

## **Notice of Meeting and Agenda Scotland Excel Executive Sub-Committee**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Friday, 23 March 2018	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

KENNETH GRAHAM  
Clerk

### **Membership**

Provost Bill Howatson (Aberdeenshire Council); Councillor Angus Macmillan Douglas (Angus Council); Councillor Graham Hutchison (City of Edinburgh Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Councillor Stephen Thompson (Dumfries and Galloway Council); Councillor Altany Craik (Fife Council); Bailie Norman MacLeod (Glasgow City Council); Councillor Alister Mackinnon (Highland Council); Councillor Todd Ferguson (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Westlake (Shetland Islands Council) and Councillor Collette Stevenson (South Lanarkshire Council)

Councillor John Shaw (Convener): Councillor Paul Di Mascio (Vice Convener)

### **Video Conferencing**

Should any member wish to participate using video conference, please contact Lesley Jones on 0141 618 7444.

## **Further Information**

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx](http://www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx)

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

## **Members of the Press and Public**

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

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

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Minute</b>   | <b>5 - 8</b>   |
|          | Minute of meeting of the Executive Sub-committee held on 26 January 2018.   |                |
| <b>2</b> | <b>Revenue Budget Monitoring</b>  | <b>9 - 12</b>  |
|          | Report by Treasurer and Director of Scotland Excel.   |                |
| <b>3</b> | <b>Annual Audit Plan 2017/18</b>  | <b>13 - 28</b> |
|          | Report by Treasurer.  |                |
| <b>4</b> | <b>Contract for Approval: Children's Residential Care and Education Services including Short Breaks</b>   | <b>29 - 60</b> |
|          | Report by Director of Scotland Excel.   |                |
| <b>5</b> | <b>Contract for Approval: Supply of Digital Publications and Services</b>   | <b>61 - 70</b> |
|          | Report by Director of Scotland Excel.   |                |
| <b>6</b> | <b>Contract for Approval: Supply, Delivery, Servicing and Maintenance of Fire Safety Products</b>   | <b>71 - 78</b> |
|          | Report by Director of Scotland Excel.   |                |
| <b>7</b> | <b>Request for Associate Membership of Scotland Excel by Hawthorn Housing Co-operative Limited</b>  | <b>79 - 80</b> |
|          | Report by Director of Scotland Excel.   |                |
| <b>8</b> | <b>Strategy Report</b>  | <b>81 - 84</b> |
|          | Report by Director of Scotland Excel.   |                |
| <b>9</b> | <b>Date of Next Meeting</b>   |                |
|          | Note that the next meeting of the Executive Sub-committee will be held at 10.45 am on 27 April 2018 in Scotland Excel Meeting Room 1, Renfrewshire House. |                |





## Minute of Meeting Scotland Excel Executive Sub-Committee

Date	Time	Venue
Friday, 26 January 2018	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

### Present

Councillor Graham Hutchison (City of Edinburgh Council); Provost Norman A Macdonald (Comhairle Nan Eilean Siar); Bailie Norman MacLeod (Glasgow City Council); Councillor Todd Ferguson (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council) and Councillor Collette Stevenson (South Lanarkshire Council).

### By Videolink

Provost Bill Howatson (Aberdeenshire Council) and Councillor Amanda Westlake (Shetland Islands Council).

### Chair

Councillor John Shaw, Convener, presided

### In Attendance

J Welsh, Director, S Brannagan, Head of Customer and Business Services, D Benstead, Principal Procurement Specialist, L Richard, Strategic Procurement Manager; R Cook, Procurement Co-ordinator and L Gordon, Category Manager (all Scotland Excel); and M Ball, Senior Accountant, D Low, Senior Committee Services Officer and K O'Neill, Assistant Democratic Services Officer (all Renfrewshire Council).

### Apologies

Councillor Angus Macmillan Douglas (Angus Council); Councillor Altany Craik (Fife Council); Councillor Alister Mackinnon (Highland Council) and Councillor Stephen Thompson (Dumfries and Galloway Council).

## **Declarations of Interest**

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

### **1 Minute**

There was submitted the Minute of the meeting of the Executive Sub-committee held on 8 December 2017.

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

### **2 Revenue Budget Monitoring**

There was submitted a joint revenue budget monitoring report by the Treasurer and the Director of Scotland Excel for the period 1 April 2017 to 5 January 2018.

