

Notice of Meeting and Agenda Executive Sub Committee

Date	Time	Venue
Friday, 15 May 2015	10:45	Room H018, Centre for Executive Education Building (CEE), Glasgow Caledonian University, Cowcaddens Road, Glasgow, G4 0BA,

KENNETH GRAHAM
Head of Corporate Governance

Items of business

During consideration of the following items of business, the meeting will be open to the press and public.

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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| 1 | Minute of Executive Sub Committee
Minute of Meeting of the Executive Sub Committee held on 27 March, 2015. | 5 - 10 |
| 2 | Revenue Budget Monitoring Report to 27 February, 2015
Joint report by the Treasurer and the Director. | 11 - 14 |
| 3 | Update on the 2015-18 Corporate Strategy and Operational Plan
Report by Director. | 15 - 28 |
| 4 | Scotland Excel Year End Report 2014/15
Report by Director. | 29 - 34 |
| 5 | Employee Absence Management Report
Report by Director. | 35 - 38 |
| 6 | Associate Member Report
Report by Director. | 39 - 42 |
| 7 | Contracts for Approval - Care Homes for Adults with Learning Disabilities
Report by Director. | 43 - 60 |

8 Date of Next Meeting

The next meeting will take place on 12 June, 2015 at 10.45am in Glasgow Caledonian University.

**MINUTE OF MEETING OF THE SCOTLAND EXCEL EXECUTIVE SUB-COMMITTEE
HELD AT GLASGOW CALEDONIAN UNIVERSITY ON 27 MARCH, 2015**

PRESENT

I Whyte (City of Edinburgh Council); M McElroy (Glasgow City Council); M Holmes (Renfrewshire Council); and A Westlake (Shetland Islands Council)

Councillor Holmes, Convener, presided.

BY VIDEO LINK

Councillor P Valentine (Angus Council)

APOLOGIES

Councillors N Macdonald (Comhairle nan Eilean Siar); G Dykes (Dumfries and Galloway Council); M Smith (Highland Council); G McLean (North Ayrshire Council); and Provost E Logan (South Lanarkshire Council)

IN ATTENDANCE

J Welsh, Director of Scotland Excel, H Carr, Head of Strategic Procurement; J McLaggan, Business Services Manager; S Blackhall, Senior Information Technology Specialist; Maureen Robertson, Marketing & Communications Manager; T Hand, Senior Procurement Specialist, E Faulds, Interim Support Project Officer (all Scotland Excel); and D Forbes, Finance Manager; E Coventry, Democratic Services Officer; and K Locke, Risk Manager (all Renfrewshire Council).

DECLARATIONS OF INTEREST

The Clerk intimated this was a standard item on the Agenda and asked members to indicate if there were any declarations of interest.

No declarations of interest were expressed.

1. MINUTE OF THE MEETING OF THE EXECUTIVE SUB-COMMITTEE

There was submitted the Minute of the meeting of the Executive Sub-Committee held on 6 March, 2015.

DECIDED: That the Minute be approved.

2. REVENUE BUDGET MONITORING REPORT

There was submitted a Revenue Budget Monitoring report by the Treasurer and Director of Scotland Excel for the period 1 April, 2014 to 27 February, 2015.

DECIDED: That the report be noted.

3. ASSOCIATE MEMBER REPORT

There was submitted a report by the Director which provided details of the review of the fee structure for Associate Members of Scotland Excel and outlined proposals for interim fees for Associate Membership to enable further work on funding options to be developed.

The report indicated that in addition to the 32 Local Authorities who were members of Scotland Excel there were 60 Associate Members of the organisation. Once approved for membership by committee, associates could access the Scotland Excel frameworks and benefit from discounted places on training courses delivered by Scotland Excel. The membership fees for these organisations had not been reviewed for a number of years and as Scotland Excel moved toward the delivery of a new business plan a review of the membership arrangements and fees was prudent. Appendix 1 to the report provided details of the current Associate Members.

Current membership fees were based on a number of factors with a set fee of £150 with additional amounts added from a matrix based upon the number of staff and number of locations that the organisation would require suppliers to service.

The report proposed a three tier structure for associate members. Fees for first tier members would be based on a membership fee plus a percentage of the organisation's annual spend over an agreed figure. As an indication this flexible element of the fee would be in the region of 1 or 2% of spend.

For second tier organisations there would be a minimum fee of £500. However, some flexibility in this fee would be exercised and if there were clear community benefits in waiving the fee this would be considered where appropriate.

The bottom tier would be council "arms length organisations" (ALEOs) who accessed the full range of Scotland Excel contracts and training. There was no fee for Council ALEOs however these organisations will still have to make formal application to become associate members and meet the legal requirements of membership.

Following discussion it was agreed that consideration required to be given to an appeals process, a mechanism for rebates, a review of tier designation when organisations expand and consultation prior to introduction. Accordingly it was agreed that a report should be submitted to the next meeting.

DECIDED:

- a) That the report be noted; and
- b) That a report be submitted to the next meeting providing details of an appeals process, a mechanism for rebates, a mechanism for review of tier designation when organisations expand, and consultation prior to introduction..

4. ASSOCIATE MEMBER APPLICATION – SB CARES

There was submitted a report by the Director of Scotland Excel indicating that a request for associate membership of Scotland Excel had been received from SB Cares. It was noted that SB Cares was an Arms Length External Organisation (ALEO) established by Scottish Borders Council through which it would deliver the Council's statutory duties.

DECIDED: That the SB Cares application to join Scotland Excel as an associate member be approved subject to completion and signing of the SLA.

5. COMMUNICATIONS UPDATE

A presentation was give by the Marketing Manager providing an update on the Scotland Excel communications strategy.

DECIDED: That the update be noted.

6. SUPPLIER EXCELLENCE AWARDS AND DEVELOPMENT EVENT

There was submitted a report by the Director providing details of the Scotland Excel Supplier Excellence Awards and Development Event which would take place on Thursday 11th June at the Glasgow Royal Concert Hall to celebrate good practice, innovation and suppliers who go the extra mile.

DECIDED: That the report be noted.

7. CONTRACT FOR APPROVAL – HEAVY PLANT

There was submitted a report by the Director of Scotland Excel relative to the framework for the purchase of heavy plant covering the period from 1 March 2015 to 28 February 2018 with an option to extend for up to 1 year to 28 February 2019. The framework covers a range of vehicles and machinery purchased by Councils for operational purposes.

The report indicated that the framework was split into seven lots designed to attract as many companies as possible which supply heavy plant to Councils and to allow tenderers to bid for specific lots.

The forecast annual spend for participating councils was £10.3m per annum equating to £41.2m over the term of the framework including the extension period.

To date 31 Councils and Tayside Contracts had confirmed participation in this framework. East Ayrshire Council is currently carrying out its own tender exercise and will not participate.

DECIDED: That the business be awarded as follows:

Lot 1 – Excavators

Scot JCB Ltd
Hamilton Bros Engineering Ltd
Caledonian Plant
Liebherr Great Britain Ltd
Lloyd Ltd

Lot 2 - Pedestrian Operated Rollers/Compactors/Sprayers/Rammers

Hamilton Bros Engineering Ltd
Scot JCB Ltd
Caledonian Plant
Bomag GB Ltd

Lot 3 – Ride-on Rollers

Scot JCB Ltd
Caledonian Plant
Bomag GB Ltd

Lot 4 – Towed Compressors/Asphalt Mixer

Scot JCB Ltd

Lot 5 – Compressors/Generators/Pumps

Hamilton Bros Engineering Ltd
Scot JCB Ltd
Caledonian Plant

Lot 6 – Forklifts/Telehandlers

Scot JCB Ltd
Terberg Matec UK Ltd
Lloyd Ltd
Liebherr Great Britain Ltd

Lot 7 - Trailers

Hamilton Bros Engineering Ltd
Lloyd Ltd

8. PROFESSIONAL INDEMNITY COVER

There was submitted a report by the Clerk relative to renewal OF Scotland Excel's professional indemnity cover.

On 20 June 2014, the Clerk submitted at paper to the Scotland Excel Joint Committee that set out insurance options for professional indemnity insurance to cover the risk of claims relating to Scotland Excel's procurement functions. The Joint Committee agreed that cover of £10 million should be put in place with a deductible of £50,000. The cover was arranged and has been in place from 1 July 2014, expiring on 31 March 2015.

The report outlined the position with regards to renewing Scotland Excel's professional indemnity cover.

DECIDED:

- a) That it be agreed that cover be renewed on existing terms with effect from 1 April 2015, at an annual premium cost of £63,600; and
- b) That delegated authority be granted to the Director of Scotland Excel to put this cover in place on an annual basis subject to the cover continuing to provide best value, and in consultation with Renfrewshire Council's insurance brokers and advisors, provided there is no significant increase (i.e. a maximum premium of £100,000) in the risks covered or the value of the cover.

9. DATE OF NEXT MEETING

The next meeting would be held on 15 May, 2015.

EXCLUSION OF PRESS AND PUBLIC

The Board resolved that the press and public be excluded from the meeting during consideration of the following item of business as it was likely, in view of the nature of the business to be transacted that if members of the press and public were present there would be disclosure to them of confidential information as defined in Section 50A (2) of the Local Government (Scotland) Act 1973.

10. SECURE CARE VARIATION REPORT

There was submitted a report by the Director of Scotland Excel relative to the increase in weekly fees for secure care places spread across four dedicated secure units.

Following approval by the Scotland Excel Sub Committee on 10 May 2013, Scotland Excel established four national contracts for 78 secure care beds. The contracts, which came into force on 1 July 2013, were awarded to the four independent providers of secure care in Scotland.

The contract operates until 31 March 2016, with an opportunity to extend by up to one further year to 31 March 2017. The contract allows for an annual application for fee reviews. All four providers could provide services to all 32 councils and the Scottish Government.

From 1 April 2015, all four providers have requested fee increases, ranging from 1.5% to 6.1%. The report detailed the proposed increased fees for each of the providers which would remain fixed to 31 March 2016.

DECIDED: That the proposed price increases be accepted.

