the report.

The report advised that the framework had been advertised at a total value of £1.5 million per annum, which equated to an estimated spend of £6 million over the maximum four-year term of the framework and took into account additional spend for councils to facilitate the roll-out of universal free school meals across primary 4 to 7 pupils. Appendix 1 to the report detailed the participation and spend summary of those participating in the framework.

Tender responses had been received from 16 suppliers and Appendix 2 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers had been carried out and Appendix 3 to the report confirmed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the advertised criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to eight suppliers across the five lots, as outlined in Appendix 3 to the report.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage. The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, the framework had been classified as class D in terms of risk and spend, as detailed in Appendix 5 to the report.

**DECIDED:** That the award of the multi-supplier framework for supply, delivery and installation of commercial catering equipment, as detailed in Appendix 3 to the report, be approved.

3(a) **Request for Associate Membership of Scotland Excel by Blochairn Housing Association Limited**

There was submitted a report by the Chief Executive of Scotland Excel advising that Blochairn 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 Blochairn Housing Association Limited to become an associate member of Scotland Excel, with an annual membership fee of £515, be approved, subject to completion and signing of the agreement documentation.

3(b) **Request for Associate Membership of Scotland Excel by Care Inspectorate**

There was submitted a report by the Chief Executive of Scotland Excel advising that the Care Inspectorate 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 the Care Inspectorate to become an associate member of Scotland Excel, with no annual membership fee, be approved, subject to completion and signing of the agreement documentation.

3(c) **Request for Associate Membership of Scotland Excel by Right There**

There was submitted a report by the Chief Executive of Scotland Excel advising that Right There 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 Right There to become an associate member of Scotland Excel, with an annual membership fee of £550, be approved, subject to completion and signing of the agreement documentation.

4 **Employee Supporting Attendance Report**

There was submitted a report by the Chief Executive of Scotland Excel highlighting the absence rate in the organisation and the support mechanisms implemented to support staff members.

The report intimated that the Joint Committee had agreed that Scotland Excel should work to an absence rate of below 4% and that this target aligned Scotland Excel with partner organisations, supported good practice in this area and demonstrated the ongoing commitment to absence management as a key efficiency target.

The report advised of the absence levels for the 12-month period ending 28 February 2023 and provided a breakdown of the current month, the last six months and 12 months absence figures, together with an illustration of 12 months in days and the last 12 months in percentages.

The report noted that the rate of absence across the organisation had been maintained at below the 4% target. The 3.5% absence rate in March 2022, due to a rise in COVID-19 infections and long-term absences, had dropped significantly in April 2022 to 0.4% but then had climbed steadily to 1.9% in July 2022 due to a further increase in Covid related causes, an occurrence that had been reflected throughout the general population at that time. The percentage absence rate dropped significantly to 0.2% in August 2022 as Covid cases cleared. Within the reported period, an increase in long-term absences saw the percentage absence rate rise from 0.4% in September 2022 to 3.5% in December 2022. Overall, the rolling six months and 12 months average absence rates had been maintained at or below 2.5%.

It was noted that, in addition to actively supporting members of staff absent through ill health, Scotland Excel continued to implement positive early intervention practices including working with occupational health and other support services to maintain employee attendance and to support members of staff who might be experiencing difficulties whilst remaining at work. Scotland Excel continued to support a range of interventions for staff including occupational health referral, confidential counselling services and Cognitive Behavioural Therapy and issued wellbeing emails with further information on health initiatives which could be accessed independently by all staff.

The report intimated that Scotland Excel recognised that positive mental health amongst staff members was an area that should be actively supported and encouraged and, in addition to actively promoting good mental health practices and initiatives, had 15 staff from across all operational areas and grades who had trained as accredited Mental Health First Aiders. In providing this confidential opportunity to staff members, it was hoped that any personal difficulties experienced could be addressed at an early stage with appropriate signposting to professional support. Further training was planned in the coming year for those staff members wishing to become accredited Mental Health First Aiders.

Scotland Excel had also implemented a Mental Health at Work Commitment Action Plan which was recognised as a comprehensive tool for adopting best practice in promoting and maintaining positive mental health within the organisation. Also, that in starting the journey to become a Trauma-informed Organisation, Laura James, the National Trauma Lead from the Improvement Service, had presented to the whole Scotland Excel workforce at a face-to-face event on 22 March 2023. The next step for Scotland Excel would be to conduct a self-assessment exercise using the Quality Improvement Framework to be issued in Spring 2023.

**DECIDED:** That the contents of the report be noted.



## 5 **Structure of Contract Approval Reports**

The Chief Executive of Scotland Excel submitted a report relative to a revised methodology for presenting reports to the Executive Sub-committee seeking approval of award frameworks, which reflected Scotland Excel's focus on enhancing value for members. A copy of the proposed revised report was appended to the report.

The report proposed that, in relation to benchmarked contract performance when compared to market indices, future reports include the monetary impact resulting from the comparison; that in relation to contract benefits, future reports include further datasets that would evidence the impacts of benefits within frameworks (i) a calculation on cost avoidance achieved through collaboration, (ii) metrics to incorporate the measurement of carbon tonnage associated within framework goods or services, (iii) further measures as applicable to each framework; and (iv) in relation to information on suppliers recommended for award, the formatting of appendices be changed.

The report intimated that the changes proposed in the report would be introduced over the coming months as each report seeking approval for a contract award was brought to the Sub-committee and that any further proposals for changes to content would be brought back to the Sub-committee.

**DECIDED:** That the change to methodologies used when presenting recommendations for the award of new frameworks be approved.

## 6 **Date of Next Meeting**

**DECIDED:** That it be noted that the next meeting of the Executive Sub-committee would be held remotely on MS teams at 9.30 am on 19 May 2023.



## Scotland Excel

**To: Executive Sub-Committee**

**On: 19 May 2023**

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

### Revenue Budget Monitoring Report to 31 March 2023

#### **1. Summary**

- 1.1 At the end of financial year 2022/23, Scotland Excel has generated a small overspend of £0.002m in its Core activities and an increase of £0.270m in committed Project Reserves. This is after a contribution from Projects to Core services of £0.253m. Further detail on the outturn position is provided at section 3.
- 1.2 The Unaudited Annual Accounts for the year 2022/23 will be presented to the Joint Committee in June.

#### **2. Recommendations**

- 2.1 It is recommended that members note the report.

#### **3. Background**

##### **Core**

- 3.1 As at 31 March 2023 (financial year-end), the net expenditure for Core was £0.002m, comprising gross expenditure of £4.890m, less gross income of (£4.888m).
- 3.2 There were minor movements in the final variances to budget compared to the projected break-even position at Period 11, as shown in Appendix 1.  
  
The purchase of some new ICT equipment (£0.014m) has been identified as capital expenditure (qualifying expenditure over £9,000) and will be disclosed as such in the annual accounts. These items were previously reported as Supplies and Services.
- 3.4 Appendix 1 provides an analysis of the actual spend at year-end for Core along with a summary of movement in the Revenue Reserves, as well as a glossary of terms.

## Projects

- 3.5 At year-end, the outturn for Projects was a £0.270m increase to earmarked Project reserves. This figure comprises gross expenditure of £2.027m, gross income of (£2.550m) and a Transfer to Core of £0.253m.
- 3.6 There were three significant movements in budget variances compared to the projection at Period 11, as follows:
- **Employee Costs:** this spend increased by £0.025m since the projection at Period 11 due to the addition of a project for Dundee City Council, and an extension of a project with Stirling Council.
  - **Third Party Payments:** this spend increased by £0.016m since the projection at Period 11, due to increased clarity around payments being made to accreditation bodies by the Scotland Excel Academy and to New Build Project partners.
  - **Income from Projects:** this income increased by £0.098m since the projection at Period 11 due to final outturn figures being available for the Academy, Flexible Procurement and Rebates, which fund the Small Value Projects Team.
- 3.7 Appendix 1 provides an analysis of the actual spend at year-end for Projects along with a summary of movement in the Project Reserves, as well as a glossary of terms.

1 April 2022 to 31 March 2023

Core Operations	Approved Budget	Year to Date Actual	Full Year Actual	Full Year Variance (Adverse) / Favourable	Prior Period Projection	Movement in Projection Adverse / (Favourable)
£000s	£000	£000	£000	£000	£000	£000
Employee Costs	4,098	4,069	4,069	29	4,074	(5)
Property Costs	216	216	216	0	217	(1)
Transport Costs	20	4	4	16	9	(5)
Supplies and Services	311	299	299	12	304	(5)
Transfer Payments	16	16	16	0	16	0
Support Costs	271	272	272	(1)	272	0
Capital Charges	0	14	14	(14)	0	0
<b>Gross Expenditure</b>	<b>4,932</b>	<b>4,890</b>	<b>4,890</b>	<b>42</b>	<b>4,892</b>	<b>(2)</b>
Council Requisitions	(3,883)	(3,883)	(3,883)	0	(3,883)	0
Associate Income	(220)	(199)	(199)	(21)	(204)	5
Income from Projects	(286)	(263)	(263)	(23)	(262)	(1)
Rebates	(543)	(543)	(543)	0	(543)	0
<b>Gross Income</b>	<b>(4,932)</b>	<b>(4,888)</b>	<b>(4,888)</b>	<b>(44)</b>	<b>(4,892)</b>	<b>4</b>
<b>Drawdown from Reserves</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>(2)</b>	<b>0</b>	<b>2</b>
<b>Summary of in-year Movement in Reserves</b>	<b>£000</b>					
Opening Revenue Reserve at 1 April 2022	246					
Budgeted Draw on Reserves	0					
Projected Year-end variance	(2)					
<b>Closing Revenue Reserve at 31 March 2023</b>	<b>244</b>					
<b>% of Operating Income</b>	<b>5.0%</b>					

#### Glossary

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

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

**Transport Costs:** Includes all costs associated with the provision, hire or use of transport, including travelling allowances, taxi and car hire costs and staff mileage

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

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

**Support Costs:** Includes central support charges e.g. Renfrewshire Council SLA and telephony recharges ('Administration Costs' in approved budget)

**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 31 March 2023**

Projects	Approved Budget	Year to Date Actual	Full Year Actual	Full Year Variance (Adverse) / Favourable	Prior Period Projection	Movement in Projection Adverse / (Favourable)
£000s	£000	£000	£000	£000	£000	£000
Employee Costs	1,416	1,583	1,583	(167)	1,558	25
Transport Costs	4	0	0	4	2	(2)
Supplies and Services	5	41	41	(36)	44	(3)
Transfer Payments	5	5	5	0	5	0
Third Party Payments	506	398	398	108	382	16
<b>Gross Expenditure</b>	<b>1,936</b>	<b>2,027</b>	<b>2,027</b>	<b>(91)</b>	<b>1,991</b>	<b>36</b>
Income from Projects	(2,111)	(2,550)	(2,550)	439	(2,452)	(98)
<b>Gross Income</b>	<b>(2,111)</b>	<b>(2,550)</b>	<b>(2,550)</b>	<b>439</b>	<b>(2,452)</b>	<b>(98)</b>
<b>Net Expenditure Sub-Total</b>	<b>(175)</b>	<b>(523)</b>	<b>(523)</b>	<b>348</b>	<b>(461)</b>	<b>(62)</b>
<b>Transfer to Core</b>	<b>286</b>	<b>253</b>	<b>253</b>	<b>33</b>	<b>253</b>	<b>0</b>
<b>Net Expenditure</b>	<b>111</b>	<b>(270)</b>	<b>(270)</b>	<b>381</b>	<b>(208)</b>	<b>(62)</b>

<b>Summary of in-year Movement in Reserves</b>	<b>£000</b>
Opening Projects Reserves at 1 April 2022	1,113
Budgeted Draw on Reserves	(111)
Projected year-end variance	381
<b>Closing Project Reserves at 31 March 2023</b>	<b>1,383</b>
% of Operating Income	54.2%

### Glossary

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

**Transport Costs:** Includes all costs associated with the provision, hire or use of transport, including travelling allowances, taxi and car hire costs and staff mileage

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

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

**Third Party Payments:** Includes payments to other agencies and organisations in return for services, e.g. CMI/SQA fees

**Scotland Excel****To: Executive Sub-Committee****On: 19 May 2023****Report by:  
Chief Auditor****Internal Audit Engagement – Financial Sustainability Arrangements****1. Summary**

- 1.1 In line with the Public Sector Internal Audit Standards, Internal Audit must communicate the results of each engagement to the Board.
- 1.2 The Chief Auditor will report summaries of completed audit engagements to the Executive Sub Committee on the conclusion of each engagement for formal consideration by members in line with the best practice referred to above.
- 1.3 This report provides detail of the audit engagement completed in December 2022 with the overall assurance rating and the number of recommendations in each risk category. The detailed committee summary for the report is also attached.

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**2. Recommendations**

- 2.1 Members are invited to consider and note the summary for the Internal Audit engagement of workforce planning arrangements.
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## Appendix 1

### Scotland Excel

#### Internal Audit Service

#### Summary of Internal Audit Reports issued

Category	Engagement	Assurance Rating	Recommendation Ratings			
			Critical	Important	Good Practice	Service Improvement
Assurance	Workforce Planning Arrangements	Substantial	0	0	1	0

Assurance Level	
Substantial Assurance	<ul style="list-style-type: none"> <li>There is a sound system of internal control designed to achieve the objectives of the area being reviewed.</li> <li>The control processes tested are being consistently applied.</li> </ul>
Reasonable Assurance	<ul style="list-style-type: none"> <li>The internal control processes are generally satisfactory with some areas of weakness being identified that could put some objectives of the area being reviewed at risk</li> <li>There is evidence that the level of non-compliance with some of the control processes may put some of the objectives of the area being reviewed at risk.</li> </ul>
Limited Assurance	<ul style="list-style-type: none"> <li>Weaknesses in the system of internal controls are such as to put the objectives of the area being reviewed at risk.</li> <li>The level of non-compliance puts the objectives of the area being reviewed at risk.</li> </ul>
No Assurance	<ul style="list-style-type: none"> <li>Control processes are generally weak with significant risk to the achievement of the objectives of the area being reviewed.</li> <li>Significant non-compliance with control processes leaves the processes/systems open to error or abuse.</li> </ul>



<b>Recommendation Rating</b>	
Service Improvement	Implementation will improve the efficiency / housekeeping of the area under review.
Good Practice	Implementation will contribute to the general effectiveness of control.
Important	Implementation will raise the level of assurance provided by the control system to acceptable levels.
Critical	Addresses a significant risk, impacting on the objectives of the area under review.

# Internal Audit Report

## Scotland Excel

### Workforce Planning (A0009/2022/001)

Date: December 2022

#### COMMITTEE SUMMARY

Audit Objectives
<p>The objectives of the audit were to: -</p> <ol style="list-style-type: none"><li>1. An effective workforce planning model has been developed which extends to all employee groups and has been approved by Board.</li><li>2. Workforce plans are independently developed from financial planning arrangements and subsequently linked to financial plans to identify gaps in resources.</li><li>3. An Implementation Plan for the actions identified has been prepared and progress is adequately monitored.</li><li>4. There is regular engagement between those responsible for driving the Implementation Plan and other areas of the business to ensure that actions are being progressed.</li><li>5. Workforce reductions are adequately risk assessed, with mitigating controls being identified to ensure alternative processes have been put in place for any identified gaps.</li></ol>
Audit Scope
<ol style="list-style-type: none"><li>1. Interviewed officers to obtain background information and documentation in relation to workforce planning.</li><li>2. Prepared a series of tests to meet the above objectives.</li></ol>
Key Audit Assurances
<ol style="list-style-type: none"><li>1. Appropriate documents e.g. Scheme of Delegation reports, People Strategy, Investors in People Accreditation are available covering the areas required for an effective Workforce Planning Model. All employee groups were regularly updated during the development of these documents.</li><li>2. Workforce plans were developed independently from financial plans but financial matters were considered for staffing levels.</li><li>3. A single Implementation Plan was not documented but actions identified were recorded and adequately monitored by the Executive team.</li><li>4. The Scotland Excel workforce plan has been approved by the Executive Sub Committee and there is adequate monitoring by the Executive team and reporting to service level.</li><li>5. Workforce reductions are adequately risk assessed, being mindful of retaining key staff.</li></ol>
Key Risks
<p>There were no key risks arising from the audit review.</p>

Internal Audit Report  
Scotland Excel  
Workforce Planning (A0009/2022/001)  
Date: December 2022

Overall Audit Opinion
The audit has identified that satisfactory arrangements were in place to develop Scotland Excel's workforce plans. Communications to staff increased the profile of workforce plans and improved understanding of staff roles in implementing those plans. Skills analysis and succession planning were adequately considered during the workforce planning process.



**Scotland Excel****To: Executive Sub-Committee****On: 19 May 2023****Report by:  
Chief Auditor****Internal Audit Annual Report 2022/23****1. Summary**

- 1.1 The Public Sector Internal Audit Standards require the Chief Auditor to prepare a report, at least annually, to senior management and the Committee on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan.
- 1.2 The annual report must also provide an annual audit opinion on the overall adequacy and effectiveness of Scotland Excel's internal control environment.
- 1.3 The Annual Report for Scotland Excel is attached at Appendix 1 and outlines the role of Internal Audit, the performance of the Internal Audit Team, the main findings from the internal audit work undertaken in 2022/23 and contains an audit assurance statement.

**2. Recommendations**

- 2.1 Members are invited to consider and note the contents of the Internal Audit Annual Report.

# **Scotland Excel Internal Audit Annual Report 2022-2023**

**Renfrewshire Council  
Internal Audit**

**May 2023**

## **Scotland Excel**

### **Internal Audit Annual Report 2022/2023**

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## **Scotland Excel**

### **Internal Audit Annual Report**

**1 April 2022 – 31 March 2023**

#### **1. Introduction**

1.1 As host Authority, Renfrewshire Council provides an internal audit service to Scotland Excel. This includes:

- The compilation of an annual audit plan following consideration and evaluation of those areas of greatest risk in the organisation's operation, and consultation with the Director;
- Delivery of the planned audit assignments;
- Follow up of previous audit recommendations;
- Provision of any ongoing advice and support on audit and risk management related matters;
- Provision of an Annual Report and Assurance Statement, and presentation to elected members of Scotland Excel.

1.2 The Service operates in accordance with the Public Sector Internal Audit Standards (PSIAS) which defines Internal Audit's role as:

".....an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."

1.3 In line with the Standards, the purpose of this Annual Report is to report on:

- The status/outcome of the planned Internal Audit reviews 2022/23 relating to Scotland Excel;
- The outcome of Internal Audit reviews of supporting Renfrewshire Council corporate systems;
- Internal audit performance;
- Planned audit work for 2023/24;
- The annual assurance statement which provides an opinion on the overall adequacy and effectiveness of the organisation's internal control environment.



## 2. Responsibilities of Management and Internal Audit

- 2.1 It is the responsibility of management to ensure that for the areas under their control there is an adequate and effective system of internal control which facilitates the effective exercise of the organisation's functions and which includes arrangements for the management of risk.
- 2.2 Internal Audit is not a substitute for effective control exercised by management as part of their responsibilities. Internal Audit's role is to independently assess the adequacy of the risk management, internal controls and governance arrangements put in place by management and to undertake sufficient work to evaluate and conclude on the adequacy of those controls for the period under review.
- 2.3 The internal audit team will ensure that independence and objectivity are maintained in line with the PSIAS including where non-audit work is undertaken. Internal auditors will have no operational responsibilities. There have been no impairments impacting on the Chief Auditor's independence and the team has been adequately resourced during the year.

## 3. Internal Audit Activity during 2022/2023

- 3.1 One specific engagement on the contract management arrangements for social care contracts is nearing completion and will be reported to management as soon as possible. The 2021/22 review of workforce planning was completed during the year. The main findings in relation to this review is summarised in table 1 below:

**Table 1**

Audit Area	Conclusion
Workforce Planning	<b>Substantial Assurance</b> <ul style="list-style-type: none"><li>The audit has identified that satisfactory arrangements were in place to develop Scotland Excel's workforce plans. Communications to staff increased the profile of workforce plans and improved understanding of staff roles in implementing those plans. Skills analysis and succession planning were adequately considered during the workforce planning process.</li></ul>

- 3.2 The Annual Report for 2021/2022 was submitted to the Executive Sub-committee on 17 June 2022.

- 3.3 The implementation rate of audit recommendations is a measure of operational culture and effectiveness. During 2022/23, there were no outstanding internal audit recommendations which required to be followed up.
- 3.4 Internal Audit also carried out reviews of the main corporate systems operating within Renfrewshire Council which support Scotland Excel's activity. The main findings in relation to these are summarised in Table 2 below and Renfrewshire Council management have agreed to implement the audit recommendations made in relation to each review:

**Table 2**

<b>Audit Area</b>	<b>Conclusion</b>
Creditors	<b>Reasonable Assurance</b> <ul style="list-style-type: none"> <li>The controls in place over the five procurement systems tested were generally satisfactory. Recommendations were made in relation to documented procedures for one system and improvements were recommended in relation to segregation of duties for another system.</li> </ul>
Procurement – Quick Quote processes	<b>Substantial Assurance</b> <ul style="list-style-type: none"> <li>Satisfactory arrangements are in place which ensure adherence to the quick quote process. The council's contracts standing orders were temporarily updated at the beginning of 2022 with one of the principal changes being the lower threshold for quick quotes increasing from £10,000 to £25,000. It was recommended that a full review of the contract standing orders, including consideration of the increased threshold, should be completed and presented for approval by the Council.</li> </ul>
Creditors – Purchase to Pay	<b>No Assurance</b> <ul style="list-style-type: none"> <li>The audit specifically reviewed the arrangements for compliance with the purchase to pay procedures</li> </ul>

	within the Council, whereby manual payments should only be made in very specific circumstances. The review identified that current process in place for the passing and payment of manual invoices fall short in several areas and creates several risks, particularly in relation to possible breaches of the Council's Contract Standing Orders.
Cyber Security	<b>Reasonable Assurance</b> <ul style="list-style-type: none"> <li>The internal control processes were generally satisfactory. The audit identified some scope for improvement in the existing arrangements mainly in relation to training for staff and updating the incident response plan to include more detail on decision-making arrangements.</li> </ul>

#### 4. Review of Internal Audit Performance

- 4.1 Internal Audit produces regular reports on its performance during the year to the Renfrewshire Council, Audit, Risk and Scrutiny Board, against a range of measures set annually by the Director of Finance and Resources. These targets are set for all internal audit engagements and include Renfrewshire Council and other associated bodies, for which the team provides internal audit services. Table 3 shows the actual performance against targeted performance for the year.

**Table 3**

Internal Audit Performance 2022/23		
Performance measure	Target 2022/23	Actual 2022/23
% of audit assignments completed by target date	95%	93%
% of audit assignments completed within time budget	95%	97%
% completion of audit plan for the year*	95%	98%

\* this measures the completion percentage as at 31 March. 100% of the plan is ultimately delivered through the finalisation of the outstanding elements in the new financial year.

- 4.2 The percentage completion of the audit plan is slightly below the target set for the year. This was due, in the main, to a higher than anticipated level of unplanned absence. The actual performance for the year for the two other indicators, is above the target performance level.
- 4.3 The PSIAS require the Chief Auditor to develop and maintain a quality assurance and improvement programme (QAIP) that covers all aspects of the internal audit activity. The QAIP must include both periodic internal self-assessments and five-yearly external assessments, carried out by a qualified, independent assessor from outwith the organisation.
- 4.4 We continued to participate in the Scottish Local Authorities Chief Internal Auditors' Group peer review process and our external assessment has recently been completed by the Chief Internal Auditor from South Ayrshire Council. The report concluded that the internal audit service fully conforms with the PSIAS. The report included 7 recommendations for improvement, 3 of which had already been identified through the internal self-assessment process. An action plan has been completed and the report has been submitted to the Council's Audit, Risk and Scrutiny Board.

#### External Audit

- 4.5 External Audit's review of the internal audit service concluded that overall the service operates in accordance with the PSIAS.

#### Risk Management

- 4.6 The internal audit service through the Risk Manager, provides advice and support to Scotland Excel officers, as required.


### **5. Planned Audit Work for 2023/24**

- 5.1 Following a risk based assessment of the activities of Scotland Excel and consultation with the Director, the following internal audit work has been agreed for 2023/24:
- A review of contract monitoring - Implementing collaborative procurement;
  - Follow up of previous audit work;
  - Ad-hoc internal audit and risk management advice.

### **6. Audit Assurance Statement**

- 6.1 Internal Audit has performed its work in accordance with the role defined in paragraph 1.2. The audit work performed and completed has been reported to the Chief Executive, and to the Executive Sub Committee in this annual report. Where areas for improvement in internal control have been identified appropriate recommendations have been made and accepted for action by management.

- 6.2 In view of the continued challenges common to all public bodies, there will be a requirement for the council and the bodies for which it is host authority to exercise very close scrutiny over revenue spending over financial management and compliance with overarching governance arrangements, and this will continue to receive due internal audit attention.
- 6.3 It is not feasible for the system of internal control to be without any weakness. It is important to balance the risks involved in accepting systems limitations with the consequences if a problem emerges. Internal Audit recognises this and assesses this in its reporting mechanism.
- 6.4 The audit plan is always intended to be flexible and contingency time was utilised to undertake additional work on areas of emerging risk. Additionally, the gross operational internal audit days were reduced by 9% overall due to unplanned absence. In this context, it is considered that reasonable assurance can be placed upon the adequacy and effectiveness of the Scotland Excel's internal control, risk management and governance arrangements, as evidenced by:-
- The results of the audit work in 2022/23 in relation to the corporate systems which supported Scotland Excel's activities.
  - Management action in response to audit recommendations.
  - Management self assessment of internal control, risk management and governance arrangements.
  - The regular review and updating of the Local Code of Corporate Governance by the Council in accordance with the Chartered Institute of Public Finance and Accountancy and Society of Local Authority Chief Executives framework for corporate governance requirements, and of the corporate governance arrangements within Scotland Excel.

Signed. 

Chief Auditor

Date 19 May 2023



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 19 May 2023**

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

**Tender: Property Maintenance and Refurbishment**

**Schedule: 1821**

**Period: Two years from the commencement date with an option to extend for up to an extra 24 month period.**

### **1. Introduction and Background**

This recommendation is for the award of a first generation national framework for property maintenance and refurbishment services.

This framework will provide members with a mechanism to procure a range of property maintenance and refurbishment services and will compliment Scotland Excel's existing construction portfolio, such as energy efficiency improvement works, and asbestos related works.