The report intimated that gross expenditure was £33,000 under budget and income was currently £37,000 over-recovered which resulted in a net underspend of £70,000.

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

### **3 Contract for Approval: Repair and Maintenance of Catering Equipment**

There was submitted a report by the Director of Scotland Excel relative to the award of a framework agreement for the repair and maintenance of catering equipment which would be effective from 16 February 2018 until 7 January 2020, with the option to extend for up to two 12 month periods until 7 January 2022.

The report intimated that the framework would provide councils with a mechanism to procure repair and maintenance services for commercial gas, electrical and refrigeration catering equipment.

The framework had been divided into three lots as detailed in table 1 of the report and had been advertised at a value of £8 million for the four year period. Tender responses had been received from eight suppliers and a summary of offers received was detailed in Appendix 1 to the report.

Based on the evaluation undertaken in line with the criteria and weightings detailed within the report it was recommended that a multi-supplier framework agreement be awarded to eight suppliers as outlined in Appendix 2.

Arising from discussion on the report it was proposed that a report be submitted to a future meeting of this Sub-committee on Scotland Excel's tendering processes and that tendering processes should be reviewed by Internal Audit as part of their audit plan. This was agreed.

**DECIDED:**

(a) That the award of the framework agreement, as detailed in Appendix 2 to the report, be approved; and

(b) That a report be submitted to a future meeting of this Sub-committee on Scotland Excel's tendering processes and that tendering processes should be reviewed by Internal Audit as part of their audit plan.

#### **4 Contract for Approval: Supply and Delivery of Swimming Pool Chemicals, CO2 Gas and Associated Products**

There was submitted a report by the Director of Scotland Excel relative to the award of a framework agreement for the supply and delivery of swimming pool chemicals, CO2 gas and associated products which would be effective from 16 February 2018 until 7 January 2020, with the option to extend for up to two 12 month periods until 7 January 2022.

The report intimated that the new framework would provide councils with a mechanism to procure swimming pool chemicals, CO2 gas for pH control in swimming pools and associated products.

The framework had been divided into two lots as detailed in table 1 of the report and had been advertised at a value of £5 million for the four year period. Tender responses had been received from four suppliers and a summary of offers received was detailed in Appendix 1 to the report.

Based on the evaluation undertaken in line with the criteria and weightings detailed within the report it was recommended that a multi-supplier framework agreement be awarded to four suppliers as outlined in Appendix 2.

It was noted that any reference in the appendices to the report to Univar Limited should be replaced with Univar BV.

#### **DECIDED:**

(a) That the award of the framework agreement, as detailed in Appendix 2 to the report, be approved; and

(b) That it be noted that any reference in the appendices to the report to Univar Limited should be replaced with Univar BV.

#### **5 Contract for Approval: Supply and Delivery of Library Books, Educational Textbooks and Multimedia Supplies**

There was submitted a report by the Director of Scotland Excel relative to the award of a renewal framework agreement for the supply and delivery of library books, educational textbooks and multimedia supplies which would be effective from 1 February 2018 until 31 January 2020, with the option to extend for up to two 12 month periods until 31 January 2022.

The report intimated that the framework would provide councils with a mechanism to procure a range of library books including but not limited to adult and children fiction and non-fiction books, reference books, foreign language books, audio books, large print books and DVDs. Councils would also be able to procure a wide range of educational textbooks from various publishers.

The framework had been divided into 19 lots as detailed in table 1 in the report. Appendix 1 to the report detailed the participation, spend and savings summary of the 31 councils participating in the framework. It was noted that Advance Procurement for Universities and Colleges (APUC) and National Health Service Scotland (NHSS) had confirmed their intention to participate in this framework.

Historic spend data suggested a framework spend of circa £11.4 million per annum, however, to allow for councils and other associate members to migrate over, the framework had been advertised at £14 million per annum. Tender responses had been received from 24 suppliers and a summary of offers received was detailed in Appendix 2 to the report. Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers had been completed and Appendix 3 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken and in line with the criteria and weightings detailed in the report it was recommended that a multi-supplier framework agreement be awarded to 24 suppliers across the 19 lots as detailed in Appendix 3 to the report.