SCOTLAND EXCEL

To: Scotland Excel Executive Sub Committee

On: 15 May 2015

Report by: Joint Report by the Treasurer and the Director

Heading: Revenue Budget Monitoring Report to 27 February 2015

1. Summary

- 1.1 Gross expenditure is £24,000 over budget and income is currently £178,000 over recovered which results in a net underspend of £154,000 for Scotland Excel. This is summarised in point 4:
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2 Recommendations

- 2.1 It is recommended that members consider the report.
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3 Budget Adjustments Since Last Report

- 3.1 There have been no budget adjustments since the last report.
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4 Budget Performance

- | | | |
|-----|----------------------------|--------------------------------|
| 4.1 | Current Position | Net Underspend £154,000 |
| | <i>Previously Reported</i> | <i>Net Underspend £154,000</i> |

The variance in expenditure is primarily due to an underspend in Employee Costs and Supplies & Services offset by an overspend in Administrative Costs.

The underspend in Employee Costs is mainly related to 4 vacancies within procurement roles. A recruitment process has filled 3 of these posts with the staff in place at the start of March. This is partially offset by a one off cost for voluntary redundancy and agency fees for additional temporary staff. Additional Employee and Travel Costs in relation to the procurement reform team are offset by additional income.

The underspend in Supplies and Services is due to delays in the planned expenditure on IT development.

The overspend in Administration Costs is mainly due to legal fees incurred following a recent challenge over a tendering contract, the majority of these costs are expected to be recovered on conclusion of the legal process which should occur during 2015-16. Additional recruitment costs related to the filling of vacancies have also contributed to the overspend.

Training courses delivered by Scotland Excel have resulted in the overspend within Payments to Other Bodies. These are fully recharged back to delegates and offset by additional income.

The over recovery of Other Income relates to the recoverable Employee Costs and Training Costs discussed above.

4.2 Projected Year End Position

The projected year end position shows a draw down from reserves of £379,000 which is £77,600 less than the approved draw down primarily associated with the vacancies discussed in 4.1. This includes a projected draw on reserves of £100,696 in respect of VR/VER costs as discussed in the 2015-16 Revenue Estimates report approved by the Joint Committee on the 5 December 2014.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/15
1st April 2014 to 27th February 2015

JOINT COMMITTEE - SCOTLAND EXCEL

Description (1)	£000's	Agreed Annual Budget (2)	Year to Date Budget (3)	Year to Date Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance	
							£000's	%
Employee Costs	2,721	2,418	2,360	0	2,360	58	2.4%	underspend
Property Costs	178	176	176	0	176	0	0.0%	break-even
Supplies & Services	183	127	94	0	94	33	26.0%	underspend
Contractors and Others	247	218	217	0	217	1	0.5%	underspend
Administration Costs	308	59	90	0	90	(31)	-52.5%	overspend
Payments to Other Bodies	33	19	104	0	104	(85)	-447.4%	overspend
GROSS EXPENDITURE	3,670	3,017	3,041	0	3,041	(24)	-0.8%	overspend
Contributions from Local Authorities	(3,184)	(3,184)	(3,184)	0	(3,184)	0	0.0%	break-even
Other Income	(30)	(30)	(183)	(25)	(208)	178	593.3%	over-recovery
INCOME	(3,214)	(3,214)	(3,367)	(25)	(3,392)	178	5.5%	over-recovery
TRANSFER (TO)/FROM RESERVES	456	(197)	(326)	(25)	(351)	154	78.2%	underspend

	Agreed Annual Budget	Year to Date Budget	Year to Date Actual	Adjustments	Revised Actual
CORE OPERATIONS EXPENDITURE	3,265	2,694	2,727	0	2,727
NON-CORE OPERATIONS EXPENDITURE	405	323	314	0	314
TOTAL GROSS EXPENDITURE	3,670	3,017	3,041	0	3,041

Budgeted Deficit	£000's	456	Opening Reserves	£000's	(1,135)
Anticipated Year End Deficit		379	Anticipated Closing Reserves		(756)

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Scotland Excel Executive Sub-Committee

To: Executive Sub-Committee

On: 15 May 2015

Report by Director

Update on the 2015-18 Corporate Strategy and Operational Plan

1. Introduction

Scotland Excel is developing a new three year corporate strategy to underpin the next phase of growth for the organisation, and ensure its long term sustainability as a successful local government shared service. This report provides a summary of the proposed strategic direction for the organisation, and includes an overview of the key operational activities that will be undertaken to deliver the strategy.

2. Strategy Map

The strategy has been designed to meet current and future requirements of local authorities identified through extensive stakeholder engagement, consultation and research. New vision and mission statements have guided the development of strategy, and staff have agreed core values to strengthen our organisational culture and support the delivery of our plans.

The strategy is based around 12 objectives aligned to four business goals:

- Supporting the delivery of better and more effective public services
- Being sustainable in everything we do
- Placing customers at the heart of our business
- Becoming the partner of choice for delivering shared services

The strategic objectives have been designed to deliver eight key outcomes which will be used to review and benchmark performance. A copy of the strategy map is included in this report, and a first draft of the full strategy document is close to completion.

3. Operating Plan

A rolling annual operating plan has been developed to record the high level activities and commitments that will be delivered to achieve each of our four goals. This plan will be used to set detailed annual performance objectives and targets for the organisation and employees. Progress will be reported to governance bodies on a quarterly basis.

The operating plan will be reviewed and updated each year to ensure that activities remain closely aligned with the goals of the three year strategy, and to respond to changes in the external environment. A draft of the high level activities and commitments in the first year operating plan is included in this report.

4. Summary

The Executive Sub-Committee is asked to note the progress being made towards the development of a new corporate strategy and operational plan. A full version of each of these documents will be presented to the Joint Committee for approval on 12 June 2015.

Strategy Map

Vision

To be the shared service partner of choice for the Local Government sector

Mission

To deliver **effective** and **customer-orientated** shared services which support **collaborative, innovative** and **sustainable** public services, add **measurable value** for our customers, and bring **tangible benefits** for local communities and service users.

Values

Professional • Courageous • Respectful • Integrity

Outcomes

Our services support the effective and efficient delivery of public services	Our services support the implementation of national and local policy priorities	Our customers receive relevant communication and support	Our people, policies, processes and technology optimise our value
Our expertise supports continuous improvement in our sector's procurement performance	Our services help to deliver positive and sustainable outcomes for communities and service users	Our reputation demonstrates the value of collaboration	Our customers are satisfied with our services and achieve a measurable return on their investment

Goals

<p>1: Supporting the delivery of better and more effective public services</p> <p>Strategic objectives:</p> <p>1.1 Deliver a range of collaborative procurement and supplier development services which support customers at a strategic and operational level</p> <p>1.2 Deliver a range of shared services which support customers in the development of their professional, organisational and commercial capability</p> <p>1.3 Deliver a range of new shared services which support the effectiveness and efficiency of customer</p>	<p>2: Being sustainable in everything we do</p> <p>Strategic objectives:</p> <p>2.1 Work with stakeholders to develop procurement strategies which support the delivery of national and local policy priorities</p> <p>2.2 Deliver positive and measurable social, economic and environmental impact to local communities</p> <p>2.3 Lead and support customers in the development and implementation of best practice in sustainable procurement</p>	<p>3: Placing customers at the heart of our business</p> <p>Strategic objectives:</p> <p>3.1 Work with customers to develop and implement bespoke plans for maximising the value of our services</p> <p>3.2 Develop robust communications strategies which support customer engagement and position Scotland Excel and its customers as leaders in public procurement /shared services</p> <p>3.3 Represent the views and needs of customers in the wider stakeholder</p>	<p>4: Becoming the partner of choice for delivering shared services</p> <p>Strategic objectives:</p> <p>4.1 Implement organisational development policies which support a highly skilled, motivated and engaged workforce</p> <p>4.2 Implement best practice processes and technology which support the efficient and effectively delivery of services to customers</p> <p>4.3 Implement robust strategies, governance, risk management and funding models which demonstrate a measurable return on investment to customers and secure</p>
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operations		environment	Scotland Excel's future
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Goa1 1: Supporting the delivery of better and more effective public services

Strategic objectives	
1.1	Deliver a range of collaborative procurement and supplier development services which support customers at a strategic and operational level
1.2	Deliver a range of shared services which support customers in the development of their professional, organisational and commercial capability
1.3	Deliver a range of new shared services which support the effectiveness and efficiency of customer operations
Activity	Commitment
(a) Develop and implement a contract plan aligned to the strategic priorities of member authorities	<ul style="list-style-type: none"> Deliver a rolling schedule of new contract opportunities identified and agreed with local authority stakeholders Ensure renewed contracts continue to focus on current strategic priorities Develop and implement a flexible workforce model that allows the pursuit of emerging opportunities to expand the contract portfolio
(b) Develop and implement a strategy and plan for the delivery of contract and supplier management	<ul style="list-style-type: none"> Review and enhance Scotland Excel's contract and supplier management (CSM) methodology to provide more detailed intelligence on contract and supplier performance Develop and deliver enhancements to the technology which supports CSM to enhance reporting capabilities and improve efficiency Deliver a rolling CSM survey and reporting schedule, aligned to the spend patterns and priority level of each contract, to measure contract and supplier performance
(c) Develop and implement a strategy and plan for improving supplier performance	<ul style="list-style-type: none"> Deliver an integrated programme of supplier development activity as part of Scotland Excel's CSM model Deliver the 2016 Scotland Excel Supplier Excellence Awards and development event Identify and work with key suppliers within each category to explore the potential for developing long term partnerships which add value to the solutions they provide to councils
(d) Manage the rollout of a new national procurement capability assessment to the local government sector	<ul style="list-style-type: none"> Develop and deliver an engagement programme to ensure that all local authorities are aware of, understand and are prepared for the new assessments Identify and train a pool of Scotland Excel assessors to undertake the new assessments Complete assessments for all 32 local authorities by May 2016

<p>(e) Develop and implement a programme to lead and support the development of procurement and commercial capability</p>	<ul style="list-style-type: none"> • Develop and implement a sustainable funding and resourcing model to support the ongoing delivery of procurement capability and change services to the sector, considering the use of external partners where appropriate • Develop and deliver a programme of procurement capability and change services, providing customers with a clear menu of inclusive and chargeable services • Deliver an annual conference which supports change and capability within the sector
<p>(f) Develop and implement a 'procurement academy' to support professional capability and encourage new entrants to public procurement</p>	<ul style="list-style-type: none"> • Develop and implement a strategy and model for the delivery of sector training needs, partnering with educational and professional institutes to deliver national/professional qualifications • Develop and implement a strategy to encourage and support new entrants to public procurement, including graduate trainees and modern apprentices • Develop and implement eLearning capability for the delivery of training, considering the use of external partners where appropriate
<p>(g) Develop and implement a shared service offering for councils which meets their requirements in a changing public sector landscape</p>	<ul style="list-style-type: none"> • Develop and implement a strategy for delivering additional shared services, aligned to customer needs, ensuring that each new service has a clear value proposition and can be delivered effectively and sustainably by Scotland Excel • Develop plans for reinvesting new streams of funding arising from the development of additional services to support the continuous growth of the organisation and infrastructure