This proposed framework will be for a period of two years from the commencement date with an option to extend for up to a further 24-month period as advertised in the published tender documents. Subject to approval and completion of a standstill period, the framework is intended to commence in June 2023.

This report summarises the outcome of the procurement process for this national framework agreement.

### **2. Scope, Participation and Spend**

The framework comprises 15 lots as summarised in Table 1.

**Table 1: Lotting Structure**

<b>Lot No.</b>	<b>Description</b>	<b>Estimated % of Spend per lot</b>
1	Bathrooms	12%
2	Electrical	12%
3	Fencing and Gates	<1%
4	Flooring	3%
5	Heating	15%
6	Joinery	5%
7	Kitchens	9%
8	Painting and Decorating	<1%
9	Plastering and Ceramic Tiling Works	<1%
10	Plumbing	1%
11	Renewables (Solar Thermal Panels, Solar Water Heating, PV, Heat Pumps)	1%
12	Roofing	5%
13	Ventilation	2%
14	Windows and Doors	9%
15	Multi-Trades	25%

As a first-generation framework, the percentage spend per lot, as set out in Table 1, is the best estimate of the apportionment of the spend. This is derived from historical information, market research and future plans confirmed by Scotland Excel members. (The advertised overall spend is set out at the end of this section).

All lots were subdivided by 12 geographical regions. Tenderers could opt to offer for one, some or all regions. The lotting structure aligns with the various specialisms within the marketplace and member contracting preferences, as well as maximising bid opportunities for Small to Medium Sized Enterprises (SMEs) within the sector.

The geographical regions are shown in Table 2, below:

**Table 2: Geographical Regions**

<b>Geographical Regions</b>	<b>Councils within Region</b>
Region 1	Argyll and Bute
Region 2	East Ayrshire, East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire, South Ayrshire, South Lanarkshire and West Dunbartonshire



<b>Geographical Regions</b>	<b>Councils within Region</b>
Region 3	East Lothian, Midlothian, West Lothian, Scottish Borders and Edinburgh
Region 4	Stirling, Falkirk, Clackmannanshire, Perth and Kinross, Dundee and Fife
Region 5	Aberdeenshire, Aberdeen City, Moray and Angus
Region 6	Dumfries and Galloway
Region 7	Western Isles
Region 8	Orkney Islands
Region 9	Shetland Islands
Region 10	Highland - Caithness and Sutherland
Region 11	Highland - Inverness, Nairn and Badenoch
Region 12	Highland - Ross and Cromarty, Skye and Strathspey and Lochaber

As detailed in Appendix 1, nine Scottish councils have confirmed their intention to participate in the framework from its start date. An additional three councils have their own frameworks in place, however, have confirmed they will consider migrating to this framework once their current arrangements expire. In addition to this, a number of Scotland Excel associate members have confirmed participation in this arrangement. As a first-generation framework, it is anticipated that participation will increase during the lifetime of the framework. Since publication of the tender, the interest from the remaining councils and from associate members has grown, several have enquired about the framework and have intimated their intention to utilise the framework once live.

The framework was advertised with an estimated spend of £300m over the maximum four year period. This value has been derived from anticipated member spend, historical data and market analysis. This value was estimated to ensure that there is sufficient capacity within the framework to accommodate additional member participation and any unforeseen peaks in demand.

It should be noted that there is no guarantee of any business or level of business or continuity of business under the framework, and that all councils are entitled to use it.

### **3. Procurement Process**

A User Intelligence Group (UIG) was formed. This group consisted of representatives from participating members. The wider UIG comprising procurement, operational and technical representatives, agreed the procurement route and the overall strategy, and a smaller working group consisting of technical representatives from participating members was also formed to develop the technical scope and support the development of the lotting structure as well as participate in the technical evaluation.

A Prior Information Notice (PIN) was published on 6 October 2021 and received 146 notes of interest.

Scotland Excel held a range of supplier meetings and issued a supplier survey which resulted in the sharing of valuable information on the lotting structure, applicable contract terms and pricing structure.

Furthermore, Scotland Excel consulted with a range of key stakeholders to support the development of this framework including the British Association for Supported Employment (BASE).

Scotland Excel held multiple events with the Supplier Development Programme (SDP) to signpost the tender opportunity and support the market including SMEs to engage in the framework opportunity.

This framework was advertised in the Find a Tender Service (FTS) and the Public Contracts Scotland (PCS) portal on 12 September 2022. The tender process was conducted using the Public Contracts Scotland Tender (PCS-T) system.

The procurement process followed an open tender process to ensure maximum competition and the inclusion for all potential suppliers to service the framework.

All tenderers were examined against selection criteria, using the Single Procurement Document (SPD) and award criteria, concurrently.

The award criteria included technical and commercial sections that were evaluated against the following criteria and weightings.

**All Lots**

Technical	40%
Commercial	60%

Within the technical section, tenderers were required to evidence their knowledge and experience by responding to technical questions.

These covered a range of areas, including project management and stakeholder engagement, carbon reduction, community benefits and lot specific technical questions.

Tenderers were asked to provide details on their Fair Work First Practices. In addition to these questions, tenderers were asked if they would engage with a Supported Business and/or a Social Enterprise as part of any work order exceeding £1million.

Table 3 details the breakdown of the technical points available.

**Table 3: Technical Scoring Breakdown**

<b>Question</b>	<b>Maximum Score Available</b>
Delivery of Works (Lot Specific Technical Question)	10
Project Management and Stakeholder Engagement	10
Carbon Reduction and Environmental Impact	10
Community Benefits	4
Fair Work Practices First	5
Supported Businesses & Social Enterprises	1
<b>Total</b>	<b>40</b>

In addition, tenderers were asked non scored questions on their agreement to the terms and conditions, real living wage and self-declare their membership of relevant professional body memberships for appropriate lots.

Tenderers were asked to confirm which regions they wanted to service for each lot for which they tendered. To encourage bids from local SMEs and maximise the geographical coverage available through the framework, tenderers could opt to service one, some or all regions and lots without disadvantage.

Within the commercial section tenderers were invited to offer on a lot by lot and regional basis. Work issued under this framework will be priced in accordance with the National Schedule of Rates (NSRs) as published by NSR Management. Tenderers were asked to submit an adjustment percentage relative to the NSRs when submitting their prices within the commercial section.

Tenderers submissions for the above were calculated against the published award criteria to give them a total commercial score.

#### **4. Report on Offers Received**

Offers were received from 101 tenderers. A summary of the offers received is provided in Appendix 2.

Two tenderers who were deemed non-compliant were advised that their offers would not be considered further. Both tenderers were non-compliant for the lot and Regions for which they tendered as they failed to submit a required element of the commercial submission in accordance with the published tender.

All non-compliant offers are indicated in Appendix 2 and Appendix 3.

Based on the criteria and scoring methodology set out in the published tender documents, a full evaluation of the 99 compliant offers was completed. Appendix 3 confirms the scoring achieved by each tenderer for each lot and regions.

It should be noted that, for a small number of lot-specific regions, no offers were received. As participation evolves over the lifetime of the framework, Scotland Excel will continue to consult with those councils to establish which supply chain opportunities will be present for the renewal. The affected lots are Lot 4 and Lot 9, regions 7, 8 and 9, as detailed in Appendix 3.

## **5. Recommendations**

Based on the evaluation undertaken, and in line with the criteria and weightings set out above, it is recommended that a multi-contractor framework arrangement is awarded to 88 suppliers across the 15 lots and respective geographic regions as outlined in Appendix 3 (Scoring and Recommendations). Suppliers that have not been recommended for award are detailed in Appendix 2.

Of these 88 recommended suppliers, 53 are classed as SMEs, 22 are micro businesses and 86 are Scottish suppliers. The recommended suppliers provide the choice and scope required by members as well as representing best value and providing geographical coverage, with broad geographical representation within and across council areas.

## **6. Benefits**

### **Savings**

The framework is well placed to deliver a favourable commercial position against market alternatives for councils over time. Therefore, the framework is recommended for approval with a neutral savings position.

Across the lots and regions, a range of competitive offerings have been submitted including reductions to the NSRs.

Due to the lack of comparable data, Scotland Excel did not benchmark the framework with councils' current arrangements.

### **Price Stability**

Supplier's pricing comprises of percentages and daywork rates. All Suppliers' tendered percentages will remain fixed until the end date of the framework agreement and, where a work order extends beyond the end date of the framework agreement, until completion of that work order.

All Suppliers' tendered daywork rates will remain fixed for 12 months with any increases being capped at the rate of inflation.

## **Rebate**

A retrospective rebate of 0.75% will be made payable to Scotland Excel annually and will be applied to all work orders issued under the framework contract of £100,000 or above which will be tracked and managed with suppliers through reporting of the management information returns.

## **Sustainable Procurement Benefits**

Scotland Excel is committed to maximising community benefits delivered through the framework for our members and local communities.

As part of the tender process, tenderers were required to confirm whether they would comply with the Scotland Excel community benefits approach for the lifetime of the framework and were scored on their ability to deliver it. This approach is designed to deliver local community benefits based on individual members' work order spend thresholds as well as an overall framework spend threshold to ensure we maximise on the community benefits being delivered.

All recommended suppliers have confirmed their acceptance of the community benefits approach.

The community benefits approach is designed to deliver targeted benefits specific to the market and covers outcomes such as:

- training,
- supply chain initiatives,
- poverty initiatives,
- educational support and
- local sponsorship

Scotland Excel will monitor spend and community benefits reported through the framework and will share with members on a six-monthly basis.

Scotland Excel and its members are committed to the delivery of high-quality public services and recognise that this is dependent on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, is diverse and is engaged in decision making.

Within the technical section tenderers were asked a question on their approach to Fair Work First and payment of the real Living Wage to their workforce. This question was in accordance with the applicable Scottish Government guidance on "Fair Work First in Scottish Procurement".

Tenderers approach to fair work, included a range of positive work initiatives such as:

- no zero hour contracts
- employee forums
- training and development opportunities
- flexible working policies
- accredited Investors in People (IiP)

- equal pay policies
- signed up to the Scottish Business Pledge

As detailed within Appendix 2, of the 88 recommended suppliers, 74 pay the Real Living Wage. Of this number 36 are accredited real Living Wage Employers and 38 are not accredited real Living Wage Employers but pay the Living Wage. In addition to this, five suppliers are currently progressing through the Living Wage accreditation process, eight are committed to becoming accredited within two years of the framework commencement and the remaining supplier is not accredited by the Living Wage Foundation and does not pay the real Living Wage but commits to paying the Living Wage to all employees (except volunteers, apprentices and interns) within the initial two year period of the Framework Contract.

Scotland Excel will continue to monitor Fair Work Practices, including encouraging further uptake by suppliers committing to paying staff the real Living Wage during contract and supplier management activity.

### **Local SME Engagement**

Scotland Excel held multiple events with the SDP both online and in person to signpost the tender opportunity and support the market, including SMEs, to engage in the framework opportunity. This resulted in a positive outcome with 57 SMEs and 30 micro organisations accessing the tender documents and submitting a bid, with 53 SMEs and 22 micro businesses recommended for award on the framework.

The recommended suppliers also represent broad geographical representation within and across council areas.

## **7. Contract Mobilisation and Management**

In accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend, this framework is classified as class B. As such it will require high level of procurement expertise to support annual UIGs, frequent support to councils, suppliers and external stakeholders.

Scotland Excel will work with our established UIG to arrange appropriate mobilisation and ensure robust contract management with suppliers and members.

Meetings and engagement undertaken with suppliers will adhere to all applicable health and safety guidelines.

## **8. Summary**

This framework provides an effective and efficient route for our members to procure a range of property maintenance and refurbishment services.

The Executive Sub-Committee is requested to approve the recommendations detailed in Section 5 (Recommendations), above to award this framework agreement to the suppliers as detailed in Appendix 2 and Appendix 3 (Scoring and Recommendations).

## Appendix 1 – Participation, Spend and Savings Summary Property Maintenance and Refurbishment 1821

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data
Aberdeen City Council	No			
Aberdeenshire Council	No			
Angus Council	No			
Argyll & Bute Council	Yes	Start Date	£530,000	Confirmed by Council
City of Edinburgh Council	No			
Clackmannanshire Council	No			
Comhairle nan Eilean Siar	No			
Dumfries & Galloway Council	No			
Dundee City Council	Yes	Start Date	£387,000	Confirmed by Council
East Ayrshire Council	No			
East Dunbartonshire Council	No			
East Lothian Council	Yes	Start Date	£11,549,662	Confirmed by Council
East Renfrewshire Council	Yes	Start Date	£8,330,000	Confirmed by Council
Falkirk Council	No			
Fife Council	No			
Glasgow City Council	No			
Highland Council	No			
Inverclyde Council	No			
Midlothian Council	Yes	Start Date	£3,367,000	Confirmed by Council
Moray Council	No			
North Ayrshire Council	Yes	Start Date	£20,000	Confirmed by Council
North Lanarkshire Council	No			
Orkney Islands Council	No			
Perth & Kinross Council	Yes	Start Date	£8,660,550	Confirmed by Council
Renfrewshire Council	No			
Scottish Borders Council	Yes	Start Date	£130,000	Confirmed by Council
Shetland Islands Council	No			
South Ayrshire Council	No			
South Lanarkshire Council	Yes	Start Date	£700,000	Confirmed by Council
Stirling Council	No			
West Dunbartonshire Council	No			
West Lothian Council	No			
Tayside Contracts	No			
<b>Totals</b>			<b>£33,674,212</b>	
Associate Members	Yes	Start Date	£70,000	
<b>Totals</b>			<b>£33,744,212</b>	



## Appendix 2 – List of Tenderers with SME and Living Wage Status Property Maintenance and Refurbishment 1821

### **KEY**

#### **In the Table below:**

The lots and Regions being awarded are identified by using the following combination of letters and numbers:

- "L": is an abbreviation for "Lot" (see Table 1 of the foregoing document for the Lot descriptions)
- "R" is an abbreviation for "Region" (see Table 2 of the foregoing document for the Region numbers, and their related areas)
- Numbers: these indicate the particular lot and Region number, respectively

For example, "L1R1" means "Lot 1 - Bathrooms, Region 1 - Argyll and Bute".

See the Living Wage Status Reference and Living Wage Status Descriptions below.

<b>Living Wage Status Reference</b>	<b>Living Wage Status Description</b>	<b>Number of Recommended Suppliers</b>
1	Accredited Living Wage Employer and commit to maintaining this for the duration of the Framework Contract	36
2	Currently going through the process of becoming an accredited Living Wage Employer and commit to gaining accreditation over the initial two year period	5
3	Not an accredited Living Wage Employer but commit to gaining accreditation over the initial two year period of the Framework Contract.	8
4	Not an accredited Living Wage Employer but pay the Living Wage to all employees (except volunteers, apprentices and interns) and commit to maintaining this for the duration of the Framework Contract.	38
5	Not an accredited Living Wage Employer and do not currently pay the Living Wage to all employees (except volunteers, apprentices and interns) but commit to paying the Living Wage to all employees (except volunteers, apprentices and interns) within the initial two year period of the Framework Contract	1

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
A Macneil Painting & Taping Contractors Ltd	Small	Inverness	NO	2	L8R1, L8R2, L8R3, L8R4, L8R5, L8R6, L8R7, L8R8, L8R9, L8R10, L8R11, L8R12	L8R1, L8R5, L8R7, L8R8, L8R9, L8R10, L8R11, L8R12
A Tech Heating Limited	Small	Cumbernauld	YES	4	L5R1, L5R2, L5R3, L5R4, L5R6	L5R1
Adman Int Ltd	Micro	Greenock	YES	1	L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L6R11	L6R2, L6R3, L6R5
Affiniti Response Limited	Small	East Kilbride	YES	4	L6R2, L8R2, L15R2	L6R2
Ailsa Building Contractors Limited	Medium	Coatbridge	YES	4	L12R2, L12R3, L12R4	L12R2, L12R3, L12R4
Alexander Community Development Limited	Micro	Dundee	YES	1	L1R4, L3R4, L6R4, L7R4, L8R4, L15R4	L3R4
Anderson Property Services (Scotland) Limited	Small	Hamilton	YES	1	L1R2, L2R2, L4R2, L6R2, L7R2, L10R2, L15R2	L1R2, L2R2, L4R2, L6R2, L7R2, L10R2, L15R2
Andrew P. Orr (Decorators) Limited	Small	Glasgow	NO	3	L8R1, L8R2, L8R3, L8R4	L8R1, L8R2, L8R3, L8R4
Andrew Shepherd Construction Limited	Small	Forfar	YES	4	L15R4, L15R5	L15R4, L15R5
Bancon Construction Limited	Medium	Banchory	YES	1	L1R4, L1R5, L1R11, L2R4, L2R5, L2R11, L5R4, L5R5, L5R11, L7R4, L7R5, L7R11, L11R4, L11R5, L11R11, L14R4, L14R5, L14R11, L15R4, L15R5, L15R11	L1R4, L1R5, L1R11, L2R5, L2R11, L5R4, L5R5, L5R11, L7R4, L7R5, L7R11, L11R4, L11R5, L11R11, L14R4, L14R5, L14R11, L15R4, L15R5, L15R11
Bell Group UK Limited	Large	Airdrie	YES	1	L1R2, L1R3, L1R4, L6R2, L6R3, L6R4, L7R2, L7R3, L7R4, L8R2, L8R3, L8R4, L8R5, L8R6, L8R11, L15R2, L15R3, L15R4	L1R2, L1R3, L1R4, L6R2, L6R3, L6R4, L7R2, L7R3, L7R4, L8R2, L8R3, L8R4, L8R5, L8R6, L8R11, L15R2, L15R3, L15R4
Blackrock Construction Group Ltd	Micro	Moodiesburn	YES	4	L15R2, L15R4	L15R2, L15R4
Blantyre Park Services Ltd	Small	Uddingston	YES	1	L5R2, L5R3, L5R4, L10R2, L10R3, L10R4, L13R2, L13R3, L13R4	L10R3, L13R2, L13R3, L13R4
Boyd Brothers (Fauldhouse) Limited	Small	Livingston	YES	4	L2R2, L2R3, L2R4	L2R3
Braedale Roofing Limited	Small	Wishaw	YES	4	L12R2	L12R2
Brannock Decorators Ltd.	Small	Cleland	NO	5	L8R1, L8R2, L8R3, L8R4, L8R5, L8R6, L8R7, L8R8, L8R9, L8R10, L8R11, L8R12	L8R7, L8R8, L8R9, L8R10, L8R12
BRB Electrical Limited	Small	Glasgow	YES	1	L2R2, L2R4, L5R2, L5R4, L11R2, L11R4, L13R2, L13R4	L2R2, L5R2, L5R4, L11R2, L11R4, L13R2, L13R4
British Gas Social Housing Limited T/A PH Jones	Large	Runcorn	YES	1	L5R2, L5R3, L5R4, L5R6, L11R2, L11R3, L11R4, L11R6	L5R2, L5R3, L5R4, L5R6, L11R2, L11R3, L11R4, L11R6
C & S Facilities Management Limited T/A C&S Group	Small	Blantyre	NO	3	L1R2, L1R3, L1R4, L1R6, L7R2, L7R3, L7R4, L7R6, L15R2, L15R3, L15R4, L15R6	L1R2, L1R3, L1R4, L1R6, L7R2, L7R3, L7R4, L7R6, L15R2, L15R3, L15R4, L15R6
C R Smith Glaziers (Dunfermline) Limited	Large	Dunfermline	YES	4	L14R2, L14R3, L14R4, L14R5, L14R6, L14R10, L14R11	L14R2, L14R3, L14R4, L14R5, L14R6, L14R10, L14R11
Cameron Painters & Decorators Limited	Small	Dingwall	YES	1	L8R10, L8R11, L8R12	L8R10, L8R11, L8R12

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
Care Electrical Contractors Limited	Micro	Dundee	YES	4	L2R4, L2R5	L2R5
CBES Limited	Large	Glasgow	NO	3	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L1R10, L1R11, L1R12, L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R10, L2R11, L2R12, L3R1, L3R2, L3R3, L3R4, L3R5, L3R6, L3R10, L3R11, L3R12, L4R1, L4R2, L4R3, L4R4, L4R5, L4R6, L4R10, L4R11, L4R12, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R10, L5R11, L5R12, L6R1, L6R2, L6R3, L6R4, L6R5, L6R10, L6R11, L6R12, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L7R10, L7R11, L7R12, L8R1, L8R2, L8R3, L8R4, L8R5, L8R6, L8R10, L8R11, L8R12, L9R1, L9R2, L9R3, L9R4, L9R5, L9R6, L9R10, L9R11, L9R12, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L10R10, L10R11, L10R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R10, L11R11, L11R12, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L12R10, L12R11, L12R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R10, L13R11, L13R12, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R10, L14R11, L14R12, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6, L15R10, L15R11, L15R12	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L1R10, L1R11, L1R12, L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R10, L2R11, L2R12, L3R1, L3R2, L3R3, L3R4, L3R5, L3R6, L3R10, L3R11, L3R12, L4R1, L4R2, L4R3, L4R4, L4R5, L4R6, L4R10, L4R11, L4R12, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R10, L5R11, L5R12, L6R1, L6R2, L6R3, L6R4, L6R5, L6R10, L6R11, L6R12, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L7R10, L7R11, L7R12, L8R1, L8R2, L8R3, L8R4, L8R5, L8R6, L8R10, L8R11, L8R12, L9R1, L9R2, L9R3, L9R4, L9R5, L9R6, L9R10, L9R11, L9R12, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L10R10, L10R11, L10R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R10, L11R11, L11R12, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L12R10, L12R11, L12R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R10, L13R11, L13R12, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R10, L14R11, L14R12, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6, L15R10, L15R11, L15R12
CCG (Scotland) Limited	Large	Glasgow	YES	4	L1R1, L1R2, L1R3, L1R4, L7R1, L7R2, L7R3, L7R4, L14R1, L14R2, L14R3, L14R4	L1R1, L1R2, L1R3, L1R4, L7R1, L7R2, L7R3, L7R4, L14R1, L14R2, L14R3, L14R4
Chas. Stewart Plumbing & Heating Engineers Ltd.	Small	Perth	-	-	L1R4, L7R4	
City Building (Contracts) LLP	Large	Glasgow	YES	1	L1R2, L1R4, L1R6, L2R2, L2R4, L2R6, L4R2, L4R4, L4R6, L5R2, L5R4, L5R6, L6R2, L6R4, L6R6, L7R2, L7R4, L7R6, L8R2, L8R4, L8R6, L10R2, L10R4, L10R6, L11R2, L11R4, L11R6, L12R2, L12R4, L12R6, L14R2, L14R4, L14R6, L15R2, L15R4, L15R6	L1R2, L1R4, L1R6, L2R2, L2R4, L2R6, L4R2, L4R4, L4R6, L5R2, L5R4, L5R6, L6R2, L6R4, L6R6, L7R2, L7R4, L7R6, L8R2, L8R4, L8R6, L10R2, L10R4, L10R6, L11R2, L11R4, L11R6, L12R2, L12R4, L12R6, L14R2, L14R4, L14R6, L15R2, L15R4, L15R6
City Technical Services (UK) Limited	Medium	Glasgow	-	-	L5R2, L5R3, L5R4, L5R6, L11R2, L11R3, L11R4, L11R6	
Clark Contracts Limited	Medium	Paisley	YES	4	L15R1, L15R2, L15R3, L15R4, L15R5, L15R6	L15R1
CM Camans (Partnership)	Micro	Strathpeffer	YES	4	L3R1, L3R2, L3R3, L3R4, L3R5, L3R6, L3R7, L3R8, L3R9, L3R10, L3R11, L3R12	L3R1, L3R4, L3R5, L3R6, L3R7, L3R8, L3R9, L3R10, L3R11, L3R12

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
Compass Building and Construction Services Ltd	Medium	Inverness	YES	1	L1R5, L1R11, L1R12, L3R5, L3R11, L3R12, L6R5, L6R11, L6R12, L7R5, L7R11, L7R12, L9R5, L9R11, L9R12, L14R5, L14R11, L14R12, L15R5, L15R11, L15R12	L1R5, L1R11, L1R12, L3R5, L3R11, L3R12, L7R5, L7R11, L7R12, L9R5, L9R11, L9R12, L14R5, L14R11, L14R12, L15R5, L15R11, L15R12
Dalebay Limited T/A Noble & Bradford	Small	Dundee	NO	2	L4R4	L4R4
Dean Chalmers T/A Chalmers Electrical	Micro	Dingwall	YES	4	L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R7, L2R8, L2R9, L2R10, L2R11, L2R12	L2R5, L2R7, L2R8, L2R9, L2R10, L2R11, L2R12
Discovery Decorators Limited	Micro	Dundee	-	-	L8R4	
Dumbreck Decorators Limited	Micro	Glasgow	YES	1	L8R2, L8R3, L8R4, L8R6	L8R2, L8R3, L8R4, L8R6
E.W. Edwardson (Electrical Contractors) Limited	Small	Glenrothes	YES	4	L2R4, L2R5	L2R4, L2R5
EC2 Limited	Micro	Dundee	-	-	L6R4, L14R4	
Emac Engineering Limited	Small	Invergordon	YES	4	L5R10, L5R11, L5R12, L13R10, L13R11, L13R12	L5R10, L5R11, L5R12, L13R10, L13R11, L13R12
Emtec Energy Limited	Small	Uddingston	-	-	L11R2, L11R3, L11R4, L11R5, L11R6	
Emtec Property Services Limited	Large	Uddingston	YES	1	L15R1, L15R2, L15R3, L15R4, L15R6	L15R1, L15R2, L15R3, L15R4, L15R6
Everwarm Ltd	Large	Bathgate	YES	1	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L1R7, L1R8, L1R9, L1R10, L1R11, L1R12, L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R7, L2R8, L2R9, L2R10, L2R11, L2R12, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R7, L5R8, L5R9, L5R10, L5R11, L5R12, L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L6R7, L6R8, L6R9, L6R10, L6R11, L6R12, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L7R7, L7R8, L7R9, L7R10, L7R11, L7R12, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L10R7, L10R8, L10R9, L10R10, L10R11, L10R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R7, L11R8, L11R9, L11R10, L11R11, L11R12, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R7, L14R8, L14R9, L14R10, L14R11, L14R12, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6, L15R7, L15R8, L15R9, L15R10, L15R11, L15R12	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L1R7, L1R8, L1R9, L1R10, L1R11, L1R12, L2R3, L2R5, L2R7, L2R8, L2R9, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R7, L5R8, L5R9, L5R10, L5R11, L5R12, L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L6R7, L6R8, L6R9, L6R10, L6R11, L6R12, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L7R7, L7R8, L7R9, L7R10, L7R11, L7R12, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L10R7, L10R8, L10R9, L10R10, L10R11, L10R12, L11R2, L11R3, L11R4, L11R5, L11R7, L11R8, L11R9, L11R10, L11R11, L11R12, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R7, L14R8, L14R9, L14R10, L14R11, L14R12, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6, L15R7, L15R8, L15R9, L15R10, L15R11, L15R12
Faskin Group Ltd	Small	Glasgow	YES	1	L12R2, L12R3, L12R4	L12R2, L12R3, L12R4
Fergus T Davidson T/A FT Davidson	Micro	Inverness	YES	4	L2R11	L2R11