**DECIDED:** That the award of the framework agreement, as detailed in Appendix 3 to the report, be approved.

## **6 Request for Associate Membership: Kingdom Support and Care CIC**

There was submitted a report by the Director of Scotland Excel advising that Kingdom Support and Care CIC (KSC), a wholly owned subsidiary of Kingdom Housing Association Ltd who were an associate member of Scotland Excel, had submitted an application to become an associate member of Scotland Excel.

**DECIDED:** That the application by Kingdom Support and Care CIC (KSC) to become an associate member of Scotland Excel, with fees being encompassed within the £5,652 already paid by their parent organisation Kingdom Housing Association, subject to completion and signing of the agreement document, be approved.

## **7 Request for Associate Membership: Caledonia Housing Association Limited**

There was submitted a report by the Director of Scotland Excel advising that Caledonia Housing Association Limited, a registered Scottish charity, had submitted an application to become an associate membership of Scotland Excel.

**DECIDED:** That the application by Caledonia Housing Association Limited to become an associate member of Scotland Excel, at an annual membership fee of £5,175, subject to completion and signing of the agreement document, be approved.

## **8 Date of Next Meeting**

**DECIDED:** That it be noted that the next meeting of the Executive Sub-committee would be held at 10.45 am on 23 February 2018, in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley.



## Scotland Excel

**To: Executive Sub Committee**

**On: 23 March 2018**

### Report by Joint Report by the Treasurer and the Director

#### Revenue Budget Monitoring Report to 5 January 2018

#### 1. Summary

- 1.1 Gross expenditure is £45,000 under budget and income is currently £45,000 over recovered which results in a net underspend of £90,000 for Scotland Excel. This is summarised in point 4:

#### 2 Recommendations

- 2.1 It is recommended that members consider the report.

#### 3 Budget Adjustments Since Last Report

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

#### 4 Budget Performance

- |     |                            |                               |
|-----|----------------------------|-------------------------------|
| 4.1 | <b>Current Position</b>    | <b>Net Underspend £90,000</b> |
|     | <i>Previously Reported</i> | <i>Net Underspend £70,000</i> |

The variance is due to an underspend in Employee Costs, an overspend in Contractor and others and an over recovery of Other Income.

Employee Costs are currently under spent due to:

- a number of staff who had maternity leave during the year,
- IT Manager post not replaced (due to restructure),
- a number of staff exercising their right for flexible working.

Employee Costs will be underspent by the year end due to the delay in filling the Learning and Development post and Business Change Project Manager post.

Contractors and Others have an unbudgeted cost this year due to a requirement to complete and mobilise the Energy Efficiency Contractors framework, and also for external consultants to support the work of the Social Care and Construction category teams.

The over recovery of Other Income relates to additional funding received from Invest in Renfrewshire for support of the graduate intern scheme and also from the income received for the costs that were awarded by the court when Scotland Excel were successful in defending a legal challenge.

All projects are currently projected to break even.

#### **4.2 Projected Year End Position**

The projected year end position shows a draw down from the general reserve of £69,000 which is £97,000 less than the approved draw down. Part of the reduction in the draw down will be utilised to support the 2018/19 budget, as previously agreed at the December 2017 Joint Committee.

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/18**  
**1st April 2017 to 2nd March 2018**

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	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		2,944	2,517	2,456	0	2,456	61	2.4%
Property Costs		226	175	175	0	175	0	0.0%
Supplies & Services		204	133	133	0	133	0	0.0%
Contractors and Others		0	0	7	9	16	(16)	-100.0%
Administration Costs		297	118	123	(5)	118	0	0.0%
Payments to Other Bodies		39	26	27	(1)	26	0	0.0%
<b>GROSS EXPENDITURE</b>		<b>3,710</b>	<b>2,969</b>	<b>2,921</b>	<b>3</b>	<b>2,924</b>	<b>45</b>	<b>1.5%</b>
Contributions from Local Authorities		(3,484)	(3,484)	(3,484)	0	(3,484)	0	0.0%
Other Income		(60)	(60)	(105)	0	(105)	45	75.0%
<b>INCOME</b>		<b>(3,544)</b>	<b>(3,544)</b>	<b>(3,589)</b>	<b>0</b>	<b>(3,589)</b>	<b>45</b>	<b>1.3%</b>
<b>TRANSFER (TO)/FROM RESERVES</b>		<b>166</b>	<b>(575)</b>	<b>(668)</b>	<b>3</b>	<b>(665)</b>	<b>90</b>	<b>15.7%</b>
								<b>underspend</b>