Goa1 2: Being sustainable in everything we do

Strategic objectives	
2.1	Work with stakeholders to develop procurement strategies which support the delivery of national and local policy priorities
2.2	Deliver positive and measurable social, economic and environmental impact to local communities
2.3	Lead and support customers in the development and implementation of best practice in sustainable procurement
Activity	Commitment
(a) Develop and implement strategies for responding to procurement and/or public sector legislation	<ul style="list-style-type: none"> Develop and implement plans and policies to support Scotland Excel and our customers in meeting duties arising from the introduction of new procurement legislation, and supports customers in their Develop and implement plans to mitigate risks and/or secure opportunities arising from the local planning aspects of the Community Empowerment Bill Develop and implement plans to mitigate risks and/or secure opportunities arising from the Public Bodies (Joint Working Act (health and social care integration) Continue to support councils with meeting their duties arising from the Waste (Scotland) Regulations through the development and delivery of waste services frameworks
(b) Ensure Scotland Excel's collaborative frameworks support local and national government policy priorities	<ul style="list-style-type: none"> Develop and implement guidance for including employment and workforce matters in collaborative tenders, (e.g. Living Wage, zero hours contracts) Shape markets to increase payment of the Living Wage across the Scotland Excel contract portfolio Identify and create guidance for other policy areas that can be supported through collaborative tenders, (e.g. Fair Trade, organic produce) Continue to develop social care frameworks around national outcomes, (e.g. GIRFEC, Keys of Life) Develop and implement plans to mitigate risks and/or secure opportunities arising from the Construction Review
(c) Ensure Scotland Excel's collaborative frameworks support positive local economic outcomes	<ul style="list-style-type: none"> Develop and implement a plan to support participation by local companies in collaborative tenders, providing regular reports to councils on the economic impact delivered for their area Continue to incorporate community benefits in collaborative tenders to support employment, training and social inclusion at a local level Continue to develop Scotland Excel's community benefits tracking system and provide regular reports to local authorities on the impact in their local area

<p>(d) Ensure Scotland Excel's collaborative frameworks support local government environmental duties and policies</p>	<ul style="list-style-type: none"> • Continue to implement Scotland Excel's waste procurement strategy to support local authority compliance with climate change targets and efforts to recover value from waste. • Develop and implement guidance for assessing and mitigating the environmental impact of collaborative contracts
<p>(e) Champion the development and dissemination of best practice in sustainable procurement</p>	<ul style="list-style-type: none"> • Develop and implement plans to support local authorities with meeting their sustainability duties arising from the introduction of new procurement legislation • Continue to work with partners to develop, deliver and promote tools and guidance which support sustainable procurement practices, (e.g. Flexible Framework) • Develop and implement a process for monitoring, reviewing and reporting on macro-environmental factors affecting public procurement, sharing intelligence and guidance with local authorities

Goa1 3: Placing customers at the heart of our business

Strategic objectives	
3.1	Work with customers to develop and implement bespoke plans for maximising the value of our services
3.2	Develop robust communications strategies which support customer engagement and position Scotland Excel and its customers as leaders in public procurement / shared services
3.3	Represent the views and needs of customers in the wider stakeholder environment

Activity	Commitment
(a) Develop and implement a portfolio of account management services that meet the collective and individual needs of local authority customers	<ul style="list-style-type: none"> • Deliver a rolling programme of account management meetings, information and services in line with plans agreed and reviewed annually with each local authority • Identify, initiate and support engagement opportunities within local authorities to facilitate awareness, understanding and uptake of Scotland Excel services across council departments • Gather, analyse and report on customer intelligence to support Scotland Excel's business decisions and ensure services remain in line with customer requirements
(b) Develop and implement plans, processes and systems that support the delivery of a first class customer experience across all of our services	<ul style="list-style-type: none"> • Develop and implement customer service principles for all aspects of our services, ensuring that they are embodied by all Scotland Excel staff • Specify and deliver a system/process for managing customer information/preferences, ensuring that all stakeholders receive relevant and timely communication/contact appropriate to their needs • Specify and deliver an online platform for managing collaboration with customers, increasing their visibility of all contract activities, facilitating interaction and enabling self-service • Specify and deliver a system/process for managing customer complaints, including regular analysis of data to identify common issues and eliminate root causes of dissatisfaction • Monitor customer feedback and satisfaction levels, identifying and responding to opportunities for improvement
(c) Develop and implement a corporate communications strategy that enhances and protects Scotland Excel's corporate reputation	<ul style="list-style-type: none"> • Deliver a rolling programme of campaigns, events and activities which market Scotland Excel's services and promote the impact of our work to a wide range of stakeholders • Maintain and enhance Scotland Excel's website as the primary source of accurate and up-to-date corporate news and information • Identify, monitor and manage all communications risks arising from Scotland Excel's collaborative contracts and/or other business activities

<p>(d) Develop and implement a model for associate members which delivers clear business and financial benefits to Scotland Excel and the membership base</p>	<ul style="list-style-type: none"> • Review the existing associate member model to segment the customer base and identify cost/value streams • Develop and market a segmented membership offering for existing associate members, with clear costs, benefits and transparency around contract usage • Develop and implement a strategy to identify and secure new associate members to increase contract spend, achieve better pricing/benefits for all members, and generate funding for reinvestment in Scotland Excel
<p>(e) Develop and implement a programme for engaging with the wider public sector to ensure Scotland Excel has the right partnerships in place to support the needs of its customers</p>	<ul style="list-style-type: none"> • Establish appropriate local authority forums to share information, reach consensus on sector views and secure a mandate to lead/influence on behalf of the sector where appropriate • Represent and champion the views and requirements of the sector within the Public Procurement Reform Programme, and strengthen positive working partnerships with other Centres of Procurement Expertise • Develop and maintain relationships with key national/local bodies or groups that can influence public policy, (e.g. COSLA, Improvement Service, CCPS, FSB, Chambers of Commerce) • Develop relationships and build influence with key partners and representative bodies for public service areas supported by collaborative procurement, (e.g. SFT, SCOTS, ADSW, Zero Waste Scotland)

Goa1 4: Becoming the partner of choice for delivering shared services

Strategic objectives	
4.1	Implement organisational development policies which support a highly skilled, motivated and engaged workforce
4.2	Implement best practice processes and technology which support the efficient and effectively delivery of services to customers
4.3	Implement robust strategies, governance, risk management and funding models which demonstrate a measurable return on investment and secure Scotland Excel's future

Activity	Commitment
(a) Develop and implement a strategy to support staff recruitment, retention, development, performance and engagement	<ul style="list-style-type: none"> Develop and implement rolling workforce forecasts and plans to ensure that Scotland Excel always has the right mix of people and skills to deliver its corporate strategy and operational plans Develop and implement a recruitment management strategy, including the implementation of a new careers microsite and effective candidate management processes Develop and implement an employee performance management policy and process which ensures that all job descriptions, competencies and behaviours are clearly aligned with Scotland Excel's vision, mission, values and plans Develop and implement employee development plans which are clearly aligned to identified corporate and personal training needs, offer a route to career progression, support staff retention and ensure effective succession planning Develop and implement an employee engagement and reward strategy to support staff motivation, retention, communication and wellbeing
(b) Develop and implement programmes to support the continuous improvement of business performance, systems and processes	<ul style="list-style-type: none"> Manage Scotland Excel's transformation programme to support the delivery of the 2015-18 corporate strategy and operational plans Develop and implement a programme of ICT and systems development to support the delivery of business activities identified in the 2015-18 corporate strategy, operational plans and the transformation programme Establish an information and communications infrastructure to support organisational flexibility and growth, and provide efficient and effective support for all technologies utilised Create a quality assurance forum and develop a rolling plan for reviewing and evaluating key business processes Continue to build relationships with academic, business and professional partners which support the development and sharing of innovation and best practice Retain Investors in People (IIP) and Chartered Institute of Purchase and Supply (CIPS) accreditation, and seek accreditation for other areas of the business as appropriate

<p>(c) Ensure that Scotland Excel delivers its plans through effective governance, risk management and policies</p>	<ul style="list-style-type: none"> • Review and update Scotland Excel's governance model to ensure that it provides the optimum level of oversight of the organisation's performance and business activities • Review and report on identified corporate and contract risks in line with Scotland Excel's risk management methodology and plan • Develop and implement a rolling plan for reviewing Scotland Excel's corporate policies to ensure they provide an appropriate and supportive framework for business activities and performance • Review Scotland Excel's performance monitoring and reporting procedures to facilitate the provision of regular reports on all aspects of business performance
<p>(d) Develop and implement a strategy for gathering, analysing and distributing business intelligence within Scotland Excel and across the sector</p>	<ul style="list-style-type: none"> • Complete a review of all internal and external data, information and intelligence sources used to make business decisions and/or support services to customers • Develop a plan for managing data, information and intelligence across the organisation, ensuring that all staff have access to the knowledge they require to deliver their goals • Develop a proposal for offering a business intelligence service to local authority customers, ensuring it has a clear value proposition and can be delivered effectively and sustainably by Scotland Excel
<p>(e) Develop and implement a clear, transparent and sustainable funding and delivery model for Scotland Excel</p>	<ul style="list-style-type: none"> • Develop and implement a transparent funding model, based around core and chargeable services, to finance the organisation between 2015 and 2018 • Review Scotland Excel's business delivery model, ensuring that all fixed and operational costs return optimal efficiency and value for money • Develop and implement a model for securing and managing rebates from collaborative contracts on behalf of councils to support reinvestment in Scotland Excel's future growth • Complete ongoing reviews of the funding and business delivery models, incorporating costs and revenues from the launch of new shared services as appropriate

Measuring performance






To ensure that we are meeting our goals and objectives, and delivering the desired outcomes from our corporate strategy, we will use a range of indicators and measures to monitor our performance and report our progress. Specific KPIs and/or targets to ensure the delivery of our activities and commitments will be set within project, team and individual performance plans.