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
First Call Trade Services Limited	Small	Edinburgh	YES	1	L1R3, L1R4, L2R3, L2R4, L5R3, L5R4, L6R3, L6R4, L7R3, L7R4, L8R3, L8R4, L9R3, L9R4, L10R3, L10R4, L15R3, L15R4	L1R3, L1R4, L2R3, L2R4, L5R3, L5R4, L6R3, L6R4, L7R3, L7R4, L8R3, L8R4, L9R3, L9R4, L10R3, L10R4, L15R3, L15R4
Fourply Ltd.	Small	Paisley	-	-	L6R2, L8R2	
Frank Swords & Sons Limited	Micro	Glespin	NO	3	L1R2, L1R3, L2R2, L2R3, L3R2, L3R3, L4R2, L4R3, L6R2, L6R3, L7R2, L7R3, L9R2, L9R3, L10R2, L10R3, L12R2, L12R3, L15R2, L15R3	L1R3, L2R3, L3R2, L3R3, L4R2, L4R3, L6R2, L6R3, L9R2, L9R3, L12R2, L12R3, L15R2, L15R3
G A Davidson Limited	Micro	Blairstown	YES	4	L6R4, L6R5	L6R5
G K L Plumbing & Heating Ltd	Small	Paisley	NO	3	L1R2, L5R2, L10R2, L11R2	L1R2, L5R2, L10R2, L11R2
G.D. Chalmers Limited	Small	Paisley	YES	1	L2R2, L2R4	L2R2, L2R4
G.M.G. (Contractors) Limited	Medium	Glasgow	YES	1	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L2R1, L2R2, L2R3, L2R5, L2R6, L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6
Garring Limited	Micro	Glasgow	-	-	L2R2	
Gavhas Ltd	Micro	Glasgow	-	-	Non-Compliant for Lot 4	Non-Compliant
George B Grigg T/A Musselburgh Roofing and Building Services	Small	Musselburgh	YES	4	L12R3	L12R3
GF (UK) Limited T/A F Forbes and Son	Small	Dundee	YES	4	L8R4, L8R5	L8R4, L8R5
GMR Henderson Builders Ltd	Small	Wick	YES	1	L6R10, L7R10, L14R10	L6R10, L7R10, L14R10
Gordon & Halliday Flooring Contractors LLP	Small	Loanhead	YES	1	L4R3	L4R3
Graham MacGregor Limited	Small	Strathpeffer	YES	4	L1R10, L1R11, L1R12, L2R10, L2R11, L2R12, L3R10, L3R11, L3R12, L4R10, L4R11, L4R12, L6R10, L6R11, L6R12, L7R10, L7R11, L7R12, L8R10, L8R11, L8R12, L9R10, L9R11, L9R12, L10R10, L10R11, L10R12, L14R10, L14R11, L14R12, L15R10, L15R11, L15R12	L1R10, L1R11, L1R12, L2R10, L2R11, L2R12, L3R10, L3R11, L3R12, L4R10, L4R11, L4R12, L6R10, L6R11, L6R12, L7R10, L7R11, L7R12, L8R10, L8R11, L8R12, L9R10, L9R11, L9R12, L10R10, L10R11, L10R12, L14R10, L14R11, L14R12, L15R10, L15R11, L15R12
Howden Joinery Group PLC	Large	London	-	-	Non-Compliant for Lot 7	Non-Compliant

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
Hugh Stirling Limited	Medium	Glasgow	YES	1	L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L8R1, L8R2, L8R3, L8R4, L8R5, L8R6, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6	L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L8R1, L8R2, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R6
I D Hubbard Ltd	Micro	Dingwall	NO	2	L6R12, L7R12	L6R12, L7R12
Ideal Flooring Solutions Limited	Micro	Musselburgh	YES	4	L4R3	L4R3
Integrated Environments Limited	Small	Carluke	YES	4	L1R2, L1R3, L1R4, L6R2, L6R3, L6R4, L7R2, L7R3, L7R4, L12R2, L12R3, L12R4, L14R2, L14R3, L14R4, L15R2, L15R3, L15R4	L6R2, L6R3, L12R2, L12R3, L14R2, L14R3
Invincible Security Ltd.	Micro	Ardrossan	YES	4	L2R1, L2R2, L2R3, L2R4, L2R6	L2R1, L2R2, L2R3, L2R6
J.S.K Construction Services Ltd.	Micro	Broxburn	YES	1	L1R2, L1R3, L1R4, L2R2, L2R3, L2R4, L3R2, L3R3, L3R4, L4R2, L4R3, L4R4, L5R2, L5R3, L5R4, L6R2, L6R3, L6R4, L7R2, L7R3, L7R4, L9R2, L9R3, L9R4, L10R2, L10R3, L10R4, L11R2, L11R3, L11R4, L14R2, L14R3, L14R4, L15R2, L15R3, L15R4	L1R2, L1R3, L1R4, L2R2, L2R3, L3R2, L3R3, L3R4, L4R2, L4R3, L4R4, L5R2, L5R3, L5R4, L6R2, L6R3, L6R4, L7R2, L7R3, L7R4, L9R2, L9R3, L9R4, L10R2, L10R3, L10R4, L11R2, L11R3, L11R4, L14R2, L14R3, L14R4, L15R2, L15R3, L15R4
James Frew Limited	Large	Stevenston	YES	1	L2R2, L5R2, L5R3, L5R4, L5R6, L11R2, L11R3, L11R4, L11R6	L2R2, L5R2, L5R3, L5R4, L5R6, L11R2, L11R3, L11R4, L11R6
Lawrie (Furnishings) Limited	Small	Inchinnan	YES	1	L4R2, L4R4	L4R2, L4R4
Lochlie Construction Limited	Small	Glasgow	YES	1	L11R2, L15R2	L11R2, L15R2
Magnus Electrical Services Limited	Medium	Glasgow	YES	4	L2R2	L2R2
Martec Engineering Group Limited	Micro	Glasgow	YES	1	L14R1, L14R2, L14R3, L14R4, L14R5, L14R6	L14R1, L14R2, L14R3, L14R4, L14R5, L14R6
Matrix Ceiling Distribution Limited	Micro	Dundee	YES	4	L4R4	L4R4
Maxi Construction Limited	Small	Livingston	YES	4	L15R2, L15R3, L15R4, L15R6	L15R2, L15R3, L15R4, L15R6
MCK Windows & Doors Ltd	Small	Glasgow	YES	4	L14R2	L14R2
McKellars of Ayrshire Limited	Micro	Troon	NO	2	L3R2	L3R2
McKenna Facilities Management Limited	Micro	Glasgow	-	-	L5R2, L10R2	
McMillan Highland Ltd	Micro	Muir Of Ord	YES	4	L6R12, L14R12	L6R12, L14R12
MITIE Property Services (UK) Limited	Large	Rutherglen	YES	1	L8R2, L8R3, L8R4	L8R2, L8R3, L8R4
Morris & Spottiswood Limited	Medium	Glasgow	YES	4	L4R2, L4R3, L4R4, L4R6	L4R2, L4R3, L4R4, L4R6
MSI Scotland Ltd	Micro	Glasgow	-	-	L14R1, L14R2, L14R3, L14R4	

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
Novus Property Solutions Limited	Large	Bathgate	YES	4	L7R2, L7R3, L7R4, L14R2, L14R3, L14R4	L7R2, L7R3, L7R4, L14R2, L14R3, L14R4
Ogilvie Construction Limited	Medium	Stirling	YES	4	L15R2, L15R3, L15R4, L15R5	L15R2, L15R3, L15R4, L15R5
Orbis Services Limited	Small	Inverness	YES	4	L2R5, L2R10, L2R11, L2R12, L5R5, L5R10, L5R11, L5R12, L10R5, L10R10, L10R11, L10R12, L11R5, L11R10, L11R11, L11R12, L13R5, L13R10, L13R11, L13R12	L2R5, L2R10, L2R11, L2R12, L5R5, L5R10, L5R11, L5R12, L10R5, L10R10, L10R11, L10R12, L11R5, L11R10, L11R11, L11R12, L13R5, L13R10, L13R11, L13R12
Preah Building Services Limited	Small	Newhouse	YES	4	L5R2, L5R3, L5R4, L5R5, L5R6, L10R2, L10R3, L10R4, L10R5, L10R6, L13R2, L13R3, L13R4, L13R5, L13R6	L5R2, L5R3, L5R4, L5R5, L5R6, L10R2, L10R3, L10R4, L10R5, L10R6, L13R2, L13R3, L13R4, L13R5, L13R6
Prime Build Solutions Limited	Small	Lanarkshire	YES	1	L6R2, L6R3, L6R4, L6R6, L8R2, L8R3, L8R4, L8R6, L12R2, L12R3, L12R4, L12R6, L15R2, L15R3, L15R4, L15R6	L6R2, L6R3, L6R4, L6R6, L12R2, L12R3, L12R4, L12R6, L15R2, L15R3, L15R4, L15R6
Procast Building Contractors Ltd.	Small	Hamilton	YES	1	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6	L1R1, L1R2, L1R3, L1R4, L1R5, L1R6, L7R1, L7R2, L7R3, L7R4, L7R5, L7R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6
PWM Contracts Limited	Micro	Glasgow	NO	2	L3R1, L3R2, L3R3, L3R4, L3R5, L3R6, L3R7, L3R8, L3R9, L3R10, L3R11, L3R12, L6R1, L6R2, L6R3, L6R4, L6R5, L6R6, L6R7, L6R8, L6R9, L6R10, L6R11, L6R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R7, L11R8, L11R9, L11R10, L11R11, L11R12, L12R1, L12R2, L12R3, L12R4, L12R5, L12R6, L12R7, L12R8, L12R9, L12R10, L12R11, L12R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R7, L13R8, L13R9, L13R10, L13R11, L13R12, L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R7, L14R8, L14R9, L14R10, L14R11, L14R12, L15R1, L15R2, L15R3, L15R4, L15R5, L15R6, L15R7, L15R8, L15R9, L15R10, L15R11, L15R12	L3R1, L3R2, L3R3, L3R4, L3R5, L3R6, L3R7, L3R8, L3R9, L3R10, L3R11, L3R12, L6R1, L6R2, L6R3, L6R5, L6R7, L6R8, L6R9, L6R10, L6R11, L6R12, L11R5, L11R7, L11R8, L11R9, L11R10, L11R11, L11R12, L12R1, L12R5, L12R7, L12R8, L12R9, L12R10, L12R11, L12R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R7, L13R8, L13R9, L13R10, L13R11, L13R12, L14R1, L14R5, L14R6, L14R7, L14R8, L14R9, L14R10, L14R11, L14R12, L15R1, L15R7, L15R8, L15R9, L15R10, L15R11, L15R12
Quality Assured Property Maintenance Limited	Micro	Dundee	YES	4	L1R4, L1R5, L3R4, L3R5, L6R4, L6R5, L7R4, L7R5, L8R4, L8R5, L9R4, L9R5, L10R4, L10R5, L12R4, L12R5, L15R4, L15R5	L1R4, L1R5, L3R4, L3R5, L6R4, L6R5, L7R4, L7R5, L8R4, L8R5, L9R4, L9R5, L10R4, L10R5, L12R4, L12R5, L15R4, L15R5
R G Painters & Decorators Limited	Micro	Dundee	-	-	L8R4	
Richard Irvin FM Limited	Large	Edinburgh	YES	1	L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R10, L2R11, L2R12, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R10, L5R11, L5R12, L10R1, L10R2,	L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L2R10, L2R11, L2R12, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L5R10, L5R11, L5R12, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L10R10,

TENDERER NAME	SME STATUS	LOCATION	PAYS THE LIVING WAGE	LIVING WAGE STATUS REFERENCE	REGIONS AND LOTS TENDERED	REGIONS AND LOTS AWARDED
					L10R3, L10R4, L10R5, L10R6, L10R10, L10R11, L10R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R10, L11R11, L11R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R10, L13R11, L13R12	L10R11, L10R12, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L11R10, L11R11, L11R12, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6, L13R10, L13R11, L13R12
Robert P. Slight & Sons Limited	Micro	Wallyford	YES	4	L6R3, L7R3, L14R3	L6R3, L14R3
Robertson-Acom Limited	Small	Paisley	YES	1	L2R2	L2R2
Saltire Facilities Management Limited	Large	Bellshill	YES	1	L2R2, L2R3, L2R4, L2R6, L5R2, L5R3, L5R4, L11R2, L11R3, L11R4, L11R6	L2R2, L2R3, L2R4, L2R6, L5R2, L5R3, L5R4, L11R2, L11R3, L11R4, L11R6
Sangster Electrical Limited	Micro	Tain	-	-	L2R10, L2R11, L2R12	
Sennit Construction Ltd	Small	Cambuslang	YES	1	L12R2	L12R2
Sidey Solutions Limited	Small	Perth	YES	1	L14R1, L14R2, L14R3, L14R4, L14R5, L14R6, L14R10, L14R11, L14R12	L14R1, L14R2, L14R3, L14R4, L14R5, L14R6
Spectrum Decorating Ltd.	Medium	Airdrie	NO	3	L8R2, L8R3, L8R4	L8R2, L8R3, L8R4
Stein Electrical & Mechanical Solutions Limited	Small	Uddingston	NO	3	L2R2, L2R3, L2R4, L5R2, L5R3, L5R4, L10R2, L10R3, L10R4, L11R2, L11R3, L11R4, L13R2, L13R3, L13R4	L2R2, L2R3, L5R2, L5R3, L5R4, L10R2, L10R3, L10R4, L11R2, L11R3, L11R4, L13R2, L13R3, L13R4
Summit Facilities Services Ltd	Small	Dundee	YES	4	L1R4, L1R5, L2R4, L2R5, L5R4, L5R5, L6R4, L6R5, L7R4, L7R5, L10R4, L10R5, L15R4, L15R5	L1R4, L1R5, L2R5, L5R4, L5R5, L6R4, L6R5, L7R4, L7R5, L10R5, L15R4, L15R5
Taggart Contract Flooring Limited	Micro	Cumbernauld	YES	4	L4R2	L4R2
Thomson Glazing Limited	Small	Glasgow	YES	4	L14R2	L14R2
Trident Maintenance Services Ltd	Medium	Bellshill	YES	1	L8R2, L8R3, L8R4	L8R2, L8R3, L8R4
Valley Group Limited	Small	Glasgow	YES	1	L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6	L2R1, L2R2, L2R3, L2R4, L2R5, L2R6, L5R1, L5R2, L5R3, L5R4, L5R5, L5R6, L10R1, L10R2, L10R3, L10R4, L10R5, L10R6, L11R1, L11R2, L11R3, L11R4, L11R5, L11R6, L13R1, L13R2, L13R3, L13R4, L13R5, L13R6
Ventro Ltd	Small	Bristol	NO	3	L11R2, L11R3, L11R4, L11R5, L11R6, L11R11	L11R2, L11R3, L11R4, L11R5, L11R6, L11R11



### Appendix 3 - Scoring and Recommendations

#### Property Maintenance and Refurbishment 1821

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L1R1	98.75	YES
CCG (Scotland) Limited	L1R1	92.35	YES
Procast Building Contractors Ltd.	L1R1	84.07	YES
G.M.G. (Contractors) Limited	L1R1	81.30	YES
Everwarm Ltd	L1R1	72.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L1R2	91.40	YES
CBES Limited	L1R2	86.75	YES
G K L Plumbing & Heating Ltd	L1R2	85.75	YES
City Building (Contracts) LLP	L1R2	84.25	YES
Anderson Property Services (Scotland) Limited	L1R2	81.25	YES
CCG (Scotland) Limited	L1R2	80.35	YES
C & S Facilities Management Limited T/A C&S Group	L1R2	80.02	YES
Procast Building Contractors Ltd.	L1R2	77.23	YES
Everwarm Ltd	L1R2	75.35	YES
J.S.K Construction Services Ltd.	L1R2	72.50	YES
G.M.G. (Contractors) Limited	L1R2	69.30	YES
Unsuccessful Supplier	L1R2	63.90	NO
Unsuccessful Supplier	L1R2	56.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L1R3	97.50	YES
CBES Limited	L1R3	92.85	YES
First Call Trade Services Limited	L1R3	90.85	YES
CCG (Scotland) Limited	L1R3	86.44	YES
C & S Facilities Management Limited T/A C&S Group	L1R3	85.40	YES
Procast Building Contractors Ltd.	L1R3	83.33	YES
Everwarm Ltd	L1R3	81.45	YES
J.S.K Construction Services Ltd.	L1R3	78.60	YES
G.M.G. (Contractors) Limited	L1R3	75.40	YES
Frank Swords & Sons Limited	L1R3	70.00	YES
Unsuccessful Supplier	L1R3	61.10	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L1R4	97.50	YES
CBES Limited	L1R4	92.85	YES
City Building (Contracts) LLP	L1R4	90.35	YES
First Call Trade Services Limited	L1R4	89.65	YES
CCG (Scotland) Limited	L1R4	86.44	YES
C & S Facilities Management Limited T/A C&S Group	L1R4	84.98	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Procast Building Contractors Ltd.	L1R4	83.33	YES
Everwarm Ltd	L1R4	81.45	YES
Quality Assured Property Maintenance Limited	L1R4	79.55	YES
J.S.K Construction Services Ltd.	L1R4	78.60	YES
G.M.G. (Contractors) Limited	L1R4	75.40	YES
Bancon Construction Limited	L1R4	75.10	YES
Summit Facilities Services Ltd	L1R4	72.60	YES
Unsuccessful Supplier	L1R4	60.60	NO
Unsuccessful Supplier	L1R4	60.20	NO
Unsuccessful Supplier	L1R4	59.60	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L1R5	96.95	YES
Quality Assured Property Maintenance Limited	L1R5	86.65	YES
Bancon Construction Limited	L1R5	85.20	YES
Procast Building Contractors Ltd.	L1R5	84.55	YES
Everwarm Ltd	L1R5	82.55	YES
G.M.G. (Contractors) Limited	L1R5	82.50	YES
Summit Facilities Services Ltd	L1R5	79.70	YES
Compass Building and Construction Services Ltd	L1R5	63.20	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
City Building (Contracts) LLP	L1R6	96.25	YES
CBES Limited	L1R6	95.75	YES
C & S Facilities Management Limited T/A C&S Group	L1R6	90.88	YES
Procast Building Contractors Ltd.	L1R6	84.85	YES
G.M.G. (Contractors) Limited	L1R6	81.30	YES
Everwarm Ltd	L1R6	78.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L1R7	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L1R8	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L1R9	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L1R10	86.75	YES
Graham MacGregor Limited	L1R10	73.75	YES
Everwarm Ltd	L1R10	66.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L1R11	86.75	YES
Graham MacGregor Limited	L1R11	73.75	YES
Bancon Construction Limited	L1R11	70.50	YES
Everwarm Ltd	L1R11	69.35	YES
Compass Building and Construction Services Ltd	L1R11	53.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L1R12	86.75	YES
Graham MacGregor Limited	L1R12	73.75	YES
Everwarm Ltd	L1R12	63.35	YES
Compass Building and Construction Services Ltd	L1R12	53.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L2R1	91.25	YES
CBES Limited	L2R1	86.75	YES
Richard Irvin FM Limited	L2R1	84.75	YES
G.M.G. (Contractors) Limited	L2R1	68.70	YES
Invincible Security Ltd.	L2R1	66.00	YES
Unsuccessful Supplier	L2R1	46.25	NO
Unsuccessful Supplier	L2R1	45.35	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L2R2	91.25	YES
G.D. Chalmers Limited	L2R2	86.75	YES
CBES Limited	L2R2	80.75	YES
Richard Irvin FM Limited	L2R2	78.75	YES
City Building (Contracts) LLP	L2R2	78.25	YES
Robertson-Acom Limited	L2R2	76.45	YES
Anderson Property Services (Scotland) Limited	L2R2	75.25	YES
Saltire Facilities Management Limited	L2R2	75.25	YES
Magnus Electrical Services Limited	L2R2	70.25	YES
BRB Electrical Limited	L2R2	66.90	YES
J.S.K Construction Services Ltd.	L2R2	66.50	YES
Stein Electrical & Mechanical Solutions Limited	L2R2	64.25	YES
Invincible Security Ltd.	L2R2	63.00	YES
G.M.G. (Contractors) Limited	L2R2	62.70	YES
James Frew Limited	L2R2	61.50	YES
Unsuccessful Supplier	L2R2	58.00	NO
Unsuccessful Supplier	L2R2	57.90	NO
Unsuccessful Supplier	L2R2	57.75	NO
Unsuccessful Supplier	L2R2	54.35	NO
Unsuccessful Supplier	L2R2	40.25	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L2R3	91.25	YES
First Call Trade Services Limited	L2R3	85.45	YES
CBES Limited	L2R3	83.75	YES
Richard Irvin FM Limited	L2R3	81.75	YES
Saltire Facilities Management Limited	L2R3	78.25	YES
J.S.K Construction Services Ltd.	L2R3	69.50	YES
Stein Electrical & Mechanical Solutions Limited	L2R3	67.25	YES
G.M.G. (Contractors) Limited	L2R3	65.70	YES
Invincible Security Ltd.	L2R3	63.00	YES
Frank Swords & Sons Limited	L2R3	60.90	YES
Boyd Brothers (Fauldhouse) Limited	L2R3	60.75	YES
Everwarm Ltd	L2R3	57.35	YES
Unsuccessful Supplier	L2R3	43.25	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L2R4	91.25	YES
G.D. Chalmers Limited	L2R4	83.75	YES
First Call Trade Services Limited	L2R4	81.25	YES
CBES Limited	L2R4	80.75	YES
E.W. Edwardson (Electrical Contractors) Limited	L2R4	80.75	YES
Richard Irvin FM Limited	L2R4	78.75	YES
City Building (Contracts) LLP	L2R4	78.25	YES
Saltire Facilities Management Limited	L2R4	75.25	YES
Unsuccessful Supplier	L2R4	66.50	NO
Unsuccessful Supplier	L2R4	65.10	NO
Unsuccessful Supplier	L2R4	64.25	NO
Unsuccessful Supplier	L2R4	63.00	NO
Unsuccessful Supplier	L2R4	62.70	NO
Unsuccessful Supplier	L2R4	60.50	NO
Unsuccessful Supplier	L2R4	60.00	NO
Unsuccessful Supplier	L2R4	57.75	NO
Unsuccessful Supplier	L2R4	55.25	NO
Unsuccessful Supplier	L2R4	54.35	NO
Unsuccessful Supplier	L2R4	48.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
E.W. Edwardson (Electrical Contractors) Limited	L2R5	92.75	YES
Valley Group Limited	L2R5	91.25	YES
Richard Irvin FM Limited	L2R5	90.75	YES
CBES Limited	L2R5	89.75	YES
Orbis Services Limited	L2R5	84.75	YES
Bancon Construction Limited	L2R5	78.00	YES
G.M.G. (Contractors) Limited	L2R5	74.70	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Dean Chalmers T/A Chalmers Electrical	L2R5	73.25	YES
Summit Facilities Services Ltd	L2R5	72.50	YES
Everwarm Ltd	L2R5	60.35	YES
Care Electrical Contractors Limited	L2R5	55.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L2R6	91.25	YES
Richard Irvin FM Limited	L2R6	78.75	YES
City Building (Contracts) LLP	L2R6	78.25	YES
CBES Limited	L2R6	77.75	YES
Saltire Facilities Management Limited	L2R6	73.45	YES
G.M.G. (Contractors) Limited	L2R6	62.70	YES
Invincible Security Ltd.	L2R6	57.00	YES
Unsuccessful Supplier	L2R6	45.35	NO
Unsuccessful Supplier	L2R6	40.25	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Dean Chalmers T/A Chalmers Electrical	L2R7	91.25	YES
Everwarm Ltd	L2R7	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Dean Chalmers T/A Chalmers Electrical	L2R8	91.25	YES
Everwarm Ltd	L2R8	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Dean Chalmers T/A Chalmers Electrical	L2R9	91.25	YES
Everwarm Ltd	L2R9	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L2R10	87.75	YES
CBES Limited	L2R10	86.75	YES
Dean Chalmers T/A Chalmers Electrical	L2R10	84.05	YES
Orbis Services Limited	L2R10	80.25	YES
Graham MacGregor Limited	L2R10	73.75	YES
Unsuccessful Supplier	L2R10	51.35	NO
Unsuccessful Supplier	L2R10	42.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L2R11	87.75	YES
CBES Limited	L2R11	86.75	YES
Dean Chalmers T/A Chalmers Electrical	L2R11	85.25	YES
Orbis Services Limited	L2R11	81.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Graham MacGregor Limited	L2R11	73.75	YES
Bancon Construction Limited	L2R11	70.50	YES
Fergus T Davidson T/A FT Davidson	L2R11	61.75	YES
Unsuccessful Supplier	L2R11	54.35	NO
Unsuccessful Supplier	L2R11	42.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L2R12	87.75	YES
CBES Limited	L2R12	86.75	YES
Dean Chalmers T/A Chalmers Electrical	L2R12	85.25	YES
Orbis Services Limited	L2R12	80.25	YES
Graham MacGregor Limited	L2R12	73.75	YES
Unsuccessful Supplier	L2R12	48.35	NO
Unsuccessful Supplier	L2R12	42.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R1	98.75	YES
PWM Contracts Limited	L3R1	63.50	YES
CM Camans (Partnership)	L3R1	59.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
McKellars of Ayrshire Limited	L3R2	97.50	YES
CBES Limited	L3R2	91.55	YES
J.S.K Construction Services Ltd.	L3R2	74.80	YES
Frank Swords & Sons Limited	L3R2	65.20	YES
PWM Contracts Limited	L3R2	56.30	YES
Unsuccessful Supplier	L3R2	43.30	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R3	98.75	YES
J.S.K Construction Services Ltd.	L3R3	82.00	YES
Frank Swords & Sons Limited	L3R3	72.40	YES
PWM Contracts Limited	L3R3	63.50	YES
Unsuccessful Supplier	L3R3	44.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R4	98.75	YES
Quality Assured Property Maintenance Limited	L3R4	87.95	YES
J.S.K Construction Services Ltd.	L3R4	82.00	YES
Alexander Community Development Limited	L3R4	66.50	YES
CM Camans (Partnership)	L3R4	65.50	YES
PWM Contracts Limited	L3R4	63.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R5	98.75	YES
Quality Assured Property Maintenance Limited	L3R5	90.95	YES
Compass Building and Construction Services Ltd	L3R5	70.50	YES
CM Camans (Partnership)	L3R5	68.50	YES
PWM Contracts Limited	L3R5	66.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R6	98.75	YES
PWM Contracts Limited	L3R6	66.50	YES
CM Camans (Partnership)	L3R6	62.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L3R7	69.50	YES
CM Camans (Partnership)	L3R7	47.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L3R8	69.50	YES
CM Camans (Partnership)	L3R8	47.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L3R9	69.50	YES
CM Camans (Partnership)	L3R9	47.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R10	86.75	YES
CM Camans (Partnership)	L3R10	80.50	YES
Graham MacGregor Limited	L3R10	73.75	YES
PWM Contracts Limited	L3R10	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R11	86.75	YES
CM Camans (Partnership)	L3R11	80.50	YES
Graham MacGregor Limited	L3R11	73.75	YES
Compass Building and Construction Services Ltd	L3R11	58.50	YES
PWM Contracts Limited	L3R11	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L3R12	86.75	YES
CM Camans (Partnership)	L3R12	80.50	YES
Graham MacGregor Limited	L3R12	73.75	YES
Compass Building and Construction Services Ltd	L3R12	58.50	YES
PWM Contracts Limited	L3R12	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R1	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R2	89.75	YES
City Building (Contracts) LLP	L4R2	87.25	YES
Lawrie (Furnishings) Limited	L4R2	86.25	YES
Morris & Spottiswood Limited	L4R2	84.75	YES
Anderson Property Services (Scotland) Limited	L4R2	84.25	YES
Taggart Contract Flooring Limited	L4R2	84.00	YES
J.S.K Construction Services Ltd.	L4R2	75.50	YES
Frank Swords & Sons Limited	L4R2	63.40	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Gordon & Halliday Flooring Contractors LLP	L4R3	95.00	YES
CBES Limited	L4R3	78.35	YES
Morris & Spottiswood Limited	L4R3	70.95	YES
J.S.K Construction Services Ltd.	L4R3	64.10	YES
Ideal Flooring Solutions Limited	L4R3	58.85	YES
Frank Swords & Sons Limited	L4R3	52.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R4	92.75	YES
City Building (Contracts) LLP	L4R4	90.25	YES
Lawrie (Furnishings) Limited	L4R4	86.25	YES
Morris & Spottiswood Limited	L4R4	84.75	YES
Dalebay Limited T/A Noble & Bradford	L4R4	83.25	YES
J.S.K Construction Services Ltd.	L4R4	78.50	YES
Matrix Ceiling Distribution Limited	L4R4	54.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R5	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
City Building (Contracts) LLP	L4R6	96.25	YES
CBES Limited	L4R6	95.75	YES
Morris & Spottiswood Limited	L4R6	84.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L4R7	-	-



TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L4R8	-	-

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L4R9	-	-

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R10	86.75	YES
Graham MacGregor Limited	L4R10	77.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R11	86.75	YES
Graham MacGregor Limited	L4R11	77.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L4R12	86.75	YES
Graham MacGregor Limited	L4R12	77.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Non-Compliant Supplier	L4	-	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L5R1	95.75	YES
Valley Group Limited	L5R1	91.25	YES
Richard Irvin FM Limited	L5R1	90.15	YES
Everwarm Ltd	L5R1	77.15	YES
A Tech Heating Limited	L5R1	51.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L5R2	100.00	YES
Valley Group Limited	L5R2	91.25	YES
CBES Limited	L5R2	89.75	YES
Everwarm Ltd	L5R2	86.15	YES
Richard Irvin FM Limited	L5R2	84.15	YES
G K L Plumbing & Heating Ltd	L5R2	82.75	YES
City Building (Contracts) LLP	L5R2	79.75	YES
Saltire Facilities Management Limited	L5R2	78.25	YES
James Frew Limited	L5R2	76.80	YES
Preah Building Services Limited	L5R2	75.75	YES
BRB Electrical Limited	L5R2	73.60	YES
J.S.K Construction Services Ltd.	L5R2	69.50	YES
Stein Electrical & Mechanical Solutions Limited	L5R2	67.25	YES
Unsuccessful Supplier	L5R2	57.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Unsuccessful Supplier	L5R2	57.50	NO
Unsuccessful Supplier	L5R2	48.50	NO
Unsuccessful Supplier	L5R2	45.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L5R3	100.00	YES
CBES Limited	L5R3	89.75	YES
Valley Group Limited	L5R3	88.25	YES
Everwarm Ltd	L5R3	86.15	YES
Richard Irvin FM Limited	L5R3	84.15	YES
Saltire Facilities Management Limited	L5R3	78.25	YES
Preah Building Services Limited	L5R3	75.75	YES
James Frew Limited	L5R3	74.10	YES
First Call Trade Services Limited	L5R3	69.75	YES
J.S.K Construction Services Ltd.	L5R3	69.50	YES
Stein Electrical & Mechanical Solutions Limited	L5R3	67.25	YES
Unsuccessful Supplier	L5R3	57.50	NO
Unsuccessful Supplier	L5R3	48.50	NO
Unsuccessful Supplier	L5R3	39.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L5R4	100.00	YES
Valley Group Limited	L5R4	91.25	YES
CBES Limited	L5R4	89.75	YES
Everwarm Ltd	L5R4	86.15	YES
Richard Irvin FM Limited	L5R4	84.15	YES
City Building (Contracts) LLP	L5R4	79.75	YES
Saltire Facilities Management Limited	L5R4	78.25	YES
Preah Building Services Limited	L5R4	75.75	YES
James Frew Limited	L5R4	74.10	YES
BRB Electrical Limited	L5R4	71.20	YES
J.S.K Construction Services Ltd.	L5R4	69.50	YES
First Call Trade Services Limited	L5R4	68.55	YES
Stein Electrical & Mechanical Solutions Limited	L5R4	67.25	YES
Bancon Construction Limited	L5R4	66.00	YES
Summit Facilities Services Ltd	L5R4	63.50	YES
Unsuccessful Supplier	L5R4	57.50	NO
Unsuccessful Supplier	L5R4	48.50	NO
Unsuccessful Supplier	L5R4	45.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L5R5	94.85	YES
Richard Irvin FM Limited	L5R5	93.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L5R5	89.75	YES
Valley Group Limited	L5R5	88.85	YES
Orbis Services Limited	L5R5	85.35	YES
Preah Building Services Limited	L5R5	85.35	YES
Bancon Construction Limited	L5R5	78.60	YES
Summit Facilities Services Ltd	L5R5	73.10	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L5R6	100.00	YES
Valley Group Limited	L5R6	91.25	YES
CBES Limited	L5R6	85.25	YES
Richard Irvin FM Limited	L5R6	84.15	YES
City Building (Contracts) LLP	L5R6	79.75	YES
Everwarm Ltd	L5R6	77.15	YES
James Frew Limited	L5R6	76.80	YES
Preah Building Services Limited	L5R6	72.75	YES
Unsuccessful Supplier	L5R6	42.50	NO
Unsuccessful Supplier	L5R6	39.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L5R7	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L5R8	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L5R9	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L5R10	94.85	YES
Richard Irvin FM Limited	L5R10	93.75	YES
Orbis Services Limited	L5R10	83.85	YES
Everwarm Ltd	L5R10	83.75	YES
Emac Engineering Limited	L5R10	57.65	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L5R11	94.85	YES
Richard Irvin FM Limited	L5R11	93.75	YES
Everwarm Ltd	L5R11	86.75	YES
Orbis Services Limited	L5R11	85.35	YES
Bancon Construction Limited	L5R11	74.10	YES
Emac Engineering Limited	L5R11	58.85	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L5R12	94.85	YES
Richard Irvin FM Limited	L5R12	93.75	YES
Orbis Services Limited	L5R12	83.85	YES
Everwarm Ltd	L5R12	80.75	YES
Emac Engineering Limited	L5R12	58.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L6R1	98.15	YES
G.M.G. (Contractors) Limited	L6R1	82.50	YES
Everwarm Ltd	L6R1	66.25	YES
Hugh Stirling Limited	L6R1	66.15	YES
PWM Contracts Limited	L6R1	62.90	YES
Unsuccessful Supplier	L6R1	47.02	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L6R2	97.50	YES
CBES Limited	L6R2	92.85	YES
City Building (Contracts) LLP	L6R2	87.85	YES
Anderson Property Services (Scotland) Limited	L6R2	87.35	YES
Hugh Stirling Limited	L6R2	84.85	YES
J.S.K Construction Services Ltd.	L6R2	78.60	YES
Prime Build Solutions Limited	L6R2	78.60	YES
G.M.G. (Contractors) Limited	L6R2	77.20	YES
Everwarm Ltd	L6R2	75.95	YES
Frank Swords & Sons Limited	L6R2	66.50	YES
Adman Int Ltd	L6R2	65.16	YES
Integrated Environments Limited	L6R2	60.10	YES
PWM Contracts Limited	L6R2	57.60	YES
Affiniti Response Limited	L6R2	51.60	YES
Unsuccessful Supplier	L6R2	42.35	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L6R3	97.50	YES
CBES Limited	L6R3	92.85	YES
First Call Trade Services Limited	L6R3	80.65	YES
J.S.K Construction Services Ltd.	L6R3	78.60	YES
G.M.G. (Contractors) Limited	L6R3	77.20	YES
Everwarm Ltd	L6R3	75.95	YES
Prime Build Solutions Limited	L6R3	72.60	YES
Robert P. Slight & Sons Limited	L6R3	67.85	YES
Frank Swords & Sons Limited	L6R3	66.50	YES
Hugh Stirling Limited	L6R3	63.85	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Adman Int Ltd	L6R3	60.47	YES
Integrated Environments Limited	L6R3	58.60	YES
PWM Contracts Limited	L6R3	57.60	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L6R4	97.50	YES
CBES Limited	L6R4	92.85	YES
City Building (Contracts) LLP	L6R4	87.85	YES
Quality Assured Property Maintenance Limited	L6R4	82.05	YES
First Call Trade Services Limited	L6R4	80.05	YES
J.S.K Construction Services Ltd.	L6R4	78.60	YES
G.M.G. (Contractors) Limited	L6R4	77.20	YES
Everwarm Ltd	L6R4	75.95	YES
Summit Facilities Services Ltd	L6R4	75.10	YES
Prime Build Solutions Limited	L6R4	72.60	YES
Hugh Stirling Limited	L6R4	66.85	YES
Unsuccessful Supplier	L6R4	62.53	NO
Unsuccessful Supplier	L6R4	60.60	NO
Unsuccessful Supplier	L6R4	58.85	NO
Unsuccessful Supplier	L6R4	57.60	NO
Unsuccessful Supplier	L6R4	57.10	NO
Unsuccessful Supplier	L6R4	46.35	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L6R5	95.15	YES
Quality Assured Property Maintenance Limited	L6R5	87.35	YES
G.M.G. (Contractors) Limited	L6R5	82.50	YES
Summit Facilities Services Ltd	L6R5	80.40	YES
Everwarm Ltd	L6R5	75.25	YES
G A Davidson Limited	L6R5	64.15	YES
Hugh Stirling Limited	L6R5	63.15	YES
PWM Contracts Limited	L6R5	62.90	YES
Adman Int Ltd	L6R5	56.37	YES
Unsuccessful Supplier	L6R5	46.40	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
City Building (Contracts) LLP	L6R6	93.15	YES
G.M.G. (Contractors) Limited	L6R6	82.50	YES
Prime Build Solutions Limited	L6R6	77.90	YES
Hugh Stirling Limited	L6R6	75.15	YES
Everwarm Ltd	L6R6	72.25	YES
Unsuccessful Supplier	L6R6	65.79	NO
Unsuccessful Supplier	L6R6	62.90	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L6R7	69.85	YES
PWM Contracts Limited	L6R7	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L6R8	69.85	YES
PWM Contracts Limited	L6R8	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L6R9	69.85	YES
PWM Contracts Limited	L6R9	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L6R10	86.75	YES
Graham MacGregor Limited	L6R10	73.75	YES
GMR Henderson Builders Ltd	L6R10	66.50	YES
Everwarm Ltd	L6R10	60.85	YES
PWM Contracts Limited	L6R10	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L6R11	86.75	YES
Graham MacGregor Limited	L6R11	73.75	YES
Everwarm Ltd	L6R11	63.85	YES
PWM Contracts Limited	L6R11	54.50	YES
Unsuccessful Supplier	L6R11	38.62	NO
Unsuccessful Supplier	L6R11	38.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L6R12	86.75	YES
Graham MacGregor Limited	L6R12	73.75	YES
I D Hubbard Ltd	L6R12	73.00	YES
McMillan Highland Ltd	L6R12	61.75	YES
Everwarm Ltd	L6R12	57.85	YES
PWM Contracts Limited	L6R12	54.50	YES
Unsuccessful Supplier	L6R12	38.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R1	96.25	YES
CCG (Scotland) Limited	L7R1	89.21	YES
Procast Building Contractors Ltd.	L7R1	86.57	YES
G.M.G. (Contractors) Limited	L7R1	85.00	YES
Everwarm Ltd	L7R1	66.85	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L7R2	98.75	YES
Bell Group UK Limited	L7R2	91.55	YES
CBES Limited	L7R2	84.40	YES
Anderson Property Services (Scotland) Limited	L7R2	81.40	YES
Procast Building Contractors Ltd.	L7R2	79.88	YES
City Building (Contracts) LLP	L7R2	79.40	YES
C & S Facilities Management Limited T/A C&S Group	L7R2	77.67	YES
CCG (Scotland) Limited	L7R2	77.36	YES
G.M.G. (Contractors) Limited	L7R2	73.15	YES
J.S.K Construction Services Ltd.	L7R2	70.15	YES
Everwarm Ltd	L7R2	70.00	YES
Unsuccessful Supplier	L7R2	60.55	NO
Unsuccessful Supplier	L7R2	54.15	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L7R3	98.75	YES
Bell Group UK Limited	L7R3	91.55	YES
CBES Limited	L7R3	84.40	YES
Procast Building Contractors Ltd.	L7R3	79.88	YES
CCG (Scotland) Limited	L7R3	77.36	YES
C & S Facilities Management Limited T/A C&S Group	L7R3	76.95	YES
First Call Trade Services Limited	L7R3	74.70	YES
G.M.G. (Contractors) Limited	L7R3	73.15	YES
J.S.K Construction Services Ltd.	L7R3	70.15	YES
Everwarm Ltd	L7R3	70.00	YES
Unsuccessful Supplier	L7R3	60.55	NO
Unsuccessful Supplier	L7R3	58.90	NO
Unsuccessful Supplier	L7R3	52.65	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L7R4	98.75	YES
Bell Group UK Limited	L7R4	91.55	YES
CBES Limited	L7R4	84.40	YES
Procast Building Contractors Ltd.	L7R4	79.88	YES
City Building (Contracts) LLP	L7R4	79.40	YES
Quality Assured Property Maintenance Limited	L7R4	78.60	YES
CCG (Scotland) Limited	L7R4	77.36	YES
C & S Facilities Management Limited T/A C&S Group	L7R4	76.53	YES
First Call Trade Services Limited	L7R4	74.10	YES
G.M.G. (Contractors) Limited	L7R4	73.15	YES
J.S.K Construction Services Ltd.	L7R4	70.15	YES
Everwarm Ltd	L7R4	70.00	YES
Bancon Construction Limited	L7R4	69.15	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Summit Facilities Services Ltd	L7R4	66.65	YES
Unsuccessful Supplier	L7R4	54.65	NO
Unsuccessful Supplier	L7R4	51.15	NO
Unsuccessful Supplier	L7R4	44.45	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R5	93.25	YES
Quality Assured Property Maintenance Limited	L7R5	90.45	YES
Procast Building Contractors Ltd.	L7R5	85.85	YES
G.M.G. (Contractors) Limited	L7R5	85.00	YES
Bancon Construction Limited	L7R5	84.00	YES
Summit Facilities Services Ltd	L7R5	78.50	YES
Everwarm Ltd	L7R5	75.85	YES
Compass Building and Construction Services Ltd	L7R5	64.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R6	93.25	YES
City Building (Contracts) LLP	L7R6	91.25	YES
C & S Facilities Management Limited T/A C&S Group	L7R6	88.38	YES
Procast Building Contractors Ltd.	L7R6	87.35	YES
G.M.G. (Contractors) Limited	L7R6	85.00	YES
Everwarm Ltd	L7R6	72.85	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L7R7	96.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L7R8	96.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L7R9	96.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R10	84.25	YES
Graham MacGregor Limited	L7R10	73.75	YES
Everwarm Ltd	L7R10	60.85	YES
GMR Henderson Builders Ltd	L7R10	60.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R11	84.25	YES
Graham MacGregor Limited	L7R11	73.75	YES
Bancon Construction Limited	L7R11	70.50	YES



TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L7R11	63.85	YES
Compass Building and Construction Services Ltd	L7R11	55.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L7R12	84.25	YES
I D Hubbard Ltd	L7R12	75.50	YES
Graham MacGregor Limited	L7R12	73.75	YES
Everwarm Ltd	L7R12	57.85	YES
Compass Building and Construction Services Ltd	L7R12	55.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Non-Compliant Supplier	L7	-	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Andrew P. Orr (Decorators) Limited	L8R1	77.25	YES
CBES Limited	L8R1	63.25	YES
A Macneil Painting & Taping Contractors Ltd	L8R1	34.75	YES
Hugh Stirling Limited	L8R1	31.25	YES
Unsuccessful Supplier	L8R1	22.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Trident Maintenance Services Ltd	L8R2	100.00	YES
MITIE Property Services (UK) Limited	L8R2	85.15	YES
Dumbreck Decorators Limited	L8R2	84.70	YES
Bell Group UK Limited	L8R2	82.80	YES
Andrew P. Orr (Decorators) Limited	L8R2	65.55	YES
CBES Limited	L8R2	51.55	YES
City Building (Contracts) LLP	L8R2	46.55	YES
Spectrum Decorating Ltd.	L8R2	44.55	YES
Hugh Stirling Limited	L8R2	43.55	YES
Unsuccessful Supplier	L8R2	39.80	NO
Unsuccessful Supplier	L8R2	28.75	NO
Unsuccessful Supplier	L8R2	23.05	NO
Unsuccessful Supplier	L8R2	18.30	NO
Unsuccessful Supplier	L8R2	11.05	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Trident Maintenance Services Ltd	L8R3	100.00	YES
MITIE Property Services (UK) Limited	L8R3	85.15	YES
Dumbreck Decorators Limited	L8R3	84.70	YES
Bell Group UK Limited	L8R3	82.80	YES
Andrew P. Orr (Decorators) Limited	L8R3	59.55	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
First Call Trade Services Limited	L8R3	58.05	YES
CBES Limited	L8R3	51.55	YES
Spectrum Decorating Ltd.	L8R3	41.55	YES
Unsuccessful Supplier	L8R3	33.80	NO
Unsuccessful Supplier	L8R3	23.05	NO
Unsuccessful Supplier	L8R3	22.55	NO
Unsuccessful Supplier	L8R3	11.05	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Trident Maintenance Services Ltd	L8R4	100.00	YES
MITIE Property Services (UK) Limited	L8R4	85.15	YES
Dumbreck Decorators Limited	L8R4	84.70	YES
Bell Group UK Limited	L8R4	82.80	YES
GF (UK) Limited T/A F Forbes and Son	L8R4	60.65	YES
Andrew P. Orr (Decorators) Limited	L8R4	59.55	YES
First Call Trade Services Limited	L8R4	55.05	YES
CBES Limited	L8R4	51.55	YES
City Building (Contracts) LLP	L8R4	46.55	YES
Quality Assured Property Maintenance Limited	L8R4	45.75	YES
Spectrum Decorating Ltd.	L8R4	41.55	YES
Unsuccessful Supplier	L8R4	37.80	NO
Unsuccessful Supplier	L8R4	34.55	NO
Unsuccessful Supplier	L8R4	33.80	NO
Unsuccessful Supplier	L8R4	25.55	NO
Unsuccessful Supplier	L8R4	23.05	NO
Unsuccessful Supplier	L8R4	21.80	NO
Unsuccessful Supplier	L8R4	11.05	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L8R5	97.50	YES
GF (UK) Limited T/A F Forbes and Son	L8R5	75.35	YES
CBES Limited	L8R5	63.25	YES
Quality Assured Property Maintenance Limited	L8R5	60.45	YES
A Macneil Painting & Taping Contractors Ltd	L8R5	46.75	YES
Unsuccessful Supplier	L8R5	31.25	NO
Unsuccessful Supplier	L8R5	25.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Dumbreck Decorators Limited	L8R6	86.50	YES
Bell Group UK Limited	L8R6	84.60	YES
CBES Limited	L8R6	50.35	YES
City Building (Contracts) LLP	L8R6	48.35	YES
Unsuccessful Supplier	L8R6	35.60	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Unsuccessful Supplier	L8R6	33.85	NO
Unsuccessful Supplier	L8R6	30.35	NO
Unsuccessful Supplier	L8R6	12.85	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
A Macneil Painting & Taping Contractors Ltd	L8R7	88.75	YES
Brannock Decorators Ltd.	L8R7	67.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
A Macneil Painting & Taping Contractors Ltd	L8R8	88.75	YES
Brannock Decorators Ltd.	L8R8	67.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
A Macneil Painting & Taping Contractors Ltd	L8R9	88.75	YES
Brannock Decorators Ltd.	L8R9	67.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L8R10	84.25	YES
A Macneil Painting & Taping Contractors Ltd	L8R10	82.75	YES
Graham MacGregor Limited	L8R10	73.75	YES
Cameron Painters & Decorators Limited	L8R10	60.00	YES
Brannock Decorators Ltd.	L8R10	46.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L8R11	97.50	YES
CBES Limited	L8R11	63.25	YES
A Macneil Painting & Taping Contractors Ltd	L8R11	61.75	YES
Graham MacGregor Limited	L8R11	52.75	YES
Cameron Painters & Decorators Limited	L8R11	39.00	YES
Unsuccessful Supplier	L8R11	25.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L8R12	84.25	YES
A Macneil Painting & Taping Contractors Ltd	L8R12	82.75	YES
Graham MacGregor Limited	L8R12	73.75	YES
Cameron Painters & Decorators Limited	L8R12	60.00	YES
Brannock Decorators Ltd.	L8R12	46.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R1	96.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R2	96.25	YES
J.S.K Construction Services Ltd.	L9R2	82.00	YES
Frank Swords & Sons Limited	L9R2	72.40	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
First Call Trade Services Limited	L9R3	91.25	YES
CBES Limited	L9R3	90.25	YES
J.S.K Construction Services Ltd.	L9R3	76.00	YES
Frank Swords & Sons Limited	L9R3	66.40	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R4	92.05	YES
First Call Trade Services Limited	L9R4	91.25	YES
Quality Assured Property Maintenance Limited	L9R4	86.25	YES
J.S.K Construction Services Ltd.	L9R4	77.80	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R5	96.25	YES
Quality Assured Property Maintenance Limited	L9R5	93.45	YES
Compass Building and Construction Services Ltd	L9R5	52.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R6	96.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L9R7	-	-