General Reserve

£000's

(368)

66

50

50

(97)

(299)

Opening Reserves

Budgeted Draw on Reserves per estimates

IT Projects per Joint Committee 30th June

Office Upgrade per Joint Committee 30th June

Projected Year End Overspend / (Underspend)

Anticipated Closing Reserves



**Scotland Excel**

**To: Executive Sub Committee**

**On: 23 March 2018**

**Report  
by  
The Treasurer**

**Report on Annual Audit Plan 2017/18**

**1. Summary**

The Annual Audit Plan 2017/18 for the Joint Committee is submitted for Members' information. The Plan outlines Audit Scotland's activities in the audit of the 2017-18 financial year.

The Senior Audit Manager from Audit Scotland, Mark Ferris, will attend and present the Annual Audit Plan 2017/18.

**2. Recommendations**

The Executive Sub-committee is asked to note the report on the Annual Audit Plan 2017-18 by Audit Scotland.



# Scotland Excel Joint Committee

Annual Audit Plan 2017/18



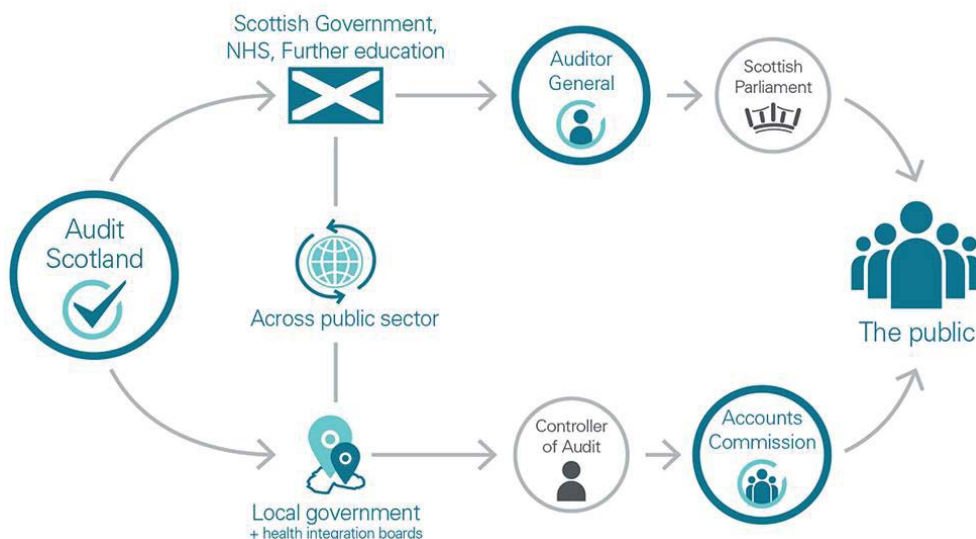
 AUDIT SCOTLAND

Prepared for Scotland Excel Joint Committee  
March 2018

## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non – executive board chair, and two non – executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world – class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.



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# Risks and planned work

1. This annual audit plan contains an overview of the planned scope and timing of our audit and is carried out in accordance with International Standards on Auditing (ISAs), the [Code of Audit Practice](#), and any other relevant guidance. This plan identifies our audit work to provide an opinion on the financial statements and related matters and meet the wider scope requirements of public sector audit.

2. The wider scope of public audit contributes to conclusions on the appropriateness, effectiveness and impact of corporate governance, performance management arrangements and financial sustainability.

## Audit risks

3. Based on our discussions with staff, attendance at committee meetings and a review of supporting information we have identified the following main risk areas for Scotland Excel Joint Committee (Scotland Excel). We have categorised these risks into financial risks and wider dimension risks. The key audit risks, which require specific audit testing, are detailed in [Exhibit 1](#).