Outcome	Indicators of success
Our services support the effective and efficient delivery of public services	<ul style="list-style-type: none"> • Spend and savings statistics • Contract and supplier management scorecards • Contract development timeframes • Council contract participation rates • Innovation case studies
Our expertise supports continuous improvement in procurement performance	<ul style="list-style-type: none"> • Procurement capability scores • Learning and development participation statistics
Our services support the implementation of national and local policy priorities	<ul style="list-style-type: none"> • Contract performance statistics • Community benefits case studies • Stakeholder feedback
Our services help to deliver positive and sustainable outcomes for communities and service users	<ul style="list-style-type: none"> • Community benefits case studies • Local economic impact statistics • SME participation in collaborative frameworks
Our customers receive relevant communication and support	<ul style="list-style-type: none"> • Account management coverage • Customer satisfaction survey results • Web usage statistics
Our reputation demonstrates the value of collaboration	<ul style="list-style-type: none"> • Media articles published • Invitations to speak at events and conferences • Web usage statistics
Our people, policies, processes and technology optimise our value	<ul style="list-style-type: none"> • Skills and qualifications of staff • Staff engagement survey results • ICT/process efficiencies • Customer satisfaction survey results • Professional accreditations
Our customers are satisfied with our services and achieve a measurable return on their investment	<ul style="list-style-type: none"> • Customer satisfaction survey results • Spend and savings statistics • Local economic impact statistics






Scotland Excel Year End Report 2014-15

Performance against business plan 01 April 2014 – 31 March 2015





Best value - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
a. Deliver the contract delivery programme on time and secure savings in line with agreed predictions.	<ul style="list-style-type: none"> • 16 new contracts • 7 extensions • 11 renewals 		<ul style="list-style-type: none"> • 8 new contracts (8 carried forward into the 2015-16 financial year) • 8 extensions • 11 renewals
b. Increase the total advertised annual value of contracts on the portfolio from the 2013-14 total of £410M per annum.	<ul style="list-style-type: none"> • £750M p.a 		<ul style="list-style-type: none"> • The annual value of the portfolio at year end is £648m.
c. Achieve range of savings between 2% and 7% against the delivery programme	<ul style="list-style-type: none"> • Average 5% over the contact portfolio for the year 		<ul style="list-style-type: none"> • The average savings from contracts awarded this financial year was 7.6%. Average savings from all contracts awarded since the start of the 3 year business plan is 5.7%.
d. Increase the average % of actual council spend v estimated council spend from the 2013-14 level of 81% to enable a move towards commitment styled contracts to be considered	<ul style="list-style-type: none"> • 85% 		<ul style="list-style-type: none"> • The average percentage of actual council spend is currently 83% based on the latest available spend figures (Q3).
e. Increase the number of contracts managed as “category 1” contracts from the 2013-14 total of 24 to ensure that maximum value and quality is delivered through the life of the contract	<ul style="list-style-type: none"> • 25 actively managed contracts • Annual review and improvement of CSM methodology, systems and outputs 		<ul style="list-style-type: none"> • The number of contracts managed through the contract and supplier management (CSM) programme remained at 24 this year, pending a review of the contract priority segmentation model. • Plans for improving CSM methodology, system and reporting have been developed and will be implemented in 2015-16.




Procurement capability - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Complete the annual round of Procurement Capability Assessments (PCAs) with all relevant councils, develop and deliver a reform programme to meet their needs and help them meet the targets set out in the PPRB Delivery Plan</p>	<ul style="list-style-type: none"> 2014 PCAs completed average sector score improved in line with PPRB targets Procurement Improvement Programme agreed and delivered National PCA regime review (AR15 project) supported 		<ul style="list-style-type: none"> 25 PCA meetings completed with participating local authorities. The average sector score rose from 56% to 62%. The sector now has 4 organisations at Superior, 25 at Improved and 3 at the Conformance level of performance. Resource constraints within the reform team limited the number of Procurement Improvement Programme initiatives that could be delivered this year. However, the Annual Event for local authority procurement teams took place in Clydebank on 31 March and 01 April 2015 to enable sharing of best practice in procurement. Over 80 delegates attended each day. Scotland Excel continued to work with national partners to develop a new PCA regime which will be rolled out to the local government sector in 2016.
<p>b. Deliver the external Learning and Development strategy set out in Appendix 3 of the 3 year business plan</p>	<ul style="list-style-type: none"> Implement the Learning and Development Strategy – Phase3 		<ul style="list-style-type: none"> External learning and development programmes were delivered in line with plans. A total of 824 delegates attended 73 courses over the course of the financial year.
<p>c. Report on future of reform activities completed including funding</p>	<ul style="list-style-type: none"> Report, resourcing and funding model completed 		<ul style="list-style-type: none"> A new funding model, based around core and additional service options, is being developed as part of the Scotland Excel transformation programme.
<p>d. Retain Chartered Institute of Purchasing and Supply (CIPS) accreditation award for excellence in policies and procedures.</p>	<ul style="list-style-type: none"> CIPs accreditation retained 		<ul style="list-style-type: none"> Scotland Excel retained CIPS Corporate Certification Standard for their purchasing policies, processes and procedures in October 2014.
<p>e. Further to the Scottish Government's pilot PCA for Centres of Procurement Expertise (CoEs) undertaken in 2012, prepare for the next assessment in 2015</p>	<ul style="list-style-type: none"> Benchmarking with other CoEs completed 		<ul style="list-style-type: none"> A benchmarking exercise planned for Q4 was cancelled to free up resources to focus on Scotland Excel's transformation project.





Stakeholder engagement - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Develop an appropriate and targeted corporate communications strategy to reflect the 3 year strategic goals</p>	<ul style="list-style-type: none"> Annual schedule of communications activity planned Communications strategy developed to support 2015-18 business plan 		<ul style="list-style-type: none"> Resource constraints limited communications activity in 2014. An interim schedule of activity for the six months of 2015 has generated 10 media stories. A new corporate newsletter and website are also close to completion. The new 3 year corporate strategy will be completed in June 2015. A communications strategy to support this will be developed once approved.
<p>b. Provide appropriate support to customers to help them optimise the benefits they receive as members of Scotland Excel</p>	<ul style="list-style-type: none"> Stakeholder engagement embedded to manage and improve customer experience 		<ul style="list-style-type: none"> A project to improve stakeholder engagement is underway as part of Scotland Excel's transformation programme.
<p>c. Complete a customer survey to measure satisfaction with services delivered.</p>	<ul style="list-style-type: none"> Carry out follow up survey 		<ul style="list-style-type: none"> In-depth focus group research was completed in August 2014 to provide further insight into the findings of the 2013 customer satisfaction survey. The results have been used to inform the stakeholder engagement transformation project.
<p>d. Annual report on activities produced and distributed to key stakeholders</p>	<ul style="list-style-type: none"> Annual report produced by June. 		<ul style="list-style-type: none"> The 2013-14 annual report is available for download from the Scotland Excel website. The 2014-15 report will be published in the summer of 2015.

Corporate social responsibility - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Further to attaining level 4 of the Flexible Framework (FF) continue to follow best practice and consider achieving level 5</p>	<ul style="list-style-type: none"> Pilot Level 5 of the revised Flexible Framework 		<ul style="list-style-type: none"> Scotland Excel has continued to maintain Level 4 standards in sustainable procurement during 2014-15. The Scottish Government has not yet released the revised version of this framework.
<p>b. Continue to engage with supplier organisations, including third sector and SMEs, to encourage and monitor participation in Scotland Excel tender opportunities</p>	<ul style="list-style-type: none"> Supplier development strategy established Host or attend up to 6 supplier development events, including at least 1 regional Produce six month reports on supplier demographics 		<ul style="list-style-type: none"> A supplier development strategy will be developed as part of the new three year corporate strategy, and will include an annual supplier recognition awards and development event. The first event is being held in Glasgow in June 2015. Scotland Excel attended 8 Meet the Buyer events and hosted 9 pre-tender events for suppliers during 2014-15. Procurement teams also held one-to-one pre-tender meetings with suppliers throughout the year. As of 31 March 2015, SMEs accounted for 68.5% of framework suppliers and 43.5% of spend.
<p>c. Embed Community Benefits clauses in contract development process and publish successes</p>	<ul style="list-style-type: none"> Measure percentage of contracts with Community Benefit clauses 		<ul style="list-style-type: none"> Community benefits clauses were incorporated into 27 contracts by the end of March 2015, (60% of the portfolio). A new system to track the impact of community benefits has been developed. Quarterly reports will be submitted to elected members from June 2015.

Organisational development - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
a. Further to retaining "Investors in People" status continue with business Improvement plans	<ul style="list-style-type: none"> Continuous improvement plans delivered in line with IIP recommendations 		<ul style="list-style-type: none"> Continuous improvement plans have been incorporated into Scotland Excel's organisational development transformation project.
b. Reduce and maintain sickness absence at below 4%	<ul style="list-style-type: none"> 3.9% 		<ul style="list-style-type: none"> The annual absence rate was 1.2% in 2014-15.
c. Improve organisational development (OD) and improving employee engagement	<ul style="list-style-type: none"> Review Scotland Excel's vision, values and culture Organisational development plans completed Employee engagement plans delivered 		<ul style="list-style-type: none"> Scotland Excel's vision, values and culture have been reviewed as part of the development of the new three year strategy. An organisational development strategy will be produced as part of the transformation programme. Scotland Excel continued to support initiatives developed by the Staff Engagement Group during 2014-15. The results of the biannual staff surveys showed average scores of around 7 out of 10 across all five engagement measures.
d. Improve employee development through more effective use of cross functional working, enhanced leadership and development of people skills	<ul style="list-style-type: none"> Employee development plans implemented 		<ul style="list-style-type: none"> Staff development progressed in line with agreed plans and included a mix of formal and informal training. Development of graduate trainees and graduate interns has continued through work placements and allocated projects. Development of modern apprentices has continued through work experience required for SVQs.

Report Key	
R	Target not achieved by end of financial year
A	Target partially achieved by the end of financial year
G	Target fully achieved by the end of the financial year

Scotland Excel Executive Sub Committee

To: Executive Sub-Committee

On: 15 May 2015

Report by Director

Employee Absence Management Report

1. Introduction and purpose of the report

In response to the Renfrewshire Council Internal Audit team recommendation, the Joint Committee has requested that a report on organisational sickness absence be submitted on a quarterly basis highlighting the absence rate in the organisation. The absence rate is also a key performance indicator within the business plan section on organisational development and as such is monitored closely.