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L9R8	-	-

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
No Bids Received	L9R9	-	-

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R10	84.25	YES
Graham MacGregor Limited	L9R10	73.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R11	84.25	YES
Graham MacGregor Limited	L9R11	73.75	YES
Compass Building and Construction Services Ltd	L9R11	40.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L9R12	84.25	YES
Graham MacGregor Limited	L9R12	73.75	YES
Compass Building and Construction Services Ltd	L9R12	40.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L10R1	93.75	YES
Richard Irvin FM Limited	L10R1	92.65	YES
CBES Limited	L10R1	88.75	YES
G.M.G. (Contractors) Limited	L10R1	74.20	YES
Everwarm Ltd	L10R1	63.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L10R2	93.75	YES
Preah Building Services Limited	L10R2	88.75	YES
Richard Irvin FM Limited	L10R2	86.65	YES
G K L Plumbing & Heating Ltd	L10R2	82.75	YES
CBES Limited	L10R2	82.75	YES
Anderson Property Services (Scotland) Limited	L10R2	78.25	YES
City Building (Contracts) LLP	L10R2	76.25	YES
Everwarm Ltd	L10R2	72.35	YES
J.S.K Construction Services Ltd.	L10R2	69.50	YES
G.M.G. (Contractors) Limited	L10R2	68.20	YES
Stein Electrical & Mechanical Solutions Limited	L10R2	67.25	YES
Unsuccessful Supplier	L10R2	61.00	NO
Unsuccessful Supplier	L10R2	57.50	NO
Unsuccessful Supplier	L10R2	57.40	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L10R3	93.75	YES
Preah Building Services Limited	L10R3	91.75	YES
First Call Trade Services Limited	L10R3	90.25	YES
Richard Irvin FM Limited	L10R3	89.65	YES
CBES Limited	L10R3	85.75	YES
Everwarm Ltd	L10R3	75.35	YES
J.S.K Construction Services Ltd.	L10R3	72.50	YES
G.M.G. (Contractors) Limited	L10R3	71.20	YES
Stein Electrical & Mechanical Solutions Limited	L10R3	70.25	YES
Blantyre Park Services Ltd	L10R3	64.00	YES
Unsuccessful Supplier	L10R3	60.40	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L10R4	93.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Preah Building Services Limited	L10R4	88.75	YES
Richard Irvin FM Limited	L10R4	86.65	YES
First Call Trade Services Limited	L10R4	85.45	YES
CBES Limited	L10R4	82.75	YES
City Building (Contracts) LLP	L10R4	76.25	YES
Quality Assured Property Maintenance Limited	L10R4	72.95	YES
Everwarm Ltd	L10R4	72.35	YES
J.S.K Construction Services Ltd.	L10R4	69.50	YES
G.M.G. (Contractors) Limited	L10R4	68.20	YES
Stein Electrical & Mechanical Solutions Limited	L10R4	67.25	YES
Unsuccessful Supplier	L10R4	63.50	NO
Unsuccessful Supplier	L10R4	61.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Preah Building Services Limited	L10R5	96.25	YES
Richard Irvin FM Limited	L10R5	94.15	YES
Valley Group Limited	L10R5	89.25	YES
CBES Limited	L10R5	87.25	YES
Orbis Services Limited	L10R5	85.75	YES
Quality Assured Property Maintenance Limited	L10R5	80.45	YES
G.M.G. (Contractors) Limited	L10R5	75.70	YES
Everwarm Ltd	L10R5	73.85	YES
Summit Facilities Services Ltd	L10R5	71.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L10R6	93.75	YES
Richard Irvin FM Limited	L10R6	86.65	YES
Preah Building Services Limited	L10R6	85.75	YES
CBES Limited	L10R6	79.75	YES
City Building (Contracts) LLP	L10R6	76.25	YES
G.M.G. (Contractors) Limited	L10R6	68.20	YES
Everwarm Ltd	L10R6	63.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L10R7	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L10R8	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L10R9	98.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L10R10	92.65	YES
CBES Limited	L10R10	85.75	YES
Orbis Services Limited	L10R10	82.75	YES
Graham MacGregor Limited	L10R10	73.75	YES
Everwarm Ltd	L10R10	66.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L10R11	92.65	YES
CBES Limited	L10R11	85.75	YES
Orbis Services Limited	L10R11	84.25	YES
Graham MacGregor Limited	L10R11	73.75	YES
Everwarm Ltd	L10R11	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L10R12	92.65	YES
CBES Limited	L10R12	85.75	YES
Orbis Services Limited	L10R12	82.75	YES
Graham MacGregor Limited	L10R12	73.75	YES
Everwarm Ltd	L10R12	63.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L11R1	93.75	YES
Richard Irvin FM Limited	L11R1	89.25	YES
Valley Group Limited	L11R1	81.85	YES
G.M.G. (Contractors) Limited	L11R1	78.50	YES
Procast Building Contractors Ltd.	L11R1	75.25	YES
Unsuccessful Supplier	L11R1	62.00	NO
Unsuccessful Supplier	L11R1	61.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L11R2	96.00	YES
CBES Limited	L11R2	93.75	YES
Richard Irvin FM Limited	L11R2	89.25	YES
Saltire Facilities Management Limited	L11R2	89.25	YES
Valley Group Limited	L11R2	87.85	YES
James Frew Limited	L11R2	85.50	YES
BRB Electrical Limited	L11R2	83.40	YES
Ventro Ltd	L11R2	82.30	YES
J.S.K Construction Services Ltd.	L11R2	80.50	YES
G.M.G. (Contractors) Limited	L11R2	78.50	YES
G K L Plumbing & Heating Ltd	L11R2	77.75	YES
Stein Electrical & Mechanical Solutions Limited	L11R2	77.25	YES
Everwarm Ltd	L11R2	76.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Procast Building Contractors Ltd.	L11R2	75.25	YES
City Building (Contracts) LLP	L11R2	71.75	YES
Lochlie Construction Limited	L11R2	71.25	YES
Unsuccessful Supplier	L11R2	62.00	NO
Unsuccessful Supplier	L11R2	61.75	NO
Unsuccessful Supplier	L11R2	52.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L11R3	96.00	YES
CBES Limited	L11R3	93.75	YES
Richard Irvin FM Limited	L11R3	89.25	YES
Saltire Facilities Management Limited	L11R3	89.25	YES
Valley Group Limited	L11R3	84.85	YES
Ventro Ltd	L11R3	82.30	YES
J.S.K Construction Services Ltd.	L11R3	80.50	YES
James Frew Limited	L11R3	79.50	YES
G.M.G. (Contractors) Limited	L11R3	78.50	YES
Stein Electrical & Mechanical Solutions Limited	L11R3	77.25	YES
Everwarm Ltd	L11R3	76.75	YES
Procast Building Contractors Ltd.	L11R3	75.25	YES
Unsuccessful Supplier	L11R3	62.00	NO
Unsuccessful Supplier	L11R3	55.75	NO
Unsuccessful Supplier	L11R3	52.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L11R4	96.00	YES
CBES Limited	L11R4	93.75	YES
Richard Irvin FM Limited	L11R4	89.25	YES
Saltire Facilities Management Limited	L11R4	89.25	YES
Valley Group Limited	L11R4	87.85	YES
Ventro Ltd	L11R4	82.00	YES
BRB Electrical Limited	L11R4	81.60	YES
J.S.K Construction Services Ltd.	L11R4	80.50	YES
James Frew Limited	L11R4	79.50	YES
G.M.G. (Contractors) Limited	L11R4	78.50	YES
Stein Electrical & Mechanical Solutions Limited	L11R4	77.25	YES
Bancon Construction Limited	L11R4	77.00	YES
Everwarm Ltd	L11R4	76.75	YES
Procast Building Contractors Ltd.	L11R4	72.25	YES
City Building (Contracts) LLP	L11R4	71.75	YES
Unsuccessful Supplier	L11R4	62.00	NO
Unsuccessful Supplier	L11R4	61.75	NO
Unsuccessful Supplier	L11R4	52.00	NO



TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L11R5	92.25	YES
Richard Irvin FM Limited	L11R5	90.75	YES
Orbis Services Limited	L11R5	88.25	YES
Ventro Ltd	L11R5	81.70	YES
Bancon Construction Limited	L11R5	81.50	YES
G.M.G. (Contractors) Limited	L11R5	80.00	YES
Valley Group Limited	L11R5	77.35	YES
Procast Building Contractors Ltd.	L11R5	73.75	YES
Everwarm Ltd	L11R5	72.25	YES
PWM Contracts Limited	L11R5	63.50	YES
Unsuccessful Supplier	L11R5	29.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
British Gas Social Housing Limited T/A PH Jones	L11R6	96.90	YES
CBES Limited	L11R6	91.65	YES
Richard Irvin FM Limited	L11R6	90.15	YES
Valley Group Limited	L11R6	88.75	YES
Saltire Facilities Management Limited	L11R6	88.35	YES
James Frew Limited	L11R6	86.40	YES
Ventro Ltd	L11R6	83.20	YES
G.M.G. (Contractors) Limited	L11R6	79.40	YES
Procast Building Contractors Ltd.	L11R6	76.15	YES
City Building (Contracts) LLP	L11R6	72.65	YES
Unsuccessful Supplier	L11R6	68.65	NO
Unsuccessful Supplier	L11R6	62.90	NO
Unsuccessful Supplier	L11R6	56.65	NO
Unsuccessful Supplier	L11R6	52.90	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L11R7	69.50	YES
Everwarm Ltd	L11R7	66.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L11R8	69.50	YES
Everwarm Ltd	L11R8	66.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L11R9	69.50	YES
Everwarm Ltd	L11R9	66.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L11R10	93.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L11R10	92.25	YES
Orbis Services Limited	L11R10	88.25	YES
Everwarm Ltd	L11R10	67.75	YES
PWM Contracts Limited	L11R10	65.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L11R11	93.75	YES
Richard Irvin FM Limited	L11R11	92.25	YES
Orbis Services Limited	L11R11	89.75	YES
Ventro Ltd	L11R11	82.00	YES
Bancon Construction Limited	L11R11	78.50	YES
Everwarm Ltd	L11R11	70.75	YES
PWM Contracts Limited	L11R11	65.00	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L11R12	93.75	YES
Richard Irvin FM Limited	L11R12	92.25	YES
Orbis Services Limited	L11R12	88.25	YES
PWM Contracts Limited	L11R12	65.00	YES
Everwarm Ltd	L11R12	64.75	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R1	96.25	YES
Procast Building Contractors Ltd.	L12R1	89.55	YES
G.M.G. (Contractors) Limited	L12R1	83.20	YES
Hugh Stirling Limited	L12R1	66.75	YES
PWM Contracts Limited	L12R1	63.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Sennit Construction Ltd	L12R2	92.55	YES
CBES Limited	L12R2	89.95	YES
Procast Building Contractors Ltd.	L12R2	89.73	YES
City Building (Contracts) LLP	L12R2	84.95	YES
Hugh Stirling Limited	L12R2	84.45	YES
Prime Build Solutions Limited	L12R2	78.20	YES
G.M.G. (Contractors) Limited	L12R2	76.90	YES
Faskin Group Ltd	L12R2	76.75	YES
Braedale Roofing Limited	L12R2	76.45	YES
Frank Swords & Sons Limited	L12R2	69.60	YES
Ailsa Building Contractors Limited	L12R2	64.15	YES
Integrated Environments Limited	L12R2	62.20	YES
Unsuccessful Supplier	L12R2	57.20	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
George B Grigg T/A Musselburgh Roofing and Building Services	L12R3	96.25	YES
CBES Limited	L12R3	89.95	YES
Procast Building Contractors Ltd.	L12R3	87.93	YES
G.M.G. (Contractors) Limited	L12R3	76.90	YES
Prime Build Solutions Limited	L12R3	72.20	YES
Faskin Group Ltd	L12R3	70.45	YES
Frank Swords & Sons Limited	L12R3	69.60	YES
Hugh Stirling Limited	L12R3	63.45	YES
Ailsa Building Contractors Limited	L12R3	62.95	YES
Integrated Environments Limited	L12R3	60.70	YES
Unsuccessful Supplier	L12R3	57.20	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R4	93.97	YES
Procast Building Contractors Ltd.	L12R4	93.75	YES
City Building (Contracts) LLP	L12R4	88.97	YES
Quality Assured Property Maintenance Limited	L12R4	83.35	YES
G.M.G. (Contractors) Limited	L12R4	80.92	YES
Prime Build Solutions Limited	L12R4	76.22	YES
Faskin Group Ltd	L12R4	72.97	YES
Hugh Stirling Limited	L12R4	70.47	YES
Ailsa Building Contractors Limited	L12R4	68.17	YES
Unsuccessful Supplier	L12R4	63.22	NO
Unsuccessful Supplier	L12R4	61.22	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R5	95.05	YES
Procast Building Contractors Ltd.	L12R5	90.15	YES
Quality Assured Property Maintenance Limited	L12R5	87.43	YES
G.M.G. (Contractors) Limited	L12R5	85.00	YES
Hugh Stirling Limited	L12R5	65.55	YES
PWM Contracts Limited	L12R5	65.30	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R6	93.25	YES
City Building (Contracts) LLP	L12R6	91.25	YES
Procast Building Contractors Ltd.	L12R6	89.85	YES
G.M.G. (Contractors) Limited	L12R6	83.20	YES
Prime Build Solutions Limited	L12R6	78.50	YES
Hugh Stirling Limited	L12R6	75.75	YES
Unsuccessful Supplier	L12R6	63.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L12R7	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L12R8	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L12R9	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R10	96.25	YES
PWM Contracts Limited	L12R10	66.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R11	96.25	YES
PWM Contracts Limited	L12R11	66.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L12R12	96.25	YES
PWM Contracts Limited	L12R12	66.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L13R1	96.25	YES
Richard Irvin FM Limited	L13R1	93.25	YES
Valley Group Limited	L13R1	82.35	YES
G.M.G. (Contractors) Limited	L13R1	73.00	YES
PWM Contracts Limited	L13R1	57.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L13R2	96.25	YES
Richard Irvin FM Limited	L13R2	93.25	YES
Valley Group Limited	L13R2	88.35	YES
BRB Electrical Limited	L13R2	81.40	YES
Stein Electrical & Mechanical Solutions Limited	L13R2	78.75	YES
G.M.G. (Contractors) Limited	L13R2	73.00	YES
Blantyre Park Services Ltd	L13R2	70.00	YES
PWM Contracts Limited	L13R2	57.50	YES
Preah Building Services Limited	L13R2	54.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L13R3	96.25	YES
Richard Irvin FM Limited	L13R3	93.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Valley Group Limited	L13R3	85.35	YES
Stein Electrical & Mechanical Solutions Limited	L13R3	78.75	YES
G.M.G. (Contractors) Limited	L13R3	73.00	YES
Blantyre Park Services Ltd	L13R3	70.00	YES
PWM Contracts Limited	L13R3	57.50	YES
Preah Building Services Limited	L13R3	54.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L13R4	96.25	YES
Richard Irvin FM Limited	L13R4	93.25	YES
Valley Group Limited	L13R4	88.35	YES
BRB Electrical Limited	L13R4	79.60	YES
Stein Electrical & Mechanical Solutions Limited	L13R4	78.75	YES
G.M.G. (Contractors) Limited	L13R4	73.00	YES
Blantyre Park Services Ltd	L13R4	70.00	YES
PWM Contracts Limited	L13R4	57.50	YES
Preah Building Services Limited	L13R4	54.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L13R5	96.25	YES
CBES Limited	L13R5	94.75	YES
Orbis Services Limited	L13R5	87.75	YES
Valley Group Limited	L13R5	79.35	YES
G.M.G. (Contractors) Limited	L13R5	76.00	YES
PWM Contracts Limited	L13R5	60.50	YES
Preah Building Services Limited	L13R5	57.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L13R6	96.25	YES
CBES Limited	L13R6	94.75	YES
Valley Group Limited	L13R6	91.35	YES
G.M.G. (Contractors) Limited	L13R6	76.00	YES
PWM Contracts Limited	L13R6	60.50	YES
Preah Building Services Limited	L13R6	54.25	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L13R7	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L13R8	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L13R9	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L13R10	96.25	YES
CBES Limited	L13R10	94.75	YES
Orbis Services Limited	L13R10	86.25	YES
PWM Contracts Limited	L13R10	60.50	YES
Emac Engineering Limited	L13R10	60.05	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L13R11	96.25	YES
CBES Limited	L13R11	94.75	YES
Orbis Services Limited	L13R11	87.75	YES
Emac Engineering Limited	L13R11	61.25	YES
PWM Contracts Limited	L13R11	60.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Richard Irvin FM Limited	L13R12	96.25	YES
CBES Limited	L13R12	94.75	YES
Orbis Services Limited	L13R12	86.25	YES
Emac Engineering Limited	L13R12	61.85	YES
PWM Contracts Limited	L13R12	60.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R1	96.25	YES
CCG (Scotland) Limited	L14R1	94.11	YES
Procast Building Contractors Ltd.	L14R1	88.35	YES
G.M.G. (Contractors) Limited	L14R1	77.80	YES
Martec Engineering Group Limited	L14R1	75.50	YES
Sidey Solutions Limited	L14R1	69.88	YES
Hugh Stirling Limited	L14R1	66.75	YES
Everwarm Ltd	L14R1	66.35	YES
PWM Contracts Limited	L14R1	63.50	YES
Unsuccessful Supplier	L14R1	21.00	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L14R2	98.75	YES
MCK Windows & Doors Ltd	L14R2	85.15	YES
CBES Limited	L14R2	84.40	YES
CCG (Scotland) Limited	L14R2	82.26	YES
Procast Building Contractors Ltd.	L14R2	80.40	YES
City Building (Contracts) LLP	L14R2	79.40	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Hugh Stirling Limited	L14R2	78.90	YES
C R Smith Glaziers (Dunfermline) Limited	L14R2	75.40	YES
Thomson Glazing Limited	L14R2	71.95	YES
Everwarm Ltd	L14R2	69.50	YES
G.M.G. (Contractors) Limited	L14R2	65.95	YES
Martec Engineering Group Limited	L14R2	63.65	YES
J.S.K Construction Services Ltd.	L14R2	63.65	YES
Sidey Solutions Limited	L14R2	58.03	YES
Integrated Environments Limited	L14R2	56.65	YES
Unsuccessful Supplier	L14R2	51.65	NO
Unsuccessful Supplier	L14R2	9.15	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L14R3	98.75	YES
CBES Limited	L14R3	84.40	YES
CCG (Scotland) Limited	L14R3	82.26	YES
C R Smith Glaziers (Dunfermline) Limited	L14R3	81.40	YES
Procast Building Contractors Ltd.	L14R3	80.40	YES
Everwarm Ltd	L14R3	69.50	YES
G.M.G. (Contractors) Limited	L14R3	65.95	YES
Martec Engineering Group Limited	L14R3	63.65	YES
J.S.K Construction Services Ltd.	L14R3	63.65	YES
Robert P. Slight & Sons Limited	L14R3	61.90	YES
Sidey Solutions Limited	L14R3	58.03	YES
Hugh Stirling Limited	L14R3	57.90	YES
Integrated Environments Limited	L14R3	55.15	YES
Unsuccessful Supplier	L14R3	51.65	NO
Unsuccessful Supplier	L14R3	9.15	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Novus Property Solutions Limited	L14R4	98.75	YES
CBES Limited	L14R4	84.40	YES
CCG (Scotland) Limited	L14R4	82.26	YES
C R Smith Glaziers (Dunfermline) Limited	L14R4	81.40	YES
Procast Building Contractors Ltd.	L14R4	80.40	YES
City Building (Contracts) LLP	L14R4	79.40	YES
Everwarm Ltd	L14R4	69.50	YES
Bancon Construction Limited	L14R4	69.15	YES
G.M.G. (Contractors) Limited	L14R4	65.95	YES
Martec Engineering Group Limited	L14R4	63.65	YES
J.S.K Construction Services Ltd.	L14R4	63.65	YES
Hugh Stirling Limited	L14R4	60.90	YES
Sidey Solutions Limited	L14R4	58.03	YES
Unsuccessful Supplier	L14R4	53.65	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Unsuccessful Supplier	L14R4	51.65	NO
Unsuccessful Supplier	L14R4	40.40	NO
Unsuccessful Supplier	L14R4	9.15	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R5	96.25	YES
Procast Building Contractors Ltd.	L14R5	90.15	YES
Bancon Construction Limited	L14R5	87.00	YES
C R Smith Glaziers (Dunfermline) Limited	L14R5	84.25	YES
G.M.G. (Contractors) Limited	L14R5	80.80	YES
Martec Engineering Group Limited	L14R5	78.50	YES
Everwarm Ltd	L14R5	78.35	YES
Sidey Solutions Limited	L14R5	72.88	YES
Hugh Stirling Limited	L14R5	66.75	YES
PWM Contracts Limited	L14R5	66.50	YES
Compass Building and Construction Services Ltd	L14R5	62.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R6	93.25	YES
City Building (Contracts) LLP	L14R6	91.25	YES
Procast Building Contractors Ltd.	L14R6	88.35	YES
C R Smith Glaziers (Dunfermline) Limited	L14R6	81.25	YES
G.M.G. (Contractors) Limited	L14R6	77.80	YES
Hugh Stirling Limited	L14R6	75.75	YES
Martec Engineering Group Limited	L14R6	75.50	YES
Everwarm Ltd	L14R6	72.35	YES
Sidey Solutions Limited	L14R6	69.88	YES
PWM Contracts Limited	L14R6	63.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L14R7	69.50	YES
Everwarm Ltd	L14R7	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L14R8	69.50	YES
Everwarm Ltd	L14R8	69.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
PWM Contracts Limited	L14R9	69.50	YES
Everwarm Ltd	L14R9	69.35	YES



TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R10	84.25	YES
Graham MacGregor Limited	L14R10	73.75	YES
C R Smith Glaziers (Dunfermline) Limited	L14R10	66.25	YES
GMR Henderson Builders Ltd	L14R10	64.00	YES
Everwarm Ltd	L14R10	60.35	YES
PWM Contracts Limited	L14R10	54.50	YES
Unsuccessful Supplier	L14R10	41.32	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R11	84.25	YES
Graham MacGregor Limited	L14R11	73.75	YES
Bancon Construction Limited	L14R11	70.50	YES
C R Smith Glaziers (Dunfermline) Limited	L14R11	66.25	YES
Everwarm Ltd	L14R11	63.35	YES
PWM Contracts Limited	L14R11	54.50	YES
Compass Building and Construction Services Ltd	L14R11	50.50	YES
Unsuccessful Supplier	L14R11	41.32	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L14R12	84.25	YES
Graham MacGregor Limited	L14R12	73.75	YES
McMillan Highland Ltd	L14R12	65.25	YES
Everwarm Ltd	L14R12	57.35	YES
PWM Contracts Limited	L14R12	54.50	YES
Compass Building and Construction Services Ltd	L14R12	50.50	YES
Unsuccessful Supplier	L14R12	41.32	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R1	96.25	YES
Procast Building Contractors Ltd.	L15R1	84.67	YES
G.M.G. (Contractors) Limited	L15R1	80.60	YES
Emtec Property Services Limited	L15R1	74.45	YES
Everwarm Ltd	L15R1	66.85	YES
Hugh Stirling Limited	L15R1	64.85	YES
PWM Contracts Limited	L15R1	61.60	YES
Clark Contracts Limited	L15R1	60.85	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L15R2	97.50	YES
CBES Limited	L15R2	92.25	YES
Maxi Construction Limited	L15R2	89.85	YES
City Building (Contracts) LLP	L15R2	87.85	YES
Anderson Property Services (Scotland) Limited	L15R2	87.35	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
C & S Facilities Management Limited T/A C&S Group	L15R2	86.12	YES
Procast Building Contractors Ltd.	L15R2	85.83	YES
Hugh Stirling Limited	L15R2	84.85	YES
Blackrock Construction Group Ltd	L15R2	78.85	YES
J.S.K Construction Services Ltd.	L15R2	78.60	YES
Prime Build Solutions Limited	L15R2	78.60	YES
Emtec Property Services Limited	L15R2	78.25	YES
Everwarm Ltd	L15R2	77.85	YES
Ogilvie Construction Limited	L15R2	76.95	YES
G.M.G. (Contractors) Limited	L15R2	76.60	YES
Lochlie Construction Limited	L15R2	72.85	YES
Frank Swords & Sons Limited	L15R2	70.00	YES
Unsuccessful Supplier	L15R2	62.60	NO
Unsuccessful Supplier	L15R2	59.85	NO
Unsuccessful Supplier	L15R2	58.60	NO
Unsuccessful Supplier	L15R2	57.60	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L15R3	97.50	YES
CBES Limited	L15R3	92.25	YES
Maxi Construction Limited	L15R3	89.85	YES
First Call Trade Services Limited	L15R3	89.15	YES
Procast Building Contractors Ltd.	L15R3	85.83	YES
C & S Facilities Management Limited T/A C&S Group	L15R3	85.40	YES
J.S.K Construction Services Ltd.	L15R3	78.60	YES
Everwarm Ltd	L15R3	77.85	YES
Ogilvie Construction Limited	L15R3	76.95	YES
G.M.G. (Contractors) Limited	L15R3	76.60	YES
Emtec Property Services Limited	L15R3	73.45	YES
Prime Build Solutions Limited	L15R3	72.60	YES
Frank Swords & Sons Limited	L15R3	70.00	YES
Unsuccessful Supplier	L15R3	63.85	NO
Unsuccessful Supplier	L15R3	61.10	NO
Unsuccessful Supplier	L15R3	57.60	NO
Unsuccessful Supplier	L15R3	56.85	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Bell Group UK Limited	L15R4	97.50	YES
CBES Limited	L15R4	92.25	YES
Maxi Construction Limited	L15R4	89.85	YES
City Building (Contracts) LLP	L15R4	87.85	YES
First Call Trade Services Limited	L15R4	87.35	YES
Procast Building Contractors Ltd.	L15R4	85.83	YES
C & S Facilities Management Limited T/A C&S Group	L15R4	84.98	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Quality Assured Property Maintenance Limited	L15R4	79.55	YES
Blackrock Construction Group Ltd	L15R4	78.85	YES
J.S.K Construction Services Ltd.	L15R4	78.60	YES
Everwarm Ltd	L15R4	77.85	YES
Ogilvie Construction Limited	L15R4	76.95	YES
G.M.G. (Contractors) Limited	L15R4	76.60	YES
Emtec Property Services Limited	L15R4	75.25	YES
Bancon Construction Limited	L15R4	75.10	YES
Andrew Shepherd Construction Limited	L15R4	74.85	YES
Summit Facilities Services Ltd	L15R4	72.60	YES
Prime Build Solutions Limited	L15R4	72.60	YES
Unsuccessful Supplier	L15R4	66.85	NO
Unsuccessful Supplier	L15R4	64.10	NO
Unsuccessful Supplier	L15R4	59.60	NO
Unsuccessful Supplier	L15R4	57.60	NO
Unsuccessful Supplier	L15R4	56.85	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R5	94.85	YES
Procast Building Contractors Ltd.	L15R5	85.85	YES
Quality Assured Property Maintenance Limited	L15R5	85.45	YES
Bancon Construction Limited	L15R5	84.00	YES
G.M.G. (Contractors) Limited	L15R5	82.50	YES
Andrew Shepherd Construction Limited	L15R5	80.75	YES
Ogilvie Construction Limited	L15R5	80.27	YES
Summit Facilities Services Ltd	L15R5	78.50	YES
Everwarm Ltd	L15R5	77.75	YES
Compass Building and Construction Services Ltd	L15R5	66.80	YES
Unsuccessful Supplier	L15R5	63.75	NO
Unsuccessful Supplier	L15R5	63.50	NO
Unsuccessful Supplier	L15R5	59.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R6	94.85	YES
City Building (Contracts) LLP	L15R6	93.75	YES
Maxi Construction Limited	L15R6	92.75	YES
C & S Facilities Management Limited T/A C&S Group	L15R6	90.88	YES
Procast Building Contractors Ltd.	L15R6	87.35	YES
Emtec Property Services Limited	L15R6	82.95	YES
G.M.G. (Contractors) Limited	L15R6	82.50	YES
Prime Build Solutions Limited	L15R6	78.50	YES
Hugh Stirling Limited	L15R6	75.75	YES
Everwarm Ltd	L15R6	74.75	YES
Unsuccessful Supplier	L15R6	63.50	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Unsuccessful Supplier	L15R6	59.75	NO

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L15R7	71.75	YES
PWM Contracts Limited	L15R7	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L15R8	71.75	YES
PWM Contracts Limited	L15R8	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
Everwarm Ltd	L15R9	71.75	YES
PWM Contracts Limited	L15R9	69.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R10	85.85	YES
Graham MacGregor Limited	L15R10	73.75	YES
Everwarm Ltd	L15R10	62.75	YES
PWM Contracts Limited	L15R10	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R11	85.85	YES
Graham MacGregor Limited	L15R11	73.75	YES
Bancon Construction Limited	L15R11	70.50	YES
Everwarm Ltd	L15R11	65.75	YES
Compass Building and Construction Services Ltd	L15R11	57.80	YES
PWM Contracts Limited	L15R11	54.50	YES

TENDERER	LOT / REGION REFERENCE	TOTAL SCORE	RECOMMENDED FOR AWARD
CBES Limited	L15R12	85.85	YES
Graham MacGregor Limited	L15R12	73.75	YES
Everwarm Ltd	L15R12	59.75	YES
Compass Building and Construction Services Ltd	L15R12	57.80	YES
PWM Contracts Limited	L15R12	54.50	YES

## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 19 May 2023**

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

### **Request for Associate Membership of Scotland Excel by Robert Gordon University**

#### **1. Background**

- 1.1 Scotland Excel operates an Associate programme to allow access to its frameworks and services to a wide range of other public service orientated bodies. Applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

Organisations apply to Scotland Excel for Associate Membership to allow them to access the frameworks for goods and services which are in place for our members. Associates 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.