## Exhibit 1

### 2017/18 Key audit risks

Audit Risk	Source of assurance	Planned audit work
<b>Financial statement issues and risks</b>		
<b>1 Risk of management override of controls</b>  ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes consideration of the risk of management override of controls in order to change the position disclosed in the financial statements.	Owing to the nature of this risk, assurances from management are not applicable in this instance.	Detailed testing of journal entries.  Review of accounting estimates.  Focused testing of accruals and prepayments.  Evaluation of significant transactions that are outside the normal course of business.
<b>2 Risk of fraud over income</b>  Scotland Excel has a number of funding sources which includes income generation. The extent of income means that, in accordance with ISA 240, there is an inherent risk of fraud that requires an audit response.	Income is closely monitored and discussed at budget monitoring meetings. Significant differences from actuals compared to projected income are investigated.	Analytical procedures on income streams.  Detailed testing of revenue transactions focusing on the areas of greatest risk.
<b>3 Risk of fraud over expenditure</b>  ISA 240 presumes a risk of fraud	Expenditure is closely monitored and discussed at	Analytical procedures on expenditure streams.

Audit Risk	Source of assurance	Planned audit work
<p>over income which is expanded to include fraud over expenditure in the public sector by the Code of Audit Practice</p> <p>The risk of fraud over expenditure applies due to the variety and extent of expenditure incurred by Scotland Excel in delivering services.</p>	<p>budget monitoring meetings. Significant differences from actuals compared to projected expenditure are investigated.</p>	<p>Detailed testing of expenditure transactions focusing on the areas of greatest risk.</p>
<b>Wider dimension risks</b>		
<p><b>4 Financial sustainability</b></p> <p>The approved 2018/19 budget includes the flexible use of resources being brought forward from a projected underspend in 2017/18. The budget report also indicated a requirement for Scotland Excel to make significant savings over the medium term to remain financially sustainable. There is limited capacity to utilise reserves to address financial targets, nor is this a sustainable solution. Scotland Excel is exploring options to address this issue through revised governance and funding structures. However, until these are fully developed there remains a risk to financial sustainability.</p>	<p>The Joint Committee agreed the 2018/19 budget in December 2017, and also noted the requirement to achieve recurring savings over the medium term. Scotland Excel is actively exploring ways to achieve savings and grow the income base through alternative funding sources over council requisition income.</p>	<p>Review of budget monitoring reports during the year and comment on the financial position within the annual audit report.</p>
<p><b>5 General Data Protection Regulation</b></p> <p>The General Data Protection Regulation (GDPR) becomes enforceable from May 2018. The regulation makes changes to data protection laws and the ways in which entities address data protection compliance. Failure to comply with the regulation can result in significant sanctions.</p> <p>Ensuring compliance with the regulation is resource intensive and will require a designated Data Protection Officer (DPO). Scotland Excel needs to ensure that it is prepared for GDPR and has the necessary arrangements in place for the enforcement date.</p>	<p>A member of staff within Scotland Excel attends the Information Governance working group.</p> <p>Renfrewshire Council will provide support to the Joint Committee for GDPR.</p>	<p>Attendance at Joint Committee meetings and review of Joint Committee meeting papers.</p> <p>Discussions with management to monitor and discuss developments.</p>
<p><b>6 Business Continuity Planning</b></p> <p>Scotland Excel has been working on developing business</p>	<p>A formal continuity plan will be developed and integrated into the wider Renfrewshire Council</p>	<p>Attendance at Joint Committee meetings and review of Joint Committee meeting papers.</p>

Audit Risk	Source of assurance	Planned audit work
<p>continuity arrangements. However, these are still at an early stage of development and further work needs to be done to ensure the arrangements in place are adequate.</p> <p>There is a risk that Scotland Excel may not be able to sufficiently deal with events if the arrangements are not fully developed.</p>	business continuity plan.	Discussions with management to monitor and discuss developments.

## Reporting arrangements

**4.** Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

**5.** Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant officer(s) to confirm factual accuracy.

**6.** We will provide an independent auditor's report to the Joint Committee and Accounts Commission setting out our opinions on the annual accounts. We will provide the Joint Committee and Accounts Commission with an annual report on the audit containing observations and recommendations on significant matters which have arisen in the course of the audit.

## Exhibit 2

### 2017/18 Audit outputs

Audit Output	Target date	Executive Sub-committee date
Annual Audit Plan	12 February 2018	23 March 2018
Annual Audit Report	10 September 2018	28 September 2018
Independent Auditor's Report	10 September 2018	N/A

## Audit fee

**7.** The proposed audit fee for the 2017/18 audit of Scotland Excel is £5,700 (2016/17: £5,620). In determining the audit fee we have taken account of the risk exposure of Scotland Excel, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited financial statements, with a complete working papers package on 30 June 2018.