2. Scotland Excel Absence Management Target

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

3. Overview of Attendance

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

- Breakdown of current month, last six months and last 12 months absence figures
- Illustration of 12 months in days
- Illustration of last 12 months in percentages and full-time equivalent (FTE)

The report tabled today includes the latest absence details for period January to March 2015. It can be seen from the graph in Appendix 1 that after a significant high in April 2014 of 4.4% from May 2014 to March 2015 there has been a consistently low level of absence around 1%. The reduction in absences reflects the organisational practice in supporting employees and making early referrals to occupational health support.

The reduction over the last quarter brings the absence rates for:

- previous 1 month to 1.4% (18.5 days/ 0.84 FTE)
- previous 6 months to 1.1% (79.5 days/ 0.61 FTE)
- previous 12 month period to 1.2% (160 days/ 0.62 FTE)

Scotland Excel will continue its positive practices, including working with Occupational Health and other support services, to support attendance and in particular to support the members of staff who have significant health issues and will work with commitment to maintain the absence rate to below the 4% target.

4. Recommendation

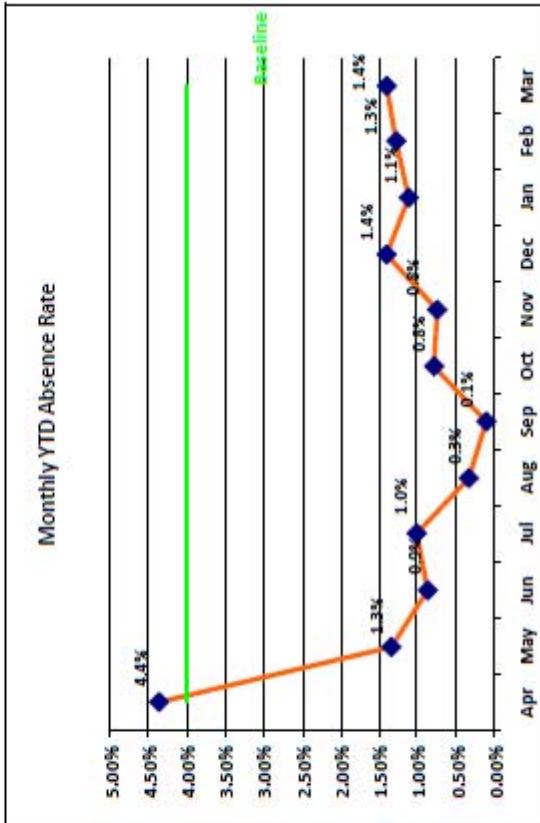
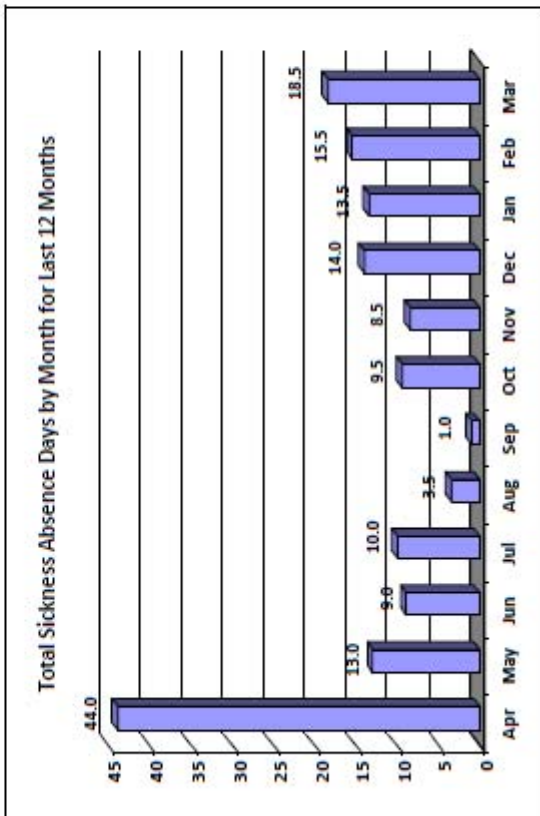
The Executive Sub Committee is requested to note the contents of the report.

Absence Report

Organisation Level

Month Ending: 31 March 2015

Current Month				Last 6 Months				Last 12 Months				
Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Self Certified Sick	Doctor Certified Sick	Total Sick Leave	Sickness Absence Rate	Special Leave
16.5	2	18.5	1.4%	0	74.5	5	1.1%	104	56	160	1.2%	31.5
Total: 16.5 2 18.5 1.4% 0				Total: 74.5 5 79.5 1.1% 13				Total: 104 56 160 1.2% 31.5				
No of Employees (Permanent and Temporary): 71 No of Leavers included: 2				Average no of Sickness Absence Days per Employee: 2.3								



Scotland Excel Executive Sub Committee

To: Executive Sub Committee

On: 15 May 2015

Report by Director

Associate Member Report

1 Introduction

Following the report submitted to committee in April members requested more detail on the proposals to change the charges for Associate Membership of Scotland Excel. This report provides more detail on the proposed changes to the fee structure for Associate Membership for committee to consider.

2 Background

Scotland Excel's current 60 Associate Member organisations are a mix of community, church and charitable organisations together with a number of local authority "arms length organisations".

The fee income of these groups was circa £26,000 in 2014-15 with the average membership fee being £413

3 Current Position

As Scotland excel's contract portfolio has grown analysis of spend confirms associate members are accessing more contracts. The result is that associates are now gaining significant savings and benefits from their membership and the fees paid do not reflect this.

4 Proposed

It is proposed that Associate Members will be managed in a number of groups categorised by the number of contracts utilised and the expenditure incurred.

The first will be a group of members who will have no fee charged for membership. These will be council arms length organisations (ALEOs) and groups which are approved by the Executive Sub Committee for free membership. Groups may qualify for waiving of membership fee because the use of contracts is of very low value and of infrequent nature. An example of this may be an organisation which purchases a mini bus every three years.

The first level of fee paying groups will pay an annual fee of £500 and these will typically be organisations who access contracts on a regular basis, but whose is not expected to exceed £10,000 per annum across all contracts.

The second level of fees would be applied to groups with annual spend between £10,000 and £50,000 across the contract portfolio. Membership fees for these organisations would be £1000 per annum.

The third level would be groups who access contracts on a regular basis and whose annual spend is over £50,000. Membership fees for these organisations would be £2000 per annum with a charge of 1% of contract spend.

The introduction of the proposed fee structure outlined would, based on available spend data for the previous 12 month period, generate Associate Membership income of £62,000 Appendix 1 shows the number of organisations in each group and indicative fees that would be payable.

There would be a number of steps to introduce and manage the transition.

- All existing member organisations would be contacted with an explanation of the change and the cost for continued membership in the coming year. Groups would have the opportunity to decline the renewal of their membership.
- Part of the communication will be to explain how spend will be monitored and how groups would, depending upon contract spend, move between membership fee groups for the coming financial year.
- A new Service Level Agreement (SLA) would have to be drafted to ensure that the retrospective invoicing of the variable element of the fee was agreed and accepted by member organisations.
- Spend data for Associate Members will be collected quarterly and verified in line with current practice for all Scotland Excel contracts.

For all member organisations there would be regular monitoring to ensure that the fee charged was appropriate and it would be the intention to actively manage those organisations identified with the potential to move up into higher fee generation levels.

It has previously been reported to committee that a number of potential new associate members have been identified either from spend data, enquires or from discussions with organisations which represent groups, for example Employers in Voluntary Housing and the Scottish Federation of Housing Associations who have made enquires on behalf of housing associations. These will be fully explored and brought to committee for approval if an opportunity is identified.

As part of an agreement to support cross sector collaboration the Centres of Expertise; Advanced Procurement for Universities and Colleges (APUC), the NHS and the Scottish Government have access to Scotland Excel contracts. As the contract portfolio has developed, these organisations have been making increasing use of Scotland Excel contracts and the spend of these organisations now accounts for £4.9m per annum.

In the ongoing support of cross sector collaboration it is not proposed to introduce a fee to these organisations; however an alternative source of income from these organisations has been identified. Many of the contracts being utilised by these organisations attract rebates from suppliers and it is proposed that going forward Scotland Excel will collect and retain these rebates from suppliers. This will require discussions between Scotland Excel and these organisations and will include agreement on the departments and the Non Departmental Public Bodies who would be included, setting up any new SLAs and will be reported to committee for approval in due course.

5 Recommendation

The Executive Sub Committee is requested to consider the contents of this report and approve the fee structure proposed under the groupings of membership identified.

ASSOCIATE MEMBER FEE INCOME

ORGANISATIONS WITH NO FEE	12	£0
ORGANISATIONS PAYING £500	38	£19,000
ORGANISATIONS PAYING £1000	3	£3,000
ORGANISATIONS PAYING £2000	7	£14,000
PLUS 1% RETROSPECTIVE CHARGE		£26,000
	TOTAL	£62,000

Scotland Excel Executive Sub Committee**To: Executive Sub Committee****On: 15 May 2015****Report by Director****Tender: Care Homes for Adults with Learning Disabilities****Schedule: 05/11****Period: 1 June 2015 to 31 May 2017 with an option to extend for up to 24 months up to 31 May 2019 (effective date 29 June 2015)****1. Introduction and Background**

The national framework agreement for care homes for adults with learning disabilities will be the first national agreement for these services and represents an opportunity to contract with providers on nationally agreed terms and conditions.

The framework responds to Recommendation Six of "The Keys to Life", the Scottish Government's 10-year strategy for learning disability services, which recommends development of a national framework agreement to "improve the quality and consistency of support for people with learning disabilities who have a long-term need for specialist residential care" ("The Keys to Life", Scottish Government, 2013)

The framework has been developed within a context of a national policy, in line with the wishes of people with learning disabilities and their families, of increasing community based support. This is also emphasised in "The Keys to Life", and is likely to result in a reduction in purchasing of care home support for people with learning disabilities over time. Council spend information confirms this with an estimated average annual reduction of 20% in new purchasing between 2012 and 2014. Despite this, it is recognised that while a greater range of choices of community services is developed across the country, support in a care home will continue to be needed as an option for some people.

People who need support in a care home may have profound or multiple disabilities requiring a specialist level of service, although there are also people who need minimal support living in care homes. The main reasons why people may need care home support can be a sudden breakdown in their existing support arrangements (for instance illness of parents, or where people display behaviour which their existing services find challenging), and the move from children's to adult services for some young people. This may be a short term arrangement or longer term where other forms of support are not appropriate or have not been successful.