#### **2. Organisation Background**

- 2.1 Robert Gordon University is based in Aberdeen and is a professionally focused institution focused on demand-led teaching and research. It provides industry led undergraduate and postgraduate courses leading to highly relevant awards and degrees.
- 2.2 Robert Gordon University is a real living wage employer.

#### **3. Associate Membership Process**

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the

Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.

- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Robert Gordon University can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(b) as a public authority or body.

- 3.3 Fees are determined in a number of ways:

Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.

National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.

All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

## **4 Recommendations**

- 4.1 It is recommended to committee that Robert Gordon University application to join Scotland Excel as an associate member be approved, with no annual fee as part of the reciprocal agreement and subject to the agreement document.

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## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 19 May 2023**

**Report by:**  
**Chief Executive of Scotland Excel**  
**Update on the Contract Delivery Plan**

### **1. Progress to Date**

This report provides a progress update on the 2023/ 2024 contract delivery plan.

Appendices 1 – 4 of this report on the 2023/ 2024 Contract Delivery Plan detail new framework developments and renewals, flexible frameworks, framework extensions and frameworks with ongoing contract management activity.

At any given point there are around 70 frameworks in the Scotland Excel contract portfolio. It is intended that 6 further frameworks will be developed and added to the portfolio in the coming year. In addition, 22 frameworks are to be renewed during 2023/2024 (Appendix 1).

A further 12 of the frameworks on the current portfolio have extension options that are available to be exercised in 2023/ 2024, with 3 of these extensions already being approved (Appendix 3).

The estimated forecast value of the Scotland Excel framework portfolio is approximately £2Billion.

Overall, efficiencies created by frameworks awarded so far during 2023/2024 are benchmarked at 1.70%, which is slightly below the forecast range. This figure does not include the additional benefit to members for each framework via the indexation model. The indexation model provides data on how the framework pricing compares to market indices relevant to the commodity being sourced; This enables Scotland Excel to manage pricing in volatile markets, ensuring a favorable commercial outcome for members.

As noted in the paper presented to Executive Sub Committee in April 2023, an update to Scotland Excel's methodology for calculating efficiencies is now being embedded. This additional data will support councils to interpret the value achieved through working collaboratively across the local government sector. The Commercial UIG (User Intelligence Group) Steering Group has been consulted on this change and engagement with relevant stakeholders will continue as the methodology develops. Future Contract Delivery Plan updates will reflect any new methodology agreed.

A summary of spend and forecast savings per council between January 2022 and December 2022 can be found in Appendix 5, with an average forecast efficiency of c.1.18%. As indicated above, the revised efficiency reporting methodology previously presented has not yet been fully implemented, and therefore not reflected in Appendix 5.

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. To create capacity to add new activities to the portfolio and support strategically significant areas of spend, a consolidation of the existing portfolio is underway. This means some existing frameworks within related markets are being considered for merging and some lower value frameworks will not be renewed.

## Social Care

The **Residential Rehabilitation** project was commissioned by the Scottish Government with the remit of researching and developing national approaches for commissioning of alcohol and drug residential rehabilitation. Scotland Excel is engaging with a range of stakeholders including the Scottish Government, people with lived experience and families, providers and support services and Alcohol and Drug Partnerships across Scotland to inform development of the framework. The Procurement Strategy was formally approved at the Contract Steering Group on the 12 April 2023.

The Adult Social Care Uplift and Price/Fee review continues to be the focus for contract supplier management activities for the **Care and Support** and **Care Homes for Adults with Learning Disabilities Including Autism** flexible frameworks. The framework providers have received the Scottish Government Adult Social Care (ASC) Uplift with the revised price schedules and the mandated weightings applied.

The framework providers having received updated pricing schedules can also request a price review for the business overheads (not in the scope of the ASC Uplift) by 19 April 2023. Analysis of the data is still at an early stage. A significant number of providers have submitted increases in excess of 7% which are unlikely to be accepted. Of the services for which information has been provided, 167 services will be asked to clarify and explain their increases for Care and Support and 26 care home services in Care Homes for Adults with Learning Disability.

The **Social Care Agency Workers** flexible framework is at contract and supplier management stage and a programme of User Intelligence Groups and Supplier Meetings is in place for the effective operational management of the lifetime of the framework and best practice learning.

There is currently uncertainty over the continuation of **National Care Home Contract (NCHC)** in its current form. The care home sector representatives informed the negotiating team that the final weekly rate increase had been rejected by the sector. At present, with the agreement of all parties, there is an interim increase in place to ensure that the adult social care workforce receive the Scottish Government funded pay rates. The care home sector is making representation to the Scottish Government requesting more money for the sector. It is unclear at this time what the sector's



intentions will be in relation to the NCHC should that representation fail to secure extra funding.

Scotland Excel continues to discuss the presenting risks and the management of potential risk in this area with COSLA and scenario planning is underway. Part of this planning will explore an options appraisal on alternatives to the current NCHC.

Scotland Excel continues to mobilise the **Children's Residential and Education, including Short Breaks, Services** flexible framework that went live on 1st October. This includes reviewing and streamlining the management information process and requirements for the framework. This process is now live and has received positive feedback. In addition, the fee uplift process for 23/24 fees is currently underway and Scotland Excel is working with a range of stakeholders regarding this.

Scotland Excel is engaging with stakeholders regarding the renewal contracts for **Secure Care Services**. The current contracts have been extended to 30<sup>th</sup> March 2024, however due to increased policy change in this area, work is underway relating to the next generation contracts, to ensure these are fit for purpose and meet the needs of children and young people.

Further meetings regarding "Reimagining Secure Care" are planned for Summer and Autumn this year, and Scotland Excel will be involved in these to provide a view on how this work interacts with commissioning and procurement. These will be hosted by the Children & Young People's Centre for Justice (CYCJ). CYCJ has been appointed by Scottish Government to lead this work, specifically:

"'Reimagining Secure Care' as part of the 'Reimagining Justice Service' is designed to combine views, knowledge, and experiences of all stakeholders involved to create a comprehensive understanding of what will be effective, meaningful and sustainable for secure care services to meet the needs of all children and young people who are deprived of their liberty on welfare or justice grounds, from the Children's Hearing System or through Courts."

Scotland Excel will continue to engage with this work and ensure contract renewal work is aligned with this.

## **Construction, Transport and Environmental Services**

The **Electric Vehicle Charging Infrastructure (EVCI)** framework provides members with a mechanism to procure a range of works, products and services, to supply, install and maintain electric vehicle charging equipment and associated items.

Following the mobilisation, enquiries and projects have coming through the framework.

Feedback from our membership indicates that each authority is taking time to consider their strategic approach to installations, with some looking at the possibility of implementing concession contracts which are currently out with the scope of the current framework.

Discussions currently underway with Glasgow University, East Ayrshire, East Dunbartonshire, and Edinburgh City Council regarding future call offs.

The **Energy Efficiency Contractors (EEC)** framework provides members with a pathway to upgrade Scotland's existing housing stock (~660,000 homes) and buildings, with innovative energy efficiency measures to reduce carbon output and household bills.

Framework usage continues to grow with 51 projects now awarded across 10 local authorities and 3 housing associations. There are several other projects in the pipeline which will generate further spend through the framework in the coming months.

Further engagement is planned with our membership as part of contract management meetings to understand internal strategies and plan for works being delivered, to inform how the framework will be utilised to enable our members to achieve their objectives.

Scotland Excel continues to work in collaboration with the Scottish Government and other agency partners to explore innovative carbon reduction measures that can be used to deliver projects and to continue to drive quality skills within the sector.

The **Building Construction Consultancy** framework is now live. A full suite of guidance documents has been developed and shared through an introductory session, delivered to councils, associate members and several other partner organisations anticipated to use the framework. Several of those have started using the framework to engage consultants for third party support.

Several frameworks are currently under development:

The consolidated **Construction Materials** framework brings six mature goods-based frameworks together, creating efficiencies for stakeholder groups. By harmonising tendering and contract management milestones this approach brings greater efficiency for both suppliers and end users. Once awarded, this framework will enable a range of sustainable procurement outcomes, including the sourcing of alternative construction materials. Development work is ongoing to finalise the procurement strategy and related tender documentation. The tender will be released this summer.

The evaluation of the first-generation **Property Maintenance and Refurbishment** framework is now complete. There has been a high level of interest in the arrangement with the tender approaching the final stages of recommendations and award stage. Once live, this framework will provide a route to market for a broad range of repair, maintenance, and refurbishment services.

The strategy and evaluation methodology for the **Grounds and Plant Equipment framework** have been concluded and approved. A final review of the tender documents is underway, in preparation for tender publication. It is anticipated this tender opportunity will be published in May 2023, with the framework operational in Autumn 2023.

**Street Lighting Materials** was prepared for submission to the Executive Sub Committee but was subject to judicial interruption. An abandonment notice, in line with

regulations 85(7) and (8) of the Public Contracts (Scotland) Regulations 2015, was published to all tenderers, through the PCS-T message board facility, for this tender exercise. Following the abandonment of the previous tender exercise, development of revised tender documents and specifications continues for the renewal of Street Lighting Materials framework.

The strategies for the second generations of both the **New Build Residential Construction Framework** and **Security Services and Cash Collection Framework** are now concluded and the preparation of both sets of tender documents is underway. Through the published Prior Information Notice (PIN), a range of engagement is underway with both stakeholder groups to inform the approach, with revised scope and terms being developed as appropriate.

The tender development of **Asbestos related Works and Services** framework is nearing its final stages before being released to the market.

Development work continues on a new framework for the provision of services for Scottish local authorities and the Scottish Government related to **Local Heat and Energy Efficiency Strategies (LHEES)**, heat network zoning and Local Area Energy Planning (LAEP). Work is underway with the technical panel to define the specifications and tender requirements.

### **Corporate, ICT and Operational Supplies and Services**

Food inflation rose to 19.1% in April 2023 compared to the March rate of 18.3%. The food service price index (FPI) has dropped to 20.6% down from a record high of 22.9% in December 2022. Both indices are much higher than general inflation, which is currently at 10.1%. The rise in inflation follows national food shortages and accompanies the fastest rise in food prices in 45 years. Although the rate of increase is expected to slow, supplier food prices will continue to increase during the coming year.

The next generation frameworks for **Audio Visual** and **Fresh Meats, Cooked Meats & Fresh Fish** went live in April 2023. The second-generation framework for **Commercial Catering Equipment** was approved by the Executive Sub Committee in April and is due to go live in June 2023.

A prior information notice has been published through Public Contracts Scotland for the second-generation framework for **Supply and Delivery of Fresh Bread, Rolls and Bakery Products**. Market engagement and strategy development is underway with the new framework expected to go live in October 2023.

The Operational Supplies and Services Team (OSS) have published Prior information notices through Public Contracts Scotland for upcoming tenders including **Bottled Gas, Fire Safety Equipment, Signage, Cleaning Equipment and Civic Supplies** (Previously known as **Alcoholic Beverages**). Initial development is also underway for the tender relating to **Sheriff Officer Services**.

The ICT team continues to develop the tender documents for **Technology Enabled Care** frameworks. The **National Shared Digital ARC** project has experienced some delays in tender release, due to the complex nature of terms and conditions and cyber security requirements. This tender is currently being evaluated, and award recommendations will be presented to the Executive Sub Committee upon completion.

The team is engaged in several projects with the Scottish Local Government Digital Office. These projects include **Office 365**, **Security Operation Centre** and the **Scottish Technology Asset Management Platform (STAMP)** which is a central repository of data on ICT and digital solutions being used across local government. Work continues to onboard colleagues from Local Government.

The team regularly attends and provides procurement input for the following boards – Digital Assurance, Public Sector Innovation, the Department for Education four nations roundtable on commercial themes in schools and Telecare Steering Group. Work continues with the Improvement Service to deliver three key projects on their behalf throughout 2023.

## **2. Conclusion**

Members are invited to note the progress made to date.

## Appendix 1 – List of New or Renewal Contracts during 2023/2024

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
<b>Contracts Approved since April 2023</b>									
<b>2023/24 Executive Sub Committees</b>									
Commercial Catering Equipment	£4,000,000.00	Renew	Oct-22	Mar-23	Apr-23	Apr-23	2%-4%	-13.80%	Approved by Executive Sub Committee April 2023
<b>May 2023 Executive Sub Committee</b>									
Property Maintenance and Refurbishment	75,000,000	New Contract	Dec-22	Apr-23		May-23	2%-4%		Tender returned; evaluation complete.
<b>June 2023 Executive Sub Committee</b>									
National Shared Digital Alarm Receiving Centre	1,000,000	New Contract	Aug-22	Dec-22		TBC	2%-4%		Tender returned, progressing through evaluation.
<b>August 2023 Executive Sub Committee</b>									
Fire Safety Products	£2,500,000.00	Renew	Apr-23	Feb-23		Aug-23	2%-4%		Strategy approved, Tender under development
Civic Supplies (OSS)	£1,250,000.00	Renew	Renew	Aug-23		Aug-23	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
Security Services and Cash Collection	£15,000,000.00	Renew	Jun-23			Aug-23	2%-4%		Strategy approved; tender documents being prepared.
Technology Enabled Care Goods	£9,000,000.00	Renew	Dec-22	Dec-22		Aug-23	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
Bread and Rolls	£1,500,000.00	Renew	Oct-23			Aug-23	2%-4%		Pending
Street Lighting Materials	£15,000,000.00	Renew	Aug-22	May-23		Aug-23	2%-4%		Street Lighting Materials was prepared for submission to committee but was subject to judicial interruption. An abandonment notice, in line with regulations 85(7) and (8) of the Public Contracts (Scotland) Regulations 2015, was published to all tenderers, through the PCS-T message board facility, for this tender exercise. Revised tendering documents and specifications being prepared for re-tender.
Grounds and Plant Equipment	£5,000,000.00	Renew	Mar-23	Jun-23		Aug-23	2%-4%		Development consolidates Grounds Maintenance Equipment and Light & Heavy Plant frameworks

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
<b>September 2023 Executive Sub Committee</b>									
Road Signage	£1,250,000.00	Renew	Nov-22			TBC	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
Cleaning Equipment	£2,000,000.00	Renew	Mar-23			TBC	2%-4%		Prior Information Notice Issued. Evaluation Methodology Under Development
LHEES (Local Heat and Energy Efficiency Strategies)	1,000,000	New Contract	Sep-23			Sep-23	0%		New Development - for the provision of services for Scottish local authorities and the Scottish Government related to Local Heat and Energy Efficiency Strategies (LHEES), heat network zoning and Local Area Energy Planning (LAEP).
Construction Materials	£70,000,000.00	Renew	Apr-23	Jun-23		Sep-23	2%-4%		Strategy UIG held, tender documents being prepared.
Asbestos related works and services	£7,000,000.00	Renew	Jul-23			Sep-23	2%-4%		Strategy approved; tender documents being prepared.
<b>October 2023 Executive Sub Committee</b>									
Sheriff Officers	£1,100,000.00	Renew	Nov-23			Oct-23	2%-4%		Pending
Residential Rehabilitation and Detoxification (Alcohol and Drugs) Services	TBC	New Contract	Oct-23			Oct-23	n/a		Pending

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
<b>Future 2023/24 Executive Sub Committee</b>									
New Build Residential Construction	£375,000,000.00	Renew	Jun-23			Dec-23	2%-4%		Strategy approved; tender documents being prepared.
Care Homes for Adults With Learning Disabilities Including Autism	£26,500,000.00	Renew	Oct-23			TBC	n/a		Pending
Care and Support	£140,000,000.00	Renew	Mar-24				n/a		Pending
Bottled Gas	£2,000,000.00	Renew	Nov-21	Not being renewed		TBC	2% - 4%		Decision not to renew reviewed and will now be retendered. Prior Information Notice Issued July 2022. Strategy under development
Community Meals	£4,000,000.00	Renew	Aug-23				2% - 4%		Market and UIG engagement underway
Secure Care	£17,500,000.00	Renew	Mar-24				n/a		Early market, UIG and policy team engagement underway
Vehicle Parts	£12,000,000.00	Renew	Feb-24				2% - 4%		Framework Renewal
Waste Disposal Equipment	£1,250,000.00	Renew	Feb-24				2% - 4%		Framework Renewal
Fresh Fruit and Vegetables	£2,000,000.00	Renew	Feb-24				2% - 4%		Pending
PPE (Supported Business)	TBC	New Contract	TBC				2% - 4%		Pending
Security Operating Centre	TBC	New Contract	Nov-22			TBC	2%-4%		Pending

## Appendix 2 – Flexible Contracts

Service	Estimated Annual Collaborative Contract Opportunity	Activity	Anticipated Re-Opening Date	Comments
Care and Support	£140,000,000	Flexible Framework Agreement	N/A	New entrants may be approved on an 6 monthly basis during the lifetime of the Flexible Framework dependent on the circumstances and demand. Progressing with a renewal framework.
Social Care Agency Workers	£20,000,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework dependent on the circumstances and demand for suppliers to be added on either a National or Regional basis.
Care Homes for Adults with Learning Disabilities Including Autism	£26,500,000	Flexible Framework Agreement	N/A	New entrants may be approved on an annual basis during the lifetime of the Flexible Framework dependent on the circumstances and demand. Progressing with a renewal framework.
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
Employability Services	£20,000,000	Flexible Dynamic Purchasing System (DPS)	N/A	New entrants may be approved at any point during the lifetime of the DPS
Children's Residential	£158,300,000	Flexible Framework Agreement	N/A	New entrants may be approved at any point during the lifetime of the Flexible Framework



### Appendix 3 – Contracts with extension options and contract management activity ongoing during 2023/2024

Contract Description	Est Annual Value
Groceries and Provisions	£30,000,000
Demolition Services	£18,000,000
Catering Sundries	£6,000,000
Secure Care Services	£17,500,000
Musical Instruments	£1,750,000
Education Materials	£17,500,000
Domestic Furniture and Furnishings	£26,000,000
Heavy Vehicles	£25,000,000
Vehicle and Plant Hire	£15,000,000
Organic Waste	£12,000,000
Electric Vehicle Charging Infrastructure	£20,000,000
Bitumen	£14,000,000

*Contracts which are shaded have been approved for extension*

#### Appendix 4 - Contracts with no renewal or extension activity and contract management activity ongoing during 2023/2024

Contract Description	Est Annual Value	Contract Description	Est Annual Value
Waste Composition Analysis	£750,000	Social Care Case Management Solutions	£7,000,000
Fostering and Continuing Care	£34,000,000	Vehicle Purchase RM6060	£10,000,000
Salt	£17,500,000	Supply Teacher Booking System	£300,000
Engineering and Technical Consultancy	£17,125,000	Roadstone	£25,000,000
Energy Efficiency Contractors	£200,000,000	Recycle and Refuse Containers	£12,500,000
Tyres for Vehicles and Plant	£6,500,000	Education and Office Furniture	£8,000,000
Frozen Foods	£25,000,000	Milk	£8,000,000
Online School Payments	£2,000,000	Building Construction Consultancy	£25,000,000
Pest Control	£1,000,000	Outdoor Play	£15,000,000
Fresh Meats	£10,000,000	Janitorial	£12,000,000
Washroom Solutions	£6,000,000	PPE	£15,000,000
Audio Visual	£9,000,000	First Aid	£2,000,000
Water Coolers	£1,000,000	Repair and Maintenance of Catering Equipment	£1,500,000
Library Books	£14,000,000	Digital Publications	£1,000,000

## Appendix 5 – Expenditure summary per Council: January 2022 – December 2022

Member Organisation	Actual Spend	Forecast Spend	Variance	% of Total Actual Spend	Estimated Saving	% Saving
Aberdeen City Council	£47,323,080	£29,609,593	159.8%	6.45%	£863,144	1.82%
South Lanarkshire Council	£42,840,406	£66,110,403	64.8%	5.84%	£184,298	0.43%
Aberdeenshire Council	£41,946,766	£33,850,612	123.9%	5.72%	£359,091	0.86%
Fife Council	£40,786,724	£107,899,795	37.8%	5.56%	£416,953	1.02%
North Lanarkshire Council	£39,997,008	£49,519,495	80.8%	5.45%	£685,396	1.71%
Glasgow City Council	£39,547,875	£44,957,626	88.0%	5.39%	£635,337	1.61%
The City of Edinburgh Council	£39,310,041	£42,804,819	91.8%	5.36%	£344,855	0.88%
Associate Members	£34,110,246	£65,353,407	52.2%	4.65%	£651,921	1.91%
West Lothian Council	£34,019,277	£22,334,148	152.3%	4.64%	£446,445	1.31%
Falkirk Council	£29,402,025	£44,546,398	66.0%	4.01%	£640,604	2.18%
North Ayrshire Council	£25,179,870	£45,819,167	55.0%	3.43%	£441,369	1.75%
The Highland Council	£24,416,643	£21,227,299	115.0%	3.33%	-£29,531	-0.12%
East Renfrewshire Council	£24,122,267	£10,463,568	230.5%	3.29%	£213,363	0.88%
Renfrewshire Council	£23,311,472	£38,861,868	60.0%	3.18%	£369,829	1.59%
West Dunbartonshire Council	£22,957,301	£26,036,842	88.2%	3.13%	£341,906	1.49%
East Dunbartonshire Council	£22,429,196	£9,520,742	235.6%	3.06%	£113,066	0.50%
Dumfries and Galloway Council	£21,003,203	£10,086,536	208.2%	2.86%	£93,986	0.45%
Dundee City Council	£18,902,759	£25,526,991	74.1%	2.58%	£234,465	1.24%
South Ayrshire Council	£14,538,595	£15,028,955	96.7%	1.98%	£113,122	0.78%
East Lothian Council	£14,412,826	£12,677,958	113.7%	1.97%	£246,406	1.71%
Scottish Borders Council	£13,557,657	£11,950,905	113.4%	1.85%	-£8,277	-0.06%
Stirling Council	£12,835,384	£8,408,459	152.6%	1.75%	£56,012	0.44%
Inverclyde Council	£12,699,615	£7,274,586	174.6%	1.73%	£262,882	2.07%
Perth and Kinross Council	£12,187,521	£10,731,778	113.6%	1.66%	£209,948	1.72%
East Ayrshire Council	£12,008,031	£10,820,331	111.0%	1.64%	£340,344	2.83%
Tayside Contracts	£11,507,456	£7,764,724	148.2%	1.57%	-£1,284	-0.01%
The Moray Council	£10,438,197	£30,354,182	34.4%	1.42%	£28,631	0.27%
Midlothian Council	£9,875,491	£9,216,136	107.2%	1.35%	£54,243	0.55%
Angus Council	£9,851,960	£22,461,048	43.9%	1.34%	£81,623	0.83%
Clackmannanshire Council	£9,818,156	£11,526,116	85.2%	1.34%	£132,294	1.35%
Argyll and Bute Council	£9,691,963	£8,867,825	109.3%	1.32%	£107,037	1.10%
Orkney Islands Council	£3,398,515	£1,404,530	242.0%	0.46%	-£12,862	-0.38%
Shetland Islands Council	£2,951,034	£2,017,195	146.3%	0.40%	-£26,282	-0.89%
Comhairle nan Eilean Siar	£1,984,500	£3,177,094	62.5%	0.27%	£42,118	2.12%
<b>Total</b>	<b>£733,363,063</b>	<b>£868,211,131</b>	<b>84.5%</b>	<b>100.00%</b>	<b>£8,632,456</b>	<b>1.18%</b>



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 19 May 2023**

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

### **Operating Plan Update 2022-23**

#### **1. Summary**

- 1.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy supported by annual operating plans.
- 1.2 In December 2021, the Joint Committee approved a new operating plan which covers the period from 01 April 2021 to 31 March 2023.
- 1.3 Reports are issued quarterly to track progress made towards the delivery of the commitments contained within the operating plan.
- 1.4 This paper presents the most recent report which covers operating plan activity between 01 January and 31 March 2023 and is the last report for the previous 5-year strategy. As such, any items not closed will be marked as red.

#### **2. Progress since December**






- 2.1 As at the end of March 2023, the end of the operating plan period, 31 operating plan commitments were complete and are indicated as black within the report.
- 2.2 Operating Plan commitments which remain incomplete have been identified in red and total 3. Work continues on all these actions and committee will be updated in future reports on progress for each.

#### **3. Recommendations**

- 3.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2022-23.

#### 4. Background

- 4.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. The most recent quarterly report is also submitted to Joint Committee meetings with recent updates noted.
- 4.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate projects or activities have been completed and which have not.