**8.** Where our audit cannot proceed as planned through, for example, late receipt of unaudited financial statements or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises out with our planned audit activity.

## Responsibilities

### Joint Committee and Treasurer

**9.** Audited bodies have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

**10.** The audit of the financial statements does not relieve management or the joint committee as those charged with governance, of their responsibilities.

### Appointed auditor

**11.** Our responsibilities as independent auditor are established by the 1973 Act for local government, and the Code of Audit Practice (including supplementary guidance) and guided by the auditing profession's ethical guidance.

**12.** Auditors in the public sector give an independent opinion on the financial statements and other specified information accompanying the financial statements. We also review and report on the arrangements within the audited body to manage its performance, regularity and use of resources. In doing this, we aim to support improvement and accountability.

# Audit scope and timing

## Financial statements

**13.** The statutory financial statements audit will be the foundation and source for the majority of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of Scotland Excel and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how Scotland Excel will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

**14.** We will give an opinion on the financial statements as to whether they:

- give a true and fair view in accordance with applicable law and the 2017/18 code state of affairs of Scotland Excel as at 31 March 2018 of its deficit on the provision of services for the year ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2017/2018 code
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003

## Materiality

**15.** We apply the concept of materiality in planning and performing the audit. It is used in evaluating the effect of identified misstatements on the audit, and of any uncorrected misstatements, on the financial statements and in forming our opinion in the auditor's report.

**16.** We calculate materiality at different levels as described below. The calculated materiality values for Scotland Excel are set out in [Exhibit 3](#).



## Exhibit 3

### Materiality values

Materiality level	Amount
<b>Planning materiality</b> – This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It has been set at 1% of gross expenditure for the year ended 31 March 2017 based on the audited accounts for 2016/17.	£41,000
<b>Performance materiality</b> – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement we have calculated performance materiality at 75% of planning materiality.	£31,000
<b>Reporting threshold (i.e. clearly trivial)</b> – We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold' amount.	£1,000

Source: Audit Scotland



**17.** We review and report on other information published with the financial statements including the management commentary, annual governance report and the remuneration report. Any issue identified will be reported to the Joint Committee.

### Timetable

**18.** To support the efficient use of resources it is critical that a financial statements timetable is agreed with us for the production of the unaudited accounts. An agreed timetable is included at [Exhibit 4](#) which takes account of submission requirements and planned Joint Committee dates:

## Exhibit 4

### Financial statements timetable

 Key stage	 Date
Consideration of unaudited financial statements by those charged with governance	29 June 2018
Latest submission date of unaudited annual accounts with complete working papers package	30 June 2018
Latest date for final clearance meeting with Treasurers/Officers	27 July 2018
Agreement of audited unsigned annual accounts	10 September 2018
Issue of Annual Audit Report including ISA 260 report to those charged with governance	10 September 2018
Independent auditor's report signed	29 September 2018



## Internal audit

**19.** Auditing standards require internal and external auditors to work closely together to make best use of available audit resources. We seek to rely on the work of internal audit wherever possible and as part of our planning process we carry out an assessment of the internal audit function. Internal audit is provided by the internal audit section of Renfrewshire Council.

### Adequacy of Internal Audit

**20.** A review of the internal audit function at Renfrewshire Council will be carried out by the Renfrewshire Council audit team in early 2018. This will provide assurance over whether the internal audit function operates in accordance with Public Sector Internal Audit Standards (PSIAS) and has sound documentation and reporting procedures in place.

## Audit dimensions

**21.** Our audit is based on four audit dimensions that frame the wider scope of public sector audit requirements as shown in [Exhibit 5](#). Due to the nature and size of Scotland Excel, we have assessed the extent of wider dimensions work and concluded that a reduced scope, as outlined in paragraph 53 of the Code of Audit Practice, can be applied.

### Exhibit 5

#### Audit dimensions



Source: Code of Audit Practice

**22.** In the local government sector, the appointed auditor's annual conclusions on these four dimensions will help contribute to an overall assessment and assurance on best value.

### Financial sustainability

**23.** As auditors we consider the appropriateness of the use of the going concern basis of accounting as part of the annual audit. We will also comment on the Scotland Excel's financial sustainability