Quality of service as measured by the Care Inspectorate quality scores is generally good across the learning disability care homes market. As at September 2014 the majority of care homes had average grades of four and above (good/very good/excellent). There is no apparent correlation between provider grades, market share, price, or number of beds.

The framework is expected to apply to around 140 people per year with a newly identified need for care home services. It is also expected to apply to a proportion of those currently living in a care home, subject to agreement between the purchasing council and provider.

The initial period of the framework is proposed as two years, with an option of extension for up to a further 24 months. This will allow for review and development as necessary, according to the rate of change in commissioning needs. Specialist sub-options or lots have not been included in the framework, as it was important to define a core level of service and allow flexibility to tailor services and prices for each individual based on their needs and choices.

2. Scope, Participation and Spend

Services covered by this framework include accommodation, support with personal care, support to access social, educational and employment activities, support and information to make choices and decisions, take risks and gain more independence.

The framework agreement will be open to all 32 Scottish councils and any integrated health and social care organisations taking on their legal responsibilities as a result of the Public Bodies (Joint Working) (Scotland) Act 2014. Only one council (North Lanarkshire) has indicated that it will not require to purchase services under the framework.

Care home services are purchased on a case by case basis, and so it is difficult to estimate future expenditure. Spend on the framework is likely to be a combination of new individual support arrangements plus a proportion of existing support arrangements. Using information returned by councils, and based on new support arrangements, a proportion of existing arrangements, and an estimated annual percentage reduction in purchasing of 20% per year, the overall framework spend for four years is estimated at £125 million. An estimate of average annual spend per council (over the four years) is shown in Appendix 1 - Participation, Spend and Savings Summary. It should be noted, however, that the actual spend may be affected by the nature of individual needs, availability of community alternatives and each council's strategic developments.

3. Procurement Process

Development of the strategy

Following the publication and launch of "The Keys to Life" strategy, a data pack was presented to the Social Work Scotland Learning Disability Subgroup, who endorsed

the work, and agreed to support the collation of spend and needs data from councils. Following a focus group with council nominees a User Intelligence Group (UIG) was convened. A survey was sent out to councils to enhance the information gained at the UIG and gain views about the procurement approach. A Procurement Statement was issued by the Social Work Scotland Learning Disability Subgroup and approved by the Social Work Scotland Executive. Further meetings of the UIG considered the scope and procurement approach. Working groups on pricing and development of the service specification were formed as subgroups of the UIG.

Stakeholder engagement

Development of the framework has included consultation and engagement with a range of stakeholders. Councils have been involved throughout the process and other stakeholders were engaged through a phased process:

- Prior Information Notice issued on 13 June 2014
- Engagement with people who have experience of services
- Stakeholder events (3 and 4 September 2014) open to people with experience of services, providers, councils, key statutory organisations, advocacy and other Third Sector organisations
- Individual discussions with providers
- Discussion with representatives of key statutory agencies
- Discussion with advocacy organisations representing people with experience of services

Direct views of people with experience of care homes were gained through working with People First Scotland, a Scottish organisation which is part of the International People First movement, run by and for people with learning disabilities, which takes an active role in promoting the interests of people with learning disabilities, supporting and advocating for people locally and at national level. A small group of People First members with learning disabilities who had experience of care homes, either as current or former residents or through undertaking inspections, provided views and ideas about care home services. These informed the consultation with stakeholders, and have been embedded in the service specification, both as part of the requirements and standards, and using people's actual words. People First members have also contributed directly to the quality/technical evaluation

Tender strategy and evaluation

The framework was advertised for tender via the open procedure to encourage maximum provider participation and facilitate choice for supported people. The tender included qualification, technical/quality and commercial elements.

Purchasers identified that an important requirement of the framework was to provide greater clarity about the basic service provision. The framework therefore has a service specification for the core services to be delivered by all providers, with the opportunity to identify optional additional services at additional cost which will be time-limited and agreed according to individual needs. Information gathered in the tender will contribute to a directory of services to help councils make informed

decisions about the appropriate services for each individual. The framework will not be ranked, as the selection of a care home for each person is based on a number of factors, including the person's choice, and cannot be solely dependent on tender scores.

Evaluation of the tenders was in two stages. At stage one (qualification), offers were examined to ensure that the tenderer met basic financial, technical and business robustness criteria. Only those bidders passing stage one had their commercial and quality/technical offers evaluated.

The framework requires that providers must have registration with the appropriate regulatory body in Scotland (currently the Care Inspectorate), for all the care homes in their offer and must achieve quality grades of three or above. To ensure this did not discourage new entrants to the market, where a care home is not yet registered or has not achieved the quality grades at the start of the framework, the provider may be recommended a place on the framework but award for any affected care home would not be given until satisfactory evidence of registration and achievement of grade 3 has been supplied, as long as this is within 12 months from the date of commencement of the framework (deferred award).

The second stage of the tender was evaluated on quality and price. The following weightings were used:

- 70% - quality/technical competence
- 30% - commercial.

The quality section was divided into five scored questions of equal weighting, with four questions based on the themes identified through engagement with People First:

- Promoting Choice and Control,
- Having Things to Do,
- Feeling Safe,
- Supporting Staff to Support People.

A fifth question focused on the ability to communicate effectively with supported people. Tenderers were required to provide the information they would give to supported people about their services in line with Care Inspectorate requirements. They were given the opportunity to provide this information in a variety of formats. This question was developed with People First, who agreed the scoring criteria and marked the tenders.

Tenderers were also asked to provide details of the community benefits they would offer during the framework and information relating to the Living Wage. These aspects were not scored, but were requested as a baseline for monitoring.

Commercial responses were scored on the basis of a single weekly Core Price for each registered care home. To reflect the diversity of services, prices were evaluated in bands based on staffing ratios:

- Band 1 – one or more registered care worker to one adult with learning disabilities
- Band 2 – one registered care worker to between one and three adults with learning disabilities
- Band 3 – one registered care worker to three or more adults with learning disabilities

Tenderers were also able to submit prices for optional Additional Services (not scored) which will be available to councils to assist with setting up tailored services for individuals.

The quality score for each provider was added to the commercial score for each care home to give an overall score for each care home.

4. Report on Offers Received

A total of 29 organisations submitted tenders, covering 90 care homes. One organisation did not submit a commercial offer, and therefore their bid was deemed non-compliant and was not evaluated. A full evaluation was undertaken of the remaining 28 bids (89 care homes) using the evaluation methodology and criteria advertised in the tender. Details of the SME status and location of these organisations is summarised in Appendix 2 – SME Status, and a summary of the scores they achieved is shown in Appendix 3 – Scoring and Recommendations.

At the time of submitting tender responses, 21 out of the 89 care homes did not meet the registration and grading requirements. If this is still the case at the start of the framework, award to these care homes will be deferred until satisfactory evidence that the requirements are met is received, as long as this is achieved within 12 months. All of the tenderers with care homes in this category have indicated they are in the process of resolving the issues or are willing to do so, and it is anticipated that the required changes are likely to be completed within six months or sooner. The majority of the care homes in this category are currently registered but require changes to the categories of registration or the name of the provider to ensure their formal registration descriptions match the services they are offering in the tender. Only one of the care homes had not met the quality grades requirement, and the provider has indicated that they have subsequently achieved this.

Comparison of the tenderers submitting compliant offers with the organisations councils reported purchasing from suggests that estimated coverage of the relevant market could be around 70-80%.

None of the tenderers gave staffing ratios in Band 3 (one registered care worker to three or more adults with learning disabilities), which may indicate that the majority of care homes in the tender support people with more complex needs.

5. Recommendations

Choice for people across the country needs to be supported as far as possible, and it would not be appropriate to restrict the numbers of providers on the framework. All tenderers have or are expected to achieve the minimum quality requirements. It is therefore recommended that participation on the framework agreement be awarded to the 28 tenderers who submitted compliant bids as detailed in Appendix 3 – Scoring and Recommendations, and that award to the 21 care homes identified be deferred for up to one year from the commencement date until satisfactory evidence of achievement of the registration and quality grading requirements is provided.

6. Benefits

Savings

Purchasing of care home services is likely to decrease, and it is difficult to compare future purchasing with recent purchasing patterns. Purchasers set up support arrangements on an individual basis, wherever possible matching people's needs and choices to available services. The numbers of adults with learning disabilities are relatively small and people have unique combinations of needs, and so patterns of service demand in any one year may be very different from those in the next. It is possible that the complexity of needs and services may rise as more community options are developed and fewer people are supported in care homes. The profile of needs of people with learning disabilities is also changing, as people are living longer with multiple disabilities including those associated with ageing. The framework is designed to facilitate individual costing of services, including time-limited intensive support. It is therefore possible that during the life of the framework, overall spend may not reduce, and it is difficult to predict savings through use of the framework.

It is likely, however, that through more informed commissioning, purchasers may be able to make more cost-effective individual care home support arrangements. Separation of core and additional costs should make comparison between similar services easier and enable more control over the circumstances and duration of additional costs.

Estimated spend per council is detailed in Appendix 1 - Participation, Spend and Savings Summary, but, as recommended by the UIG, no financial savings per council have been forecast

To give some indications of likely changes in spend via the framework, comparison has been undertaken of the weekly prices bid in the tender with weekly prices reported for support arrangements set up with tendering providers between April 2012 and August 2014. This shows an overall estimated saving of around 5%. The highest

tender prices per provider are also an overall estimated average of 5% lower than the highest weekly prices reported in 2012/13 for the same providers.

Price Stability

Fixed pricing for the initial period of two years has been agreed. If exercised, providers will have an opportunity to request an annual review, guided by the Consumer Price Index (CPI) or other relevant inflationary indices, for the two years of the extension period. Providers may review and reduce their offered price at any point during the life of the framework agreement.

Sustainable Procurement Benefits

Tenderers were requested to consider sustainability issues within their technical responses, and the framework agreement embodies a number of potential sustainability benefits.

Social

The framework supports people with disabilities who are often disadvantaged in society. It aims to increase social inclusion and promote choice and opportunities, both for individuals and by service level engagement with the community. The views and wishes of people with learning disabilities have formed the basis of the framework requirements.

There are opportunities for providers to engage with local communities, including offering employment to local people, and working with local businesses and communities to increase the scope for involvement for individuals supported within the care home, including training, employment and leisure opportunities. The framework expects providers to promote social inclusion, and minimise discrimination which may be experienced by people with learning disabilities

Tenderers were asked to detail community benefits initiatives they would commit to deliver during the lifetime of the framework. These commitments will be used as a baseline and progress monitored through reports from each organisation throughout the framework. The community benefits offered by tenderers include:

- Offering work experience placements
- Working with a local charity to support young people with communication needs
- Volunteering schemes
- Local community litterpick
- Community garden – hosting events for local pre-school groups
- Student placements
- Football tournament for local schools
- Apprenticeships
- Developing a local community hub

Living Wage

The tender made clear the expectation that payment of the Living Wage will be promoted and encouraged through the framework. Progress against the baseline information supplied by tenderers will be monitored throughout the framework, and it is intended to explore with tenderers the potential for payment of Living Wage to all employees across the framework and to provide a report on the implications for councils.

Other Benefits

The framework will offer opportunities for:

- Understanding what works for people living in services
- Understanding costs of delivering outcomes for people
- Delivering clearer specification for existing services
- Transparency in the relationship between price and service delivery
- Partnership working to meet outcomes
- Driving innovation in service delivery
- Supporting transition to community living where this is part of an outcomes plan
- Contributing to the national picture
- Potential for reducing the need to place outside Scotland

The framework will provide information to purchasers about services offered across Scotland and the related prices, giving opportunities for price and quality comparison between providers, and information about which services are available in which locations. It is planned to offer this information in a service directory or register with electronic access and easy searchability for purchasers. Purchasers can tailor each individual support arrangements to a person's needs and agree a specific contract using the Individual Support Agreement. The price for each individual may be either the core price alone or an individually specified mixture of core price and prices for additional services. Purchasers will therefore have more control over the prices of services for each individual.

The flexibility built into the framework should allow purchasers to purchase according to local commissioning needs and policies, and enable monitoring and comparison of patterns and trends across the country.

It is proposed that forums be established with providers and purchasers, and discussions held throughout the life of the framework, to ensure best practice is promoted across the country and to facilitate change in the market.

Through sharing of information about quality and performance across Scotland, it is hoped that purchasers will have early warning where quality deficits start to emerge, helping to protect people from poor practice and encouraging improvement where required.

Monitoring and reporting of trends and purchasing patterns will give added information for national comparison and commissioning plans.

7. Contract Mobilisation and Management

Contract mobilisation will take place as soon as award notices have been issued, and is expected to continue during the initial months of the framework. Mobilisation briefings will be held with each provider as soon as possible.

Written guidance and information packs about the framework will be developed for purchasers. Information will also be available on the Scotland Excel website, along with the service directory. Briefing meetings will be held on a regional basis and purchasers will also be offered local workshops and support for their internal communication and training as required.

Contract management will require a joint approach between Scotland Excel and purchasers.

Purchasers will maintain responsibility for establishing individual contracts and monitoring the effectiveness in meeting outcomes and performance of the provider against the service specification for each individual they support.

Scotland Excel will manage overall performance in terms of the framework agreement. The framework will be managed as a category one framework. Providers will be asked to submit quarterly returns relating to individual support arrangements, spend, and reports on key performance measures. An annual report will be produced summarising activity and performance on the framework.

8. Summary

The national framework establishes consistent quality requirements based on the views and wishes of people with learning disabilities, and expects high standards of individualised support. It introduces greater transparency around costs and supports commissioners to achieve improved value for money. It should also improve understanding of the nature of services and relationship between price and service delivery, and help to develop a stronger basis for effective working relationships between councils and providers. In the longer term, it gives opportunities for development and improvement of services to meet the aims of the Scottish Government “The Keys to Life” strategy.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement to all providers submitting a compliant bid as detailed in Appendix 3 – Scoring and Recommendations.

Appendix 1 – Participation, Spend and Savings Summary Care Homes for Adults with Learning Disabilities (05-11)

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Reason for Non-Participation
Aberdeen City Council	Yes	29 June 2015	£2,030,000	Member Provided	
Aberdeenshire Council	Yes	29 June 2015	£3,698,000	Member Provided	
Angus Council	Yes	29 June 2015	£961,000	Member Provided	
Argyll and Bute Council	Yes	29 June 2015	£340,000	Member Provided	
City of Edinburgh Council	Yes	29 June 2015	£1,998,000	Member Provided	
Clackmannanshire Council	Yes	29 June 2015	£586,000	Member Provided	
Comhairle nan Eilean Siar	Yes	29 June 2015	£255,000	Member Provided	
Dumfries & Galloway Council	Yes	29 June 2015	£1,031,000	Member Provided	
Dundee City Council	Yes	29 June 2015	£763,000	Member Provided	
East Ayrshire Council	Yes	29 June 2015	£447,000	Member Provided	
East Dunbartonshire Council	Yes	29 June 2015	£722,000	Member Provided	
East Lothian Council	Yes	29 June 2015	£879,000	Member Provided	
East Renfrewshire Council	Yes	29 June 2015	£342,000	Member Provided	
Falkirk Council	Yes	29 June 2015	£1,972,000	Member Provided	
Fife Council	Yes	29 June 2015	£1,518,000	Member Provided	
Glasgow City Council	Yes	29 June 2015	£1,755,000	Member Provided	
NHS Highland/Highland Council	Yes	29 June 2015	£64,000	Spikes Cavell	
Inverclyde Council	Yes	29 June 2015	£713,000	Member Provided	
Midlothian Council	Yes	29 June 2015	£1,064,000	Member Provided	
North Ayrshire Council	Yes	29 June 2015	£1,012,000	Member Provided	
North Lanarkshire Council	No	Not applicable	Not applicable		No Purchasing Requirement
Orkney Islands Council	Yes	29 June 2015	£60,000	Spikes Cavell	
Perth & Kinross Council	Yes	29 June 2015	£762,000	Member Provided	
Renfrewshire Council	Yes	29 June 2015	£1,071,000	Member Provided	
Scottish Borders Council	Yes	29 June 2015	£1,142,000	Member Provided	
Shetland Islands Council	Yes	29 June 2015	£0	Spikes Cavell	
South Ayrshire Council	Yes	29 June 2015	£513,000	Member Provided	
South Lanarkshire Council	Yes	29 June 2015	£2,652,000	Member Provided	
Stirling Council	Yes	29 June 2015	£713,000	Member Provided	
The Moray Council	Yes	29 June 2015	£336,000	Member Provided	
West Dunbartonshire Council	Yes	29 June 2015	£443,000	Member Provided	
West Lothian Council	Yes	29 June 2015	£1,487,000	Member Provided	
Totals			£31,329,000.00		

Notes:

- Estimated annual spend = estimated overall average spend per year over 4 years.
- Spend expected to decrease during framework
- Estimated overall average spend per year based on average annual new purchasing from care homes for adults with learning disabilities for April 2012-Aug 2014 (reports from 22 councils and average of those used where no reporting), plus 50% of reported total purchasing from care homes for adults with learning disabilities 2012/13 (reports from 28 councils, Spikes Cavell information used where no reporting)

Appendix 2 - SME Status

Tenderer's Name	SME Status	Location
Archway (Respite Care and Housing) Limited	Medium	Aberdeen
Camphill Blair Drummond Trust Ltd	Medium	Stirling
Camphill Rudolf Steiner School Ltd	Large	Aberdeen
Capability Scotland	Large	Edinburgh
Care UK Learning Disabilities Services Limited	Large	Colchester, Essex
Parkcare Homes (No.2) Ltd	Large	London
Church of Scotland Social Care Council operating as CrossReach	Large	Edinburgh
Embrace (Combined) Limited	Large	Birmingham
ENABLE Glasgow Branch	Medium	Glasgow
Inspired Independent Living	Dormant	Cumnock
Leonard Cheshire Disability	Large	London
Milltown Community Ltd	Small	Laurencekirk
Oakview Estates Limited t/a Danshell Group	Large	London
Orems Care Services	Small	Glasgow
Quarriers	Large	Bridge of Weir
Real Life Options	Large	Knottingley
Scottish Autism	Large	Alloa
Sense Scotland	Large	Glasgow
Stoneywood Care Services Ltd	Small	Denny
Swanton Care and Community	Large	London
Guthrie Court Limited	Large	Wilmslow
The Mungo Foundation	Large	Glasgow
The National Autistic Society	Large	London
The Richmond Fellowship Scotland Limited	Large	Stepps
Tigh a'Chomainn Camphill Ltd	Small	Aberdeen
Tiphereth Ltd	Small	Edinburgh
Townend Care Ltd	Small	Symington
Voyage 1 Limited t/a Voyage Care	Large	Lichfield

Appendix 3 - Scoring and Recommendations

(Asterisk (*) denotes recommended providers)

Tenderer	Care Home	Registered with Care Inspectorate as:	Care Inspectorate Care Service Registration number	Score	Band	DEFERRED AWARD
Quarriers*	Finnart Street	Quarriers Finnart Street	CS2003001114	79.5	Band 1	N
Quarriers*	Ashgrove	Quarriers - Ashgrove / Glen Valley	CS2003001128	78.9	Band 1	Y
Leonard Cheshire Disability*	Cheshire House	Cheshire House (Care Home)	CS2003008524	78.1	Band 1	N
Leonard Cheshire Disability*	Pinewood	Abi Unit Acquired Brain Injury	CS2003010997	78.1	Band 1	Y
Quarriers*	Westview	Westview	CS2003001112	77.8	Band 1	N
Quarriers*	Davidson House	Quarriers - Davidson / Parklands / Kelly	CS2003001127	77.6	Band 1	Y
Capability Scotland*	Lanarkshire Houses	Lanarkshire Houses	CS2003015475	77.0	Band 1	Y
Capability Scotland*	Upper Springland	Upper Springland	CS2003009777	76.7	Band 1	N
Quarriers*	Riverview	Riverview	CS2003001113	76.6	Band 1	N
Quarriers*	Dunn Street	Dunn Street, Duntocher - Respite Service	CS2010238999	76.5	Band 1	N
Capability Scotland*	Wallace Court	Wallace Court	CS2003001270	76.1	Band 1	Y
Quarriers*	Mavisbank	Mavisbank Gardens	CS2003000874	76.1	Band 1	N
Leonard Cheshire Disability*	Newhaven Road	Leonard Cheshire - Newhaven Road	CS2003010989	75.2	Band 1	Y
Leonard Cheshire Disability*	Wardieburn	Leonard Cheshire Wardieburn St	CS2003010995	75.2	Band 1	Y
Leonard Cheshire Disability*	Hepburn Court, West Lodge	Hepburn Court, West Lodge	CS2003037897	75.0	Band 1	N
Leonard Cheshire Disability*	Argyle Street	7-9 Argyle Street	CS2003010993	74.8	Band 1	N
Leonard Cheshire Disability*	Bath Street	25 Bath Street	CS2003010994	74.6	Band 1	N
Leonard Cheshire Disability*	Ale Moor Crescent	Leonard Cheshire Ale Moor Crescent	CS2003015503	74.4	Band 1	N
Leonard Cheshire Disability*	Atkinson Road Respite	Atkinson Road Respite	CS2004075567	73.9	Band 1	N
Stoneywood Care Services Ltd*	Stoneywood House & Villa	Stoneywood House & Villa	CS2008185591	73.2	Band 1	N
Leonard Cheshire Disability*	Letham Court Respite	Letham Court Respite Service	CS2003010990	72.7	Band 1	N
Quarriers*	Merrybrook	Merrybrook	CS2003001118	72.7	Band 1	N
Real Life Options*	2 The Steading	2 The Steading	CS2011303448	72.2	Band 1	N
Real Life Options*	8-10 Gideon Street	8-10 Gideon Street	CS2011303450	72.2	Band 1	N
Real Life Options*	86 Pumpherston Road	86 Pumpherston Road	CS2011303447	72.2	Band 1	N
Real Life Options*	Hawick Project	Hawick Project	CS2011303440	72.2	Band 1	N
Real Life Options*	Longcroft	Longcroft	CS2011303445	72.2	Band 1	N