 W	Project or activity not yet started
 R	Project or activity is currently stalled or significantly behind schedule
 A	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
 G	Project or activity is progressing in line with expected/agreed timelines and results
 B	Project or activity completed







# Operating Plan

2022 – 2023

Year-end Report

## Goa1 1: Shaping the delivery of innovative public services






Strategic Objective	Commitment	RAG status	Progress summary
1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services	<ul style="list-style-type: none"> <li>Continue to engage with local authority and cross-sector partners to identify and deliver on collaborative procurement and supply chain opportunities</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to participate in cross-sectoral initiatives. Examples over the past year include, working with the Scottish Government Supply Chains Development Programme, Local Heat and Energy Strategy, Round table discussions with Home Nations procurement partners and, development of the Alcohol and Drugs Residential Rehabilitation National framework.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to monitor, report on and, where possible, mitigate the impact of supply chain disruptions arising from the Covid-19 pandemic and Brexit</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel Supply Chain Reports were issued quarterly to stakeholders throughout the year to keep them informed of supply chain disruptions, market trends, and mitigating actions being taken by Scotland Excel. These reports will continue to be issued quarterly during 2023.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to drive the development of the next generation National Care Home Contract (NCHC) incorporating the use of the NCHC Cost Model © to support the delivery of affordable and sustainable social care services</li> </ul>		<ul style="list-style-type: none"> <li>Given difficult market conditions, coupled with winter pressures, the collaborative re-design process for the NCHC in conjunction with representatives from key stakeholder groups is progressing slower than anticipated. The steering group is looking at a number of areas including collaborative models of commissioning, and a review of the NCHC Cost Model © calculator.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a strategy for the next generation new build residential framework which incorporates learnings from the current framework and findings from stakeholder engagement meetings</li> </ul>		<ul style="list-style-type: none"> <li>Work to develop this strategy is continuing to progress. Net zero considerations and construction skills development will be central to the new strategy, which also recognises changes in capital borrowing costs, inflation and construction industry costs. The next quarter in 2023/24 will be critical to meeting governance gateways for timely delivery of this framework.</li> </ul>





1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> <li>Continue to deliver a portfolio of accredited Academy programmes based on member and wider public sector requirements</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>The Scotland Excel Academy delivered a range of accredited programmes during 2022/23 and is continuing to explore the potential to develop SQA-accredited qualifications in procurement and management as more cost-effective alternatives to those currently offered by professional bodies.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and deliver programmes of free and/or low-cost online workshops and events which support practitioner skills and best practice</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>The Scotland Excel Academy delivered Fourteen open and thirty five closed courses as part of the Scottish Government's procurement training framework during 2022/23. Fourteen free 'Stay Connected' courses have been scheduled between February and June 2023.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and deliver bespoke chargeable Academy programmes requested by councils, associate members or other partners</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>Bespoke Academy programmes have been provided for Dumfries &amp; Galloway Council, Highland Council, five NHS health boards, and the Scottish Government during 2022/23.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to deliver chargeable consultancy and transformation programmes requested by councils, associate members or other partners</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>Chargeable consultancy projects have been delivered to a range of councils during 2022/23 including Dumfries &amp; Galloway, Dundee City, East Renfrewshire, South Lanarkshire and Stirling. Scotland Excel has been commissioned by the Scottish Government to provide support for the development of a local heat and energy strategy. The scope of this work includes market engagement and other actions to advance the National Heat Network delivery plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop and grow Scotland Excel's flexible procurement service to provide chargeable support which increases the capacity and/or capability of councils, associate members and other partners</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>Scotland Excel's flexible procurement services have been accessed during 2022/23 by Angus, Dumfries &amp; Galloway, Dundee City, Scottish Borders and South Lanarkshire Councils in addition to City Property, Improvement Service and Cairn Housing Association. A marketing campaign targeting Arm's Length External Organisations (ALEOs) and partner organisations is planned for early 2023/24.</li> </ul>







<p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p>	<ul style="list-style-type: none"> <li>• Continue to develop Scotland Excel's ICT procurement category, providing procurement services for the Digital Office for Scottish Local Government and other partners to accelerate a collaborative approach to the adoption of digital technologies</li> </ul>	<p><b>B</b></p>	<ul style="list-style-type: none"> <li>• Development continues across the category. Renewal of the Telecare framework is nearing completion and evaluation of tenders for a national shared digital Alarm Receiving Centre (ARC) is ongoing. A collaborative procurement opportunity for Microsoft Office 365 has been delivered in partnership with the Digital Office for Scottish Local Government and Crown Commercial Services.</li> </ul>
<p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<ul style="list-style-type: none"> <li>• Continue to work with the Scottish Government and other partners to support the development and/or delivery of national policy objectives across the Scotland Excel portfolio</li> </ul>	<p><b>B</b></p>	<ul style="list-style-type: none"> <li>• Scotland Excel continues to work with the Scottish Government and cross-sector partners across a range of policy areas including food, energy efficiency, transport, education, care, ethical commissioning and skills development. Following Scotland Excel's response to the Scottish Government's local food consultation, Scotland Excel has been invited to join a cross-sector working group.</li> </ul>

## Goal 2: Being sustainable in everything we do

Strategic Objective	Commitment	RAG status	Progress summary
2.1 Deliver positive and measurable social value through our contracts and services	<ul style="list-style-type: none"> <li>Continue to champion Fair Work principles as part of framework development and contract management, including payment of the Real Living Wage</li> </ul>		<ul style="list-style-type: none"> <li>The number of Scotland Excel suppliers paying the Real Living Wage rose from 86% to 87% in 2022/23. Scotland Excel continues to be a long-standing member of the Fairworkstream Group hosted by Scottish Government.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop and deliver community benefit and supply chain initiatives which enable members to achieve direct benefits for their areas</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel has now implemented its revised approach to gathering and managing community benefits data. The new approach provides better visibility to members of the benefits due to them when they reach a threshold spend with suppliers.</li> </ul>
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> <li>Continue to engage with SME, supported business and other third sector organisations to encourage their participation in public procurement, working with partners such as the Supplier Development Programme (SDP) and Chambers of Commerce</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel has exhibited at 'Meet the Buyer' events across Scotland and had a significant presence at Procurex on 27 October. Scotland Excel also presented a Supplier Development Programme (SDP) webinar on 5th October and gave a presentation at a 'Meet The Buyer' event in Fife on 10 November.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop and deliver supply chain opportunities for SME, supported business and other third sector organisations to participate in public procurement, including joint initiatives with partners such as Scottish Enterprise</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to work with Scottish Enterprise on initiatives to identify public sector supply chain opportunities for Scottish businesses and organisations. Key areas being considered include energy, transport, food and digital.</li> </ul>
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> <li>Refresh Scotland Excel's sustainable procurement strategy to ensure that frameworks and other business activities maximise opportunities to support carbon reduction</li> </ul>		<ul style="list-style-type: none"> <li>The Scotland Excel Net Zero Strategy was approved by the Executive Sub-committee in March 2023.</li> </ul>






	<ul style="list-style-type: none"> <li>Promote member usage of the next generation energy efficiency contractors (EEC) and electric vehicle charging infrastructure (EVCI) frameworks to help members work towards their net-zero targets</li> </ul>		<ul style="list-style-type: none"> <li>Following high-profile awareness events in May and June, Scotland Excel is continuing to meet with stakeholders from councils and housing associations to promote uptake of the Energy Efficiency Contractors (EEC) and Electric Vehicle Charging Infrastructure (EVCI) frameworks. Although the contract uptake has been slower than expected, there has been a steady increase in the number and value of projects being placed through the EEC framework, and enquiries are growing for EVCI.</li> </ul>
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> <li>Continue to explore the development of progressive, sustainable learning pathways, working with educational and/or cross-sector partners to address skills gaps, support career development, and attract new entrants to procurement</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel continues to co-chair the Scottish Government's Public Procurement Development Forum which is exploring a range of initiatives including procurement skills development, alternative professional qualifications and pathways, and Graduate Apprenticeships.</li> </ul>




## Goa1 3: Placing people at the heart of our business

Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> <li>Continue to deliver Scotland Excel's account management services to demonstrate value to members and support a positive customer experience</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel's Project and Account Managers continue to provide support to council procurement teams. Annual Value Reports detailing savings and benefits were produced for each council. A sector-level report has also been published.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop and deliver stakeholder engagement plans to assess member satisfaction and identify key priorities for Scotland Excel's new five-year strategy</li> </ul>		<ul style="list-style-type: none"> <li>A comprehensive stakeholder engagement plan was implemented to support the development of the new corporate strategy which was approved by the joint committee in December.</li> </ul>
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> <li>Continue to develop and deliver initiatives to help members implement a progressive procurement approach which supports their community wealth-building plans</li> </ul>		<ul style="list-style-type: none"> <li>Following completion of a community wealth-building (CWB) pilot programme, Scotland Excel is continuing to engage and support councils with their CWB projects. A toolkit has been produced and is available to all members on the Scotland Excel Academy website.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to engage directly with stakeholders, partners and service users to ensure that Scotland Excel's social care contracts meet the needs of all care groups, and align with national policy</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel continues to engage with a wide range of stakeholders across all social care contracts, including for the redesign of the national care home contract (NCHC), Adult Social Care and a range of frameworks providing support for Children</li> </ul>
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> <li>Continue to represent the views of members, customers and communities within appropriate national and/or cross-sector fora and working groups</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel is continuing to represent the local government sector across a range of national initiatives across the majority of the framework portfolio.</li> </ul>
	<ul style="list-style-type: none"> <li>Monitor the progress of National Care Service (NCS) proposals and continue to champion Scotland Excel's delivery of national care arrangements that support local, person-centred commissioning</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel gave evidence to the Health, Social Care &amp; Sport Committee on the National Care Service (Scotland) Bill in November. Scotland Excel also attended the National Care Service Forum meeting in October, is taking part in the Adult Social Care Working Group on Ethical</li> </ul>






			Commissioning and has attended a number of NCS Key Stakeholder Reference Group sessions.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> <li>Continue to implement Scotland Excel's organisational development strategy and Investors in People (IiP) action plan</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>Scotland Excel was awarded the Gold Standard Investors in People (IiP) accreditation in June 2022. This is the first year the organisation has achieved this award. Following on from this award, Scotland Excel launched its People Strategy for organisational development which includes a new approach to personal development, performance management and picks up key recommendations from the IiP review.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement a refreshed recruitment and retention strategy to mitigate the impact of skills shortages and/or changing attitudes in the workforce</li> </ul>	<b>B</b>	<ul style="list-style-type: none"> <li>The on-going review of recruitment and retention policy and practice continues aimed at supporting recruitment challenges being experienced across the local government procurement landscape. A key element of this review was recruitment of eight graduate trainees all of which are now in post following a recruitment exercise in 2022. The graduate programme responds to a challenging job market for experienced public procurement practitioners and aims to fast-track new talent to the profession.</li> </ul>

## Goa1 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> <li>Continue to deliver Scotland Excel's approved funding model, including income from rebates, projects, Academy programmes and associate membership, and provide regular reports to the governance committees</li> </ul>		<ul style="list-style-type: none"> <li>Organisational expenditure and income continue to be monitored closely, and reports are presented to the executive sub-committee on a regular basis. An operating budget for 2023-24 was approved by the joint committee in December 2022 which includes 21% of income generated from alternative sources to requisition.</li> </ul>
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> <li>Continue to develop a robust business environment and infrastructure that securely and effectively supports Scotland Excel's hybrid working model</li> </ul>		<ul style="list-style-type: none"> <li>Scotland Excel staff are now regularly working from the office as well as at home. All office desks have been fitted with a range of equipment which can be booked according to work preference. A desk booking system is in operation accessible by all staff. A new cyber security module 'KnowB4' has been launched, with training tailored to staff knowledge and requirements aimed at mitigating risk of a cyber security breach.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop Scotland Excel's digital technology capability, harnessing data assets and emerging technology to benefit staff and customers</li> </ul>		<ul style="list-style-type: none"> <li>Although good progress has been made on internal capabilities, further work on provision to customers has been slower than planned. Work is continuing to review Scotland Excel's data gathering and management processes. Business Intelligence Insights have been circulated to stakeholders utilising existing Scotland Excel data and other publicly available data aimed at getting partners to ask questions about future service provision.</li> </ul>
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> <li>Roll out a competitor analysis model across the organisation to support the successful delivery of new and existing business opportunities</li> </ul>		<ul style="list-style-type: none"> <li>The roll out of a competitor analysis model has been incorporated into Scotland Excel's value project, and is included in the operating plan for 2023/24.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to grow and develop Scotland Excel's associate membership programme to maximise benefits for the organisation and members</li> </ul>		<ul style="list-style-type: none"> <li>Associate membership of Scotland Excel increased by 20 during 2022/23 from 128 to 148 resulting in an increase in income from fees.</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver a second tranche of Procurement &amp; Commercial Improvement Programme assessments for housing associations, highlighting the community value of enhanced procurement practices and collaboration</li> </ul>		<p>The delayed Scottish Government announcement of a requirement for housing associations to demonstrate their procurement capability as condition of affordable homes funding had an impact on the timing of this service. Scotland Excel has launched a Continuous Improvement Programme for Procurement (CIPP) service to help them meet this requirement. A full marketing campaign to promote this new service delivered during Q4 of 22/23. By end March 2023, there has been 21 enquiries with assessments being scheduled from April 2023.</p>
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> <li>• Continue to develop and implement effective marketing and communications plans to promote Scotland Excel through traditional and social media in support of financial, policy and public affairs goals</li> </ul>		<ul style="list-style-type: none"> <li>• Scotland Excel's marketing and communications team have worked closely across all Scotland Excel teams during 2022/23, promoting framework activity, associate membership and Academy training programmes. Other activities undertaken during Q4 have included organisation, promotion and delivery of the Scotland Excel Supplier Excellence Awards in May 2023.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to explore and develop partnership opportunities with organisations such as Crown Commercial Services (CCS), Scottish Enterprise, Built Environment- Smarter Transformation (BE-ST), and Zero Waste Scotland (ZWS) which support the delivery of business and policy objectives</li> </ul>		<ul style="list-style-type: none"> <li>• Scotland Excel is continuing to work with a range of partners on initiatives which support the delivery of business and policy objectives. The importance and value of partnership working has been recognised within Scotland Excel's new corporate strategy.</li> </ul>



Report Key	
 W	Project not yet started
 R	Project or activity is currently stalled or significantly behind schedule
 A	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
 G	Project or activity is progressing in line with expected/agreed timelines and results
 B	Project completed

Report issued: February 2023



## **Scotland Excel**

**To: Executive Sub-Committee**

**On: 19 May 2023**

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

### **Strategic Risk Register Update**

#### **1. Introduction**

- 1.1 This report provides an update on the Strategic Risk Register which is maintained to assess threats/risks that could impact on the delivery of Scotland Excel's 5 Year Strategy and to identify controls that are in place to mitigate these risks.

#### **2. Background**

- 2.1 The Strategic Risk Register has been developed using the revised methodology, set out in the Strategic Risk Strategy, approved by Joint Committee in December 2022. The Strategic Risk Register identifies risks that may impact upon operations and the delivery of Scotland Excel's 5-year strategy. Specific and separate operational risk management will continue to be undertaken as part of day-to-day activities such as framework management and project management.

#### **3. Risk Management update**

- 3.1 The Strategic Risk Register is maintained and reviewed regularly by the Senior Management Team (SMT) and key officers with particular expertise in certain risk areas. The register continues to be a focus for the organisation with actions being undertaken in mitigation of the risks on-going throughout the year.
- 3.2 Currently there are 12 strategic risks identified within the Strategic Risk Register ranging in assessed risk score from 9 to 20. A summary of key statistics in relation to each identified risk is shown in Appendix 1 to this report.
- 3.3 The Strategic Risk Register follows on from the previous register which related to the previous 5-year strategy of the organisation. Several the risks identified within the previous register remain. A number have been renamed to better reflect the current nature of the risk and one additional risk has been added.
- 3.4 The on-going impact of the COVID-19 pandemic, the emerging impact of Brexit on markets and suppliers, the impact of the war in Ukraine, the increasing financial pressures on local government bodies, continuing recruitment difficulties and the on-going uncertainty in relation to public sector service redesign are the key influences on the Strategic Risk Register.

- 3.5 The new risk added to the Strategic Risk Register relates to ICT and Cyber Security. There are increasing incidences of ICT breaches across sectors resulting in catastrophic repercussions for each organisation concerned. While Scotland Excel has a range of defences already in place, along with an on-going staff training programme, these will continue to be developed and improved to further mitigate the risk of a breach. Work will also continue to develop and implement a disaster recovery plan which will be aimed at getting the organisation up and running in as short a time as possible, should a breach occur.
- 3.6 In line with the approved Strategic Risk Strategy, an organisational action plan will run alongside the risk register. On completion of each action, the resultant mitigation will be added to the Current Risk Controls area of each risk template and will be taken into consideration at the next review meeting when assessing the Residual Risk Score.
- 3.7 The Strategic Risk with the highest residual risk score (20) relates to Supply Chain Resilience (SXL005-22/23). The risk in relation to Supply Chain Resilience has been assessed at 20 at the past 4 review meetings, due to the continuing uncertainty and market volatility post Brexit, post pandemic and in light of the continuing war in Ukraine.
- 3.8 The Redesign of Scottish Public Services (SXL011-22/23) risk replaces the previous risk which related specifically to the proposed creation of a National Care Service (NCS). The risk has been assessed at 16 to reflect the on-going delay in plans for the NCS. While creation of the NCS remains a key element being assessed for this risk; the risk has been broadened to include any other changes to public sector delivery occurring over the next 5 years.
- 3.9 While most identified risks have maintained the current residual score, two have been assessed downwards; Redesign of Scottish Public Services (SXL011-22/23) and National Emergency including Pandemic (SXL010-22/23).
- 3.10 A further two identified risks have had their residual risk score assessed upwards: Meeting Member and Stakeholder Expectations (SXL008-22/23) and Corporate Social Responsibility (SXL007-22/23).
- 3.11 Meeting Member and Stakeholder Expectations has been assessed higher in light of the on-going challenges presented by meeting all stakeholder expectations within the current difficult financial environment.
- 3.12 Corporate Social Responsibility has been assessed higher in light of the on-going challenges being placed on the organisation and its framework suppliers as a result of the financial environment.
- 3.13 In relation to those risks remaining unchanged following the recent review, it was decided that external factors affecting each risk had not changed and that existing controls were sufficient to maintain residual risk at current levels.
- 3.14 Following review of external factors, the Scotland Excel Risk Register as of 19th May 2023 is shown in appendix 1.

#### **4. Recommendation**

Members are invited to note the Strategic Risk Register and provide any feedback in relation to any of the risk identified.

# **Strategic Risk Register**

**May 2023**

**Professional – Respectful – Courageous - Integrity**

## Background

This Strategic Risk Register has been developed using the revised methodology set out in the Strategic Risk Strategy for managing strategic risks that may impact upon operations and the delivery of Scotland Excel's 5-year strategy. Specific and separate operational risk management will continue to be undertaken as part of operational activities such as framework management and project management.

## Risk Management

Risk is a quantifiable level of exposure to the threat of an event or action that could adversely affect Scotland Excel's ability to achieve its strategic goals successfully. The task of management is to respond to these risks effectively to maximise the likelihood of Scotland Excel achieving its objectives and ensuring the best use of resources. Scotland Excel uses its risk management methodology to systematically identify, record, monitor and report risks to committee to enable the organisation to meet its objectives and to plan actions to mitigate risks.

## Strategic Risk Register Review Schedule

Scotland Excel reports its strategic risk register to the Exec Sub Committee on a 6 monthly basis. A report will also be brought annually to Joint Committee.

The Scotland Excel Strategic Risk Register will be reviewed internally by the Senior Management Team (SMT) and other key officers as scheduled below:

**Table 1: Strategic Risk Register Review Schedule**

Document Control	
Review Dates:	May 2023
<b>Joint Committee</b>	June 2023
Review Dates:	August 2023
Review Dates:	November 2023
<b>Joint Committee</b>	December 2023
Review Dates:	March 2024

## Ranked Strategic Risk Register

Table 2 summarises risks identified within the Scotland Excel Risk Register and orders them according to their Residual Risk Score as of May 2023. The Residual Risk Score represents the assessed risk score taking into consideration all risk controls and mitigations in place in relation to that specific risk on that date.

**Table 2: Risk – Highest to Lowest Risk Score, April 2023**

Risk Ref.	Risk Title	Residual Risk Score
<b>SXL005 - 23/24</b>	Supply Chain Resilience	<b>20</b>
<b>SXL011 - 23/24</b>	Redesign of Scottish Public Services	<b>16</b>
<b>SXL003 - 23/24</b>	Political, Legislative and Policy Change	<b>16</b>
<b>SXL006 - 23/24</b>	Staff Recruitment and Retention	<b>16</b>
<b>SXL012 - 23/24</b>	ICT and Cyber Security	<b>16</b>
<b>SXL001 - 23/24</b>	Organisational Sustainability	<b>15</b>
<b>SXL010 - 23/24</b>	National Emergency Including Pandemic	<b>12</b>
<b>SXL002 - 23/24</b>	Managing Growth and Diversity	<b>12</b>
<b>SXL004 - 23/24</b>	Reputational Risk	<b>12</b>
<b>SXL009 - 23/24</b>	Environmental Impact and Climate Change	<b>12</b>
<b>SXL008 - 23/24</b>	Meeting Member and Stakeholder Expectations	<b>12</b>
<b>SXL007 - 23/24</b>	Corporate Social Responsibility	<b>9</b>



## Quarterly Risk Trend Movements

Table 3 charts risk score movement and trends over the past year in relation to each risk identified within the Scotland Excel Risk Register.

**Table 3: Quarterly Risk Trend Movements**

Risk Ref.	Risk Title	Period				Trend
		Q2 23	Q3 23	Q4 22	Q1 23	
SXL005 - 23/24	Supply Chain Resilience	-	-	20	20	↔
SXL011 - 23/24	Redesign of Scottish Public Services	-	-	20	16	↓
SXL003 - 23/24	Political, Legislative and Policy Change	-	-	16	16	↔
SXL006 - 23/24	Staff Recruitment and Retention	-	-	16	16	↔
SXL012 - 23/24	ICT and Cyber Security	-	-	-	16	↔
SXL001 - 23/24	Organisational Sustainability	-	-	15	15	↔
SXL010 - 23/24	National Emergency Including Pandemic	-	-	15	12	↓
SXL002 - 23/24	Managing Growth and Diversity	-	-	12	12	↔
SXL004 - 23/24	Reputational Risk	-	-	12	12	↔
SXL009 - 23/24	Environmental Impact and Climate Change	-	-	12	12	↔
SXL008 - 23/24	Meeting Member and Stakeholder Expectations	-	-	8	12	↑
SXL007 - 23/24	Corporate Social Responsibility	-	-	6	9	↑

## Consolidated Risk Matrix

Diagram 1 sets out the position of Scotland Excel Strategic Risks in the context of their likelihood of occurring and potential impact.

**Diagram 1: Consolidated Risk Matrix (April 2023)**

Impact	5			SXL001		
	4			SXL004 SXL002 SXL009 SXL008	SXL003 SXL006 SXL012	SXL005 SXL011
	3			SXL007	SXL010	
	2					
	1					
		1	2	3	4	5
		Likelihood				

### Strategic Risk Register

SXL001 – 23/24	Organisational Sustainability
SXL002 – 23/24	Managing Growth and Diversity
SXL003 – 23/24	Political, Legislative and Policy Change
SXL004 – 23/24	Reputational Risk
SXL005 – 23/24	Supply Chain Resilience
SXL006 – 23/24	Staff Recruitment and Retention
SXL007 – 23/24	Corporate Social Responsibility
SXL008 – 23/24	Meeting Member and Stakeholder Expectations
SXL009 – 23/24	Environmental Impact and Climate Change
SXL010 – 23/24	National Emergency Including Pandemic
SXL011 – 23/24	Redesign of Scottish Public Services
SXL012 – 23/24	ICT and Cyber Security

## Alignment with 5-Year Strategy Goals

Whilst all strategic risks have been reviewed and developed in line with Scotland Excel's 5-year strategy, Table 4 identifies key risks that may affect the achievement of each strategic objective.

**Table 4: Alignment With 5-Year Strategy Goals**

Reference	Risk	Risk Score
<b>Goal 1 - Journey towards a net zero Scotland by 2045.</b>		
SXL003 - 23/24	Political, Legislative and Policy Change	16
SXL009 - 23/24	Environmental Impact and Climate Change	12
<b>Goal 2 - Drive for efficiency to support the financial sustainability of public services.</b>		
SCL0012 - 23/24	ICT and Cyber Security	16
SXL001 - 23/24	Organisational Sustainability	15
SXL004 - 23/24	Reputational Risk	12
SXL002 - 23/24	Managing Growth and Diversity	12
SXL008 - 23/24	Meeting Member and Stakeholder Expectations	12
<b>Goal 3 - Community wellbeing with equal access to services, economic development and fair work jobs across Scotland.</b>		
SXL0010 - 23/24	Design of Scottish Public Services	16
SXL007 - 23/24	Corporate Social Responsibility	9
<b>Goal 4 - Development of resilient supply chains that maximise opportunities for Scottish businesses and the third sector.</b>		
SXL005 - 23/24	Supply Chain Resilience	20
SXL0011 - 23/24	National Emergency Including Pandemic	12
<b>Goal 5 - Advancement of skills to deliver Scotland's economic transformation.</b>		
SXL006 - 23/24	Staff Recruitment and Retention	16

## Appendix 1: Strategic Risk Scoring Methodology and Definitions

Scotland Excel uses a robust methodology to manage its strategic risks. The methodology is derived from prior risk management experience and after consulting risk management experts within the public sector.

The risk template utilised in Appendix 2 provides a one-page summary of the risk and its associated information. Each risk is defined in a statement, context provided and an owner assigned. Any controls implemented to mitigate the risk will be updated on a quarterly basis if required.

When a risk is identified, the team will consider the likelihood and impact of the risk. Each will be assigned a score of 1-5 with 5 as the maximum. Both numbers are multiplied to get the original evaluated risk score. This number will not change throughout the life of the risk.

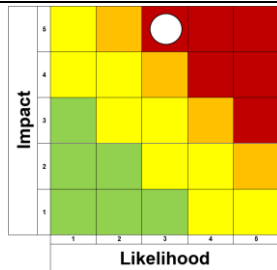

On a periodic basis, the risk will be reviewed, and any required adjustments will be made to the likelihood, impact, and residual risk score. This is the key metric of risk based on the control measures undertaken to reduce any impact from the risk. The residual risk score will be monitored each quarter and the direction of travel provided between the current and previous quarters.

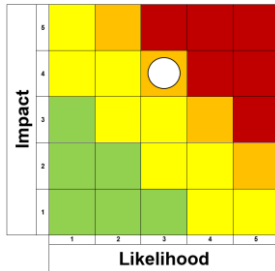
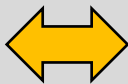
Appendix 2 presents identified Strategic Risks in the Scotland Excel risk template format. An explanation of each element of the risk template is shown in Table 5.