Tenderer	Care Home	Registered with Care Inspectorate as:	Care Inspectorate Care Service Registration number	Score	Band	DEFERRED AWARD
Real Life Options*	Longstone Grove	Longstone Grove	CS2011303441	72.2	Band 1	N
Leonard Cheshire Disability*	Fife Short Breaks	Short Breaks, Glamis House	CS2003037923	71.6	Band 1	N
Quarriers*	Fountainview	Quarriers Fountainview	CS2003001116	69.3	Band 2	N
Leonard Cheshire Disability*	Blackadder Road	Leonard Cheshire - Blackadder	CS2003010996	65.4	Band 2	N
Parkcare Homes (No.2) Ltd*	Dunvegan - Stenhousemuir	Dunvegan - Stenhousemuir	CS2003015617	65.4	Band 1	N
Parkcare Homes (No.2) Ltd*	Kirklea	Kirklea	CS2003000774	65.1	Band 1	N
Camphill Blair Drummond Trust Ltd*	Camphill Blair Drummond	Camphill Blair Drummond	CS2003011474	64.9	Band 1	N
Care UK Learning Disabilities Services Limited*	Castle Street	Castle Street	CS2003001388	64.7	Band 1	N
Embrace (Combined) Limited*	Millport	Millport Care Centre	CS2007157969	64.5	Band 1	N
Parkcare Homes (No.2) Ltd*	Drummond House	Drummond House	CS2003001396	64.3	Band 1	Y
The Richmond Fellowship Scotland Limited*	Todhill Country Centre	Harbourside Project	CS2003001174	63.2	Band 1	Y
Care UK Learning Disabilities Services Limited*	Hollybank	Hollybank	CS2011300798	62.4	Band 1	N
Tiphereth Ltd*	The Hollies	The Hollies	CS2004073783	62.4	Band 1	N
Tiphereth Ltd*	Torphin House & Bluebell Cottage	Tiphereth Ltd	CS2003011130	62.4	Band 1	N
The Mungo Foundation*	Assisi House	Assisi House	CS2003000897	61.0	Band 1	N
Church of Scotland Social Care Council operating as CrossReach*	Cornerstone Threshold West of Scotland residential	Cornerstone Project	CS2003001401	59.6	Band 1	N
Embrace (Combined) Limited*	Rockville	Rockville	CS2008178209	59.2	Band 1	N
Milltown Community Ltd*	Milltown Community	Milltown Community	CS2003000345	59.1	Band 2	N
The Mungo Foundation*	Mitre House	Mitre House	CS2003000910	59.0	Band 1	N
Embrace (Combined) Limited*	Park Lodge	Park Lodge	CS2005087265	58.7	Band 1	Y
Leonard Cheshire Disability*	Kirkliston	2 Kirklands Park Rigg	CS2003010998	58.6	Band 2	Y
Townend Care Ltd*	Townend Nursing Home	Townend Nursing Home	CS2003010283	57.3	Band 2	N
ENABLE Glasgow Branch*	19 Alder Road	Alder Road Project	CS2003000839	56.5	Band 1	N
The Richmond Fellowship Scotland Limited*	Plover Brae	Plover Brae	CS2003011052	56.0	Band 1	N
The Mungo Foundation*	Elderslie Project	Elderslie Project	CS2004060920	55.8	Band 1	N
Church of Scotland Social Care Council operating as CrossReach*	The Bungalow	The Bungalow	CS2003000264	54.4	Band 1	N

Tenderer	Care Home	Registered with Care Inspectorate as:	Care Inspectorate Care Service Registration number	Score	Band	DEFERRED AWARD
Parkcare Homes (No.2) Ltd*	Newhouse	Newhouse	CS2003000773	54.2	Band 2	N
Parkcare Homes (No.2) Ltd*	Corsefield	Corsefield	CS2014325454	53.8	Band 1	Y
Parkcare Homes (No.2) Ltd*	Millburn Homes	Millburn Homes	CS2012311539	53.8	Band 1	N
The Mungo Foundation*	Crannog Care Home	Crannog Care Home	CS2006125795	53.0	Band 2	N
Voyage 1 Limited t/a Voyage Care*	Abbey Gardens	Abbey Gardens Nursing Home	CS2003010806	52.3	Band 1	Y
Camphill Rudolf Steiner School Ltd*	Camphill School and Care Home services Aberdeen	Camphill School and Care Home services Aberdeen	CS2009196657	52.3	Band 1	Y
The Mungo Foundation*	Lanark Project	Lanark Project	CS2003001400	51.7	Band 2	N
Guthrie Court Ltd*	Moorpark Place	Moorpark Place Kilbirnie	CS2011301541	50.3	Band 1	N
Embrace (Combined) Limited*	Blackwood	Blackwood Care Centre	CS2011286816	49.9	Band 2	Y
ENABLE Glasgow Branch*	Balshagray House	Balshagray House	CS2003000838	49.8	Band 2	N
Embrace (Combined) Limited*	Kirkton House Nursing Home	Kirkton House Nursing Home	CS2005089201	49.7	Band 2	N
Archway (Respite Care and Housing) Limited*	Archway, Berryden Mills (Berryden Mills, Aberdeen)	Berryden Mills	CS2003000243	49.6	Band 1	N
Sense Scotland*	Overbridge	SENSE (Overbridge) 1+ 2 + Annexe	CS2003000891	48.2	Band 1	Y
Oakview Estates Limited t/a Danshell Group*	Ellen Mhor	Ellen Mhor	CS2013318501	48.0	Band 1	N
Oakview Estates Limited t/a Danshell Group*	Ranaich House	Ranaich House	CS2013318502	48.0	Band 1	N
Oakview Estates Limited t/a Danshell Group*	Trinity House	Trinity House	CS2013318503	48.0	Band 1	N
Voyage 1 Limited t/a Voyage Care*	Barrington House	Barrington House	CS2003001164	46.9	Band 1	N
Voyage 1 Limited t/a Voyage Care*	Beechmount	Beechmount	CS2003001296	46.8	Band 1	N
Tigh a'Chomainn Camphill Ltd*	Tigh a'Chomainn Camphill	Tigh-A'Chomainn	CS2003000261	46.8	Band 2	N
Voyage 1 Limited t/a Voyage Care*	Treddinloch	Treddinloch	CS2003011572	46.7	Band 1	N
The National Autistic Society*	Catrine Bank	not registered as a care home	N/A	46.3	Band 1	Y
Swanton Care and Community*	Southfields	Southfields	CS2003055991	46.2	Band 1	Y
Archway (Respite Care and Housing) Limited*	Archway, Dyce (153 Victoria Street, Aberdeen)	153 Victoria Street	CS2003000242	45.1	Band 1	N

Tenderer	Care Home	Registered with Care Inspectorate as:	Care Inspectorate Care Service Registration number	Score	Band	DEFERRED AWARD
Archway (Respite Care and Housing) Limited*	Archway, Two Mile Cross (31 Two Mile Cross, Aberdeen)	31 Two Mile Cross	CS2003000245	45.1	Band 1	N
Scottish Autism*	South West - Staikhill	Scottish Autism - South West Area Services - Staikhill	CS2003015114	44.0	Band 1	N
Scottish Autism*	Parkside Court	Parkside Court	CS2003011035	43.4	Band 1	N
Scottish Autism*	Central Supported Accommodation	Scottish Autism, Central Scotland Area Services - Supported Accommodation	CS2003011551	42.1	Band 1	N
Embrace (Combined) Limited*	Birch House	Birch House	CS2005089202	42.0	Band 2	Y
Archway (Respite Care and Housing) Limited*	Archway, Westburn Road (71 Westburn Road)	71 Westburn Road	CS2003000244	41.2	Band 2	N
Voyage 1 Limited t/a Voyage Care*	34 - 38 Mannering Avenue	Mannering Avenue	CS2009228236	39.2	Band 1	Y
Camphill Rudolf Steiner School Ltd*	Cairnlee House	Cairnlee House	CS2003000252	37.7	Band 2	N
Scottish Autism*	149 Lumphinnas Road	149 Lumphinnans Road	CS2003006903	34.6	Band 1	N
Inspired independent Living*	West Park Care Home	not registered as a care home	N/A	32.9	Band 1	Y
Scottish Autism*	Clannalba Respite and Transitional Assessment Service	Clannalba Respite and Transitional Assessment Service	CS2003001385	26.7	Band 1	N
Orems Care Services*	Ashleigh Cottage	Orems Care Services Ltd - Gargunnoch	CS2003055637	24.9	Band 1	N
Scottish Autism*	New Ridgepark	New Ridgepark	CS2003001386	24.5	Band 1	N
Health and Social Care Partnerships	Bank View Nursing Home	not registered	N/A	0 (non-compliant bid)	N/A	N/A

Asterisk (*) denotes recommended providers