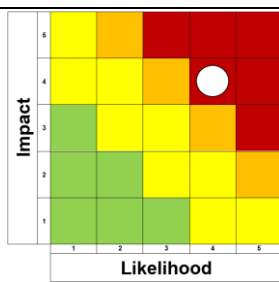
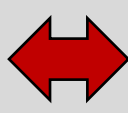
**Table 5: Descriptions of Risk Template Elements**

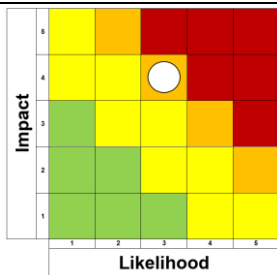

Element	Description
Reference	Unique risk identifier and risk title
Context	Context of identified risk
Risk Statement	Description of identified risk
Risk Owner	Executive team risk owner
Current Risk Controls	Specific risk controls currently in place
Risk Score	Risk assessment detail
Likelihood	How likely is it that the risk occurs (1-5)
Impact	Impact on SXL if the risk occurs (1-5)
Evaluation	Likelihood * Impact = Evaluation Score
Trend	Evaluation of movement over past 4 periods
Residual	Current Residual Risk Evaluation after Controls

**Appendix 2: Scotland Excel Risk Register (April 2023)**

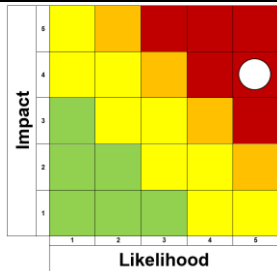

Organisational Sustainability				
Reference	SXL001-23/24			<div>Risk Matrix Position</div> 
Owner	JW			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
4	4	16		
Residual Risk Score				
Likelihood	Impact	Residual		
3	5	15		
Context				
As a membership organisation, Scotland Excel must constantly evidence its value to members and stakeholders during challenging financial, environmental, and socio-economic times. Organisational sustainability depends on meeting and exceeding member and stakeholder expectations.				
Risk Statement				
Risks caused by the membership nature of Scotland Excel include: <ul style="list-style-type: none"><li>• Failure to maintain excellent customer service and satisfaction levels across membership.</li><li>• Failure to clearly evidence the Value of Scotland Excel and meet expectations of members.</li><li>• Failure to meet varying and expanding expectations and requirements of members.</li></ul> Risks associated with continuous public sector financial pressures: <ul style="list-style-type: none"><li>• Reduced utilisation Scotland Excel frameworks.</li><li>• Reluctance of members to increase requisition fees in light of challenging financial environment.</li><li>• Reduced real terms operational budget impacting existing service delivery.</li><li>• Failure to diversify and generate financial income from alternate sources to reduce financial reliance on membership requisition/fees.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>• Continuing focus on delivering and evidencing Core Value for all member Councils and Associate Members.</li><li>• Continuing development of Sectoral Savings Options for Councils and Associate members.</li><li>• On-going development of projects offering new services and increased benefits for stakeholders.</li><li>• Identification of new opportunities to provide additional chargeable services based on customer demand.</li><li>• Ongoing robust market testing of all new shared service propositions.</li><li>• Ongoing robust business model is in place for all new services.</li><li>• Regular engagement with Chief Execs, Finance Directors, Corporate Procurement Leads and Elected Members demonstrating the value added by Scotland Excel.</li></ul>				

Managing Growth and Diversity				
Reference	SXL002-23/24			<div>Risk Matrix Position</div> 
Owner	SB			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
3	4	12		
Residual Risk Score				
Likelihood	Impact	Residual		
3	4	12		
Context				
Changing and competing demands from members require Scotland Excel to grow and diversify its framework portfolio and services within a changing financial, environmental, social and political environment.				
Risk Statement				
Potential barriers to the diversification of Scotland Excel's framework portfolio and services include: <ul style="list-style-type: none"><li>Financial and other restrictions impacting ability to evolve framework and service offering.</li><li>Failure to recruit and retain staff with expertise required to deliver member requirements.</li><li>Failure to source suppliers with capability, capacity and expertise required to deliver member demands.</li><li>Failure to identify and manage emerging opportunities and threats to organisation.</li></ul> Risks caused by failure of Scotland Excel to diversify its framework portfolio and services include: <ul style="list-style-type: none"><li>Negative reputational impact and reduced confidence in the organisation.</li><li>Inability to clearly evidence the Value of Scotland Excel to members.</li><li>Reduced utilisation of Scotland Excel's framework portfolio by councils and associate members</li><li>Reduced ability to generate income out with member requisition and associate member fees.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Horizon Scanning and stakeholder engagement will continue to be used to identify market development opportunities.</li><li>People Strategy and workforce planning tools used to ensure that Scotland Excel has staff with relevant expertise to deliver and grow a quality service offering.</li><li>Ongoing discussions with partners and stakeholders on future project opportunities for Scotland Excel.</li><li>Ongoing development and identification of non-requisition income streams.</li><li>Approval and implementation of Scotland Excel Carbon Net Zero Strategy.</li><li>Measures such as fixed-term contracts and council placements ensure that the Scotland Excel workforce can adapt to changing demands of members.</li><li>Development and implementation of diversified workforce training to ensure that Scotland Excel staff have relevant expertise to deliver and grow service offering.</li><li>Ongoing and pro-active engagement with members and suppliers to develop and maintain constructive relationships.</li><li>Regular engagement with Chief Execs, Finance Directors, Corporate Procurement Leads and Elected Members demonstrating the value added by Scotland Excel.</li></ul>				

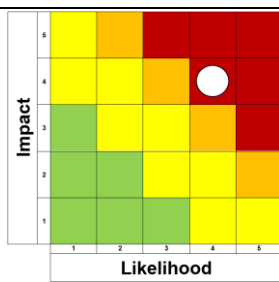
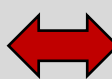
Political, Legislative and Policy Change				
Reference	SXL003-23/24			<div>Risk Matrix Position</div> 
Owner	SB			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
4	4	16		
Residual Risk Score				
Likelihood	Impact	Residual		
4	4	16		
Context				
Political, Legislative and Policy changes at local, national, UK and international levels impact Scotland Excel operations and practice.				
Risk Statement				
<p>Challenges caused by political change may include:</p> <ul style="list-style-type: none"><li>• Brexit impacting delivery of Scotland Excel frameworks and suppliers.</li><li>• Increasing focus on Carbon Net Zero issues which Scotland Excel must respond to.</li><li>• Conflict around the world impacting supply chains across Scotland Excel frameworks.</li><li>• Changes in political direction causing changes to procurement guidelines.</li><li>• Changes in political direction causing changes to local government policy in Scotland.</li></ul> <p>Challenges caused by legislative changes may include:</p> <ul style="list-style-type: none"><li>• Changes to procurement guidelines and best practice impacting framework development and relevance.</li><li>• Changes to legislation impacting framework utilisation, for example: food standards, care guidance, building standards.</li><li>• Changes to environmental objectives impacting supplier resilience and framework development.</li></ul> <p>Challenges caused by policy changes may include:</p> <ul style="list-style-type: none"><li>• Local policy changes such as community wealth building, budget allocation, school meal menus and capital expenditure plans impact utilisation of Scotland Excel frameworks.</li><li>• Requirement for Scotland Excel to continuously adapt their frameworks to adhere to policy changes.</li><li>• Requirement for Scotland Excel to deliver against competing policy priorities.</li><li>• Centralisation of services reducing demand for Scotland Excel services.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>• An effective and properly resourced public affairs strategy is in place.</li><li>• Effective research, engagement, partnership working and briefings ensuring the organisation is aware of and able to respond to challenges and opportunities in the external environment.</li><li>• Active participation by the organisation in various groups and boards influencing policy developments.</li><li>• Active participation by the organisation in collaborative procurement opportunities.</li><li>• Active engagement with the Scottish Government to influence and support policy development.</li><li>• Development of Business Intelligence function in Scotland Excel to give early warning of pending change and support future development.</li></ul>				

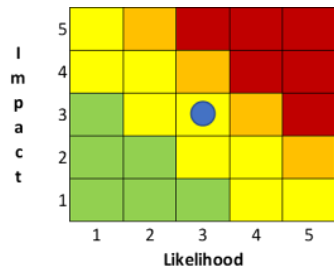

Reputational Risk				
Reference	SXL004-23/24			<div>Risk Matrix Position</div> 
Owner	JW			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
2	4	8		
Residual Risk Score				
Likelihood	Impact	Residual		
3	4	12		
Context				
Negative publicity caused by a service issue or failure damages the organisational reputation of Scotland Excel and may adversely impact the reputation of members and stakeholders.				
Risk Statement				
Reputational damage may adversely impact: <ul style="list-style-type: none"><li>Scotland Excel's ability to recruit staff and retain members.</li><li>Utilisation of Scotland Excel's framework portfolio by member organisations.</li><li>Scotland Excel's ability to recruit and retain staff.</li><li>Supplier participation in Scotland Excel frameworks.</li><li>Ability to attract new projects and meet funding requirements.</li><li>Scotland Excel's ability to meet conflicting demands of stakeholders.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Clear processes and procedures in relation to potential media issues are in place.</li><li>Pro-active monitoring of press coverage carried out by Marketing Team and wider organisation.</li><li>Pro-active and robust engagement with press organisations to ensure positive relationships and coverage.</li><li>Development and maintenance of easier to use and accessible corporate website.</li><li>Organisational promotion of corporate values to ensure individuals, teams and the organisation operates in line with its Values.</li><li>Ongoing and pro-active engagement with members and suppliers to develop constructive relationships.</li><li>Delivery of periodic events and enhanced marketing campaigns in support of recruitment.</li><li>Ongoing support of 'Meet the Buyer' events across Scotland.</li><li>Ongoing marketing campaigns in support of project delivery, The Academy, and frameworks.</li><li>Development and implementation of Value Project aimed at communicating the wider value of Scotland Excel to its members and stakeholders.</li></ul>				

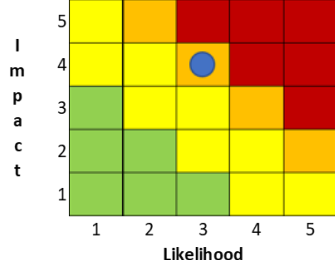



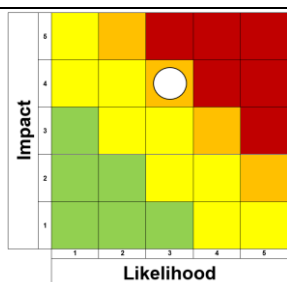

Supply Chain Resilience				
Reference	SXL005-23/24			<div>Risk Matrix Position</div> 
Owner	HC			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
3	4	12		
Residual Risk Score				
Likelihood	Impact	Residual		
5	4	20		
Context				
<p>Suppliers on Scotland Excel frameworks are required to navigate changeable and increasingly challenging supply chains circumstances. These challenges include high energy costs, inflation, recruitment and resourcing barriers, policy changes and maintaining positive employee relations.</p> <p>Suppliers are increasingly required to innovate or resource more efficient and environmentally aware products, services and materials to meet the changing demands of market.</p> <p>Failure of a service provider, or breakdown within the supply chain of a Scotland Excel framework could have significant implications for service provision within member council areas.</p>				
Risk Statement				
<p>Financial and socio-economic factors impacting the resilience of Scotland Excel framework suppliers include:</p> <ul style="list-style-type: none"><li>National emergencies i.e., Covid pandemic.</li><li>Strikes and recruitment challenges.</li><li>Rising energy costs.</li><li>International conflict.</li><li>Policy changes including Brexit.</li><li>Technological failures and challenges.</li><li>The impact of demographic change on utilisation of Scotland Excel frameworks.</li></ul> <p>Environmental and carbon net zero factors impacting the resilience of Scotland Excel framework suppliers include:</p> <ul style="list-style-type: none"><li>Disruption caused by Climate Change.</li><li>Demand for environmentally aware products outstripping supply across framework.</li><li>Failure to develop and provide environmentally aware product/service options.</li></ul> <p>Impacts of supplier failure on Scotland Excel include:</p> <ul style="list-style-type: none"><li>The failure to deliver goods and services to customers through frameworks resulting in reduced confidence in Scotland Excel.</li><li>Negative reputational damage to Scotland Excel.</li><li>Reduction in member confidence in the resilience of Scotland Excel frameworks.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Robust processes for monitoring financial stability of suppliers are carried out prior to award and throughout the life of a contract.</li><li>Utilisation of external advice as required and a tailored approach for high-risk contracts is in place.</li><li>Specific measures are in place to meet the management of Social Care contracts and these key areas of risk.</li><li>“Step-in Right” within relevant and appropriate social care contracts maintained.</li></ul>				

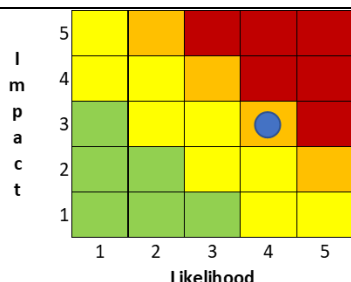

- Participation in multi-sector groups aimed at supporting provider sustainability and supply chain development.
- Robust Market Analysis Strategy practiced across procurement categories.
- Frameworks are established with lotting structures developed to provide variety and capacity for each local authority area, providing resilience in local supply chains.
- Scotland Excel monitors and reviews key supply chains across our frameworks and distribute quarterly supply chain resilience reports to customers.
- Development and implementation of Carbon Net Zero strategy.
- Roll out of Sustainable Procurement training across procurement teams.
- On-going monitoring of factors affecting suppliers and issue of quarterly “Scotland Excel Supply Chain Intelligence Report”.

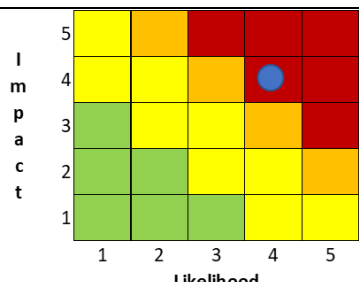

Staff Recruitment and Retention				
Reference	SXL006-23/24			<div>Risk Matrix Position</div> 
Owner	SB			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
3	3	9		
Residual Risk Score				
Likelihood	Impact	Residual		
4	4	16		
Context				
Failure to recruit and retain staff of suitable skill, quality, and experience may negatively impact Scotland Excel's ability to deliver its operating plan, five-year strategy and meet increasing customer expectations.				
Risk Statement				
<p>Factors impacting Scotland Excel's ability to recruit and retain staff include:</p> <ul style="list-style-type: none"><li>• High demand in the market for experienced procurement staff.</li><li>• Demographic changes including a reducing workforce population impacting ability to recruit staff and, aging population impacting staff retention as more staff approach retirement age.</li><li>• Changing expectations in relation to hybrid working.</li><li>• Scotland Excel's terms and conditions of employment and salary scales must be kept in line with local authority guidelines limiting flexibility within the recruitment and retention process.</li><li>• Staff turnover adversely impacting service delivery and increasing costs in relation to recruitment.</li><li>• Employment market uncertainty about the Procurement Profession adversely impacts Scotland Excel's ability to recruit staff.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>• People Strategy and workforce planning tools (recruitment, PDP etc.) are used to ensure that Scotland Excel's staff has the appropriate mix of skills and experience to deliver and grow a quality service.</li><li>• Recruitment and retention processes constantly reviewed and updated.</li><li>• PDP process reviewed and updated in consultation with Scotland Excel staff.</li><li>• Delivery of periodic events and enhanced marketing campaigns in support of recruitment.</li><li>• Investors in People Gold accreditation achieved and maintained.</li><li>• Staff turnover figures collated and presented to SMT on a regular basis.</li><li>• Ongoing investment in staff learning and development programme.</li><li>• Development and implementation of a successful graduate training programme.</li><li>• Participation in relevant graduate apprenticeship opportunities</li><li>• Participation in relevant modern apprenticeship opportunities.</li><li>• Development and implementation of a Scotland Excel Employee Journey procedure.</li><li>• Broad range of flexible working options and patterns available to staff.</li><li>• Extensive range of employee benefits available to staff.</li></ul>				

Corporate Social Responsibility				
Reference	SXL007-23/24			<div>Risk Matrix Position</div> 
Owner	HC			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
2	3	6		
Residual Risk Score				
Likelihood	Impact	Residual		
3	3	9		
Context				
The growing importance of corporate social responsibility among members and stakeholders requires Scotland Excel to evidence contribution to this shared priority across their framework portfolio and operational services.				
Risk Statement				
Risks associated with evolving corporate social responsibility commitments include: <ul style="list-style-type: none"><li>Underutilisation of Scotland Excel frameworks due to failure to promote, include and deliver community benefits.</li><li>Challenges exist relating to how to deliver Community Benefits within a financially challenging environment.</li><li>Reputational damage and reduced utilisation of Scotland Excel's frameworks due to failure to promote ethical sourcing of products and suppliers across portfolio supply chains.</li><li>Reputational damage caused by failure to ensure that Scotland Excel delivers Community Benefits in its day-to-day operations.</li><li>Scotland Excel's ability to recruit and retain staff and members being negatively impacted by failure to evidence measures taken to deliver corporate social responsibility.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Management and Reporting of Community Benefits developed and embedded within established reporting cycle.</li><li>Community benefit requirements issued to suppliers at tender stage. Active promotion of community benefits is delivered through contract management.</li><li>Living Wage Employer accreditation secured and promoted across stakeholders and framework suppliers.</li><li>Workforce elements and living wage considerations are built into each procurement exercise at strategy stage.</li><li>Ethical sourcing strategies provided by suppliers as part of the tender process.</li><li>Staff have become mentors for children in schools under MCR Pathways.</li><li>Partnership with Founders 4 Schools supporting CV writing, mock interviews etc.</li><li>Incorporation of "Fair Work First" into Scotland Excel frameworks.</li><li>Establishment of Scotland Excel Employee Forum which carries out an annual programme of charitable activities.</li><li>Participation in relevant modern apprenticeship / graduate apprenticeship opportunities.</li></ul>				

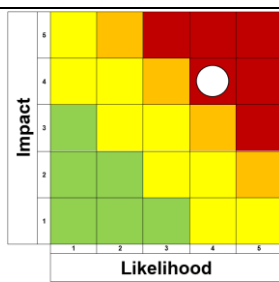
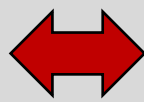
Meeting Member and Stakeholder Expectations				
Reference	SXL008-23/24			<div>Risk Matrix Position</div> 
Owner	SB			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
2	4	8		
Residual Risk Score				
Likelihood	Impact	Residual		
3	4	12		
Context				
As a membership organisation it is important for Scotland Excel to meet the varying and competing political, social, environmental, and financial expectations of its members.				
Risk Statement				
Risks associated with changing stakeholder and member expectations include: <ul style="list-style-type: none"><li>Loss of confidence in Scotland Excel due to failure to meet the expectations of members and stakeholders.</li><li>Challenges exist relating to how meet stakeholder expectations within a financially challenging environment.</li><li>Failure to perform and meet delivery targets in line with member and stakeholder expectations.</li><li>Failure to ensure appropriate mechanisms are in place to support operational performance and adaptability.</li><li>Insufficient resource available to Scotland Excel to meet conflicting member and stakeholder expectations.</li><li>Failure to clearly evidence the value of Scotland Excel and meet expectations of members.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Continuing focus on delivering and evidencing core value for all member Councils and Associate Members.</li><li>Continuing development of Sectoral Savings Options for Councils and Associate members.</li><li>Approved 5-year strategy and one-year operating plan in place addressing current member expectations.</li><li>Regular operating plan updates given to Executive Sub Committee to ensure robust governance.</li><li>Regular financial period review and reporting across core and projects.</li><li>Regular infrastructure reviews undertaken to support operational delivery in line with member and stakeholder expectations.</li><li>Ongoing development of services in response to changing member and stakeholder demands.</li></ul>				

Environmental Impact and Climate Change				
Reference	SXL009-23/24			<div>Risk Matrix Position</div> 
Owner	JW			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
2	3	6		
Residual Risk Score				
Likelihood	Impact	Residual		
3	4	12		
Context				
<p>Members and stakeholders demand best value contracts that support their aspirations to achieve net zero carbon emissions and tackle climate change.</p> <p>Scotland Excel must demonstrate how their own operations are driving down emissions and reducing environmental impact.</p>				
Risk Statement				
<p>An ineffective environmental response from Scotland Excel may result in:</p> <ul style="list-style-type: none"><li>• Organisational activity having an adverse impact on the environment.</li><li>• Current and future frameworks and services having an adverse impact on the environment.</li><li>• Failure to maximise influence and impact on environmentally friendly public service delivery.</li><li>• Measurement and reporting of environmental performance that is not representative of true impact on the environment.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>• Review and ongoing adoption of environmentally aware operating practices within Scotland Excel.</li><li>• Ongoing review of Scotland Excel frameworks and their impact on the environment.<ul style="list-style-type: none"><li>○ Requirement for Environmental Policy, ISO certificate or equivalent for access to certain frameworks.</li><li>○ Actions in relation to reducing carbon footprint scored in assessment for certain frameworks.</li><li>○ Information in relation to environmental practices and plans requested across all applicable frameworks.</li><li>○ Sustainability testing carried out as appropriate.</li></ul></li><li>• Implementation of activities aligned with Scotland Excel Net Zero Strategy.</li><li>• Exploration of options linked to accurate carbon measurement.</li><li>• Ongoing training of Scotland Excel staff on environmental impact and climate change issues.</li></ul>				

National Emergency Including Pandemic				
Reference	SXL0010-23/24			<div>Risk Matrix Position</div> 
Owner	JW			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
5	5	25		
Residual Risk Score				
Likelihood	Impact	Residual		
4	3	12		
Context				
A National Emergency or Pandemic being declared by the Scottish Government and/or the UK Government will impact the day-to-day operations of Scotland Excel.				
Risk Statement				
A National Emergency or Pandemic may result in: <ul style="list-style-type: none"><li>Impeded ability of Scotland Excel to deliver services to members and stakeholders.</li><li>Reputational damage to Scotland Excel caused by failure to deliver services to and stakeholders.</li><li>Negative impact on health and wellbeing of Scotland Excel employees.</li><li>Failure to offer flexible working arrangements limiting organisational ability to adapt service delivery and operational processes following/during National Emergency or Pandemic.</li><li>Failure to ensure supply chain resilience in case of National Emergency or Pandemic impacting the supply of goods and services through Scotland Excel frameworks impacting organisational reputation, member confidence and customer satisfaction levels.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>Hybrid and ICT working arrangements are flexible allowing easy adaptability in case of National Emergency or Pandemic.</li><li>ICT and Business Continuity Strategy and Plan in development.</li><li>Employee support mechanisms (Occupational Health, Time to Talk, Mental Health First Aiders etc.) remain in place during flexible working scenarios.</li><li>Access to a range of video communication software allows business meetings to take place online and ensures employees living alone or experiencing difficulties can be supported.</li><li>Governance of the organisation can be maintained in line with governing documents.</li><li>Framework nature of managed contracts ensure minimum dependence on single suppliers.</li><li>Adaptability of organisational resources ensures flexibility in the allocation of resources to meet demand and changing priorities. E.g., PPE and Food during Covid pandemic.</li><li>Review of framework contract terms and conditions every 2 years.</li><li>Issuing quarterly Scotland Excel Supply Chain Intelligence Report.</li></ul>				

Redesign of Scottish Public Services				
Reference	SXL0011-23/24			<div>Risk Matrix Position</div> 
Owner	HC			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
5	4	20		
Residual Risk Score				
Likelihood	Impact	Residual		
4	4	16		
Context				
Redesign of public services may adversely impact the ongoing operations, framework delivery and future service development plans of Scotland Excel.				
Risk Statement				
Redesign of Scottish Public Sector services may: <ul style="list-style-type: none"><li>Require Scotland Excel to adapt their current service offering to members.</li><li>Broaden the risk of under-utilisation of Scotland Excel frameworks and services.</li><li>Create conflict between national and local priorities complicating framework development.</li><li>Adversely impact the spend across a broad range of Scotland Excel frameworks.</li><li>Potentially impact the financial viability of Scotland Excel through recalculation of requisition requirements.</li><li>Adversely impact Scotland Excel's position as a centre of excellence for procurement.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>On-going liaison with key organisational stakeholders in relation to public service delivery.</li><li>Participation in key Scottish Government working groups relating to public service redesign.</li><li>Supplier and customer trust and utilisation of existing Scotland Excel frameworks.</li><li>Consultation with key stakeholders in relation to Parliamentary Process and responding to the Call for Views and co-design.</li><li>Development of Scotland Excel Partnership Working Strategy.</li></ul>				



ICT and Cyber Security				
Reference	SXL0012-23/24			<div>Risk Matrix Position</div> 
Owner	SB			
Original Evaluated Risk Score				
Likelihood	Impact	Evaluation	Trend	
5	5	25		
Residual Risk Score				
Likelihood	Impact	Residual		
4	4	16		
Context				
<p>Scotland Excel is fully dependent on ICT to deliver its services to members. There has been an increase in both attempted and successful cyber-attacks across sectors which have been accelerated by socio-economic developments such as the introduction of hybrid working and conflict around the world. The growing threat of cyber-attacks to organisations requires preventative and mitigating cyber security measures to be implemented.</p>				
Risk Statement				
<p>Ineffective cyber security measures may result in:</p> <ul style="list-style-type: none"><li>• System or infrastructure failures impacting on the ability of the organisation to deliver services with resultant impacts on performance.</li><li>• Financial loss to Scotland Excel and its customers.</li><li>• Knock-on threat to the cyber security of member organisations and the public sector.</li><li>• Loss of control of confidential and commercially sensitive data impacting organisational reputation and member confidence</li><li>• Increased costs in relation to cyber security.</li></ul>				
Current Risk Controls				
<ul style="list-style-type: none"><li>• BitLocker encryption is enabled on all Scotland Excel computers.</li><li>• Conditional access policies are applied to limit access to Scotland Excel's cloud-based network via Renfrewshire Council's network, through which Scotland Excel's computers connect to the internet.</li><li>• Mobile Device Management (MDM) is carried out using MS Intune to support secure access and remote wiping of corporate data via personal/corporate mobiles.</li><li>• SPAM filtering is employed on Scotland Excel's MS Exchange server.</li><li>• Email authentication methods (SPF, DKIM) have been enabled to help prevent spam and spoofing.</li><li>• Regular manual back-ups taken of essential cloud-based data i.e., website, SQL databases.</li><li>• Regular cybersecurity training and simulated phishing attacks are carried out using the KnowBe4 Security Awareness Training platform.</li><li>• Cyber Security communications and guidance are regularly communicated to all Scotland Excel staff.</li></ul>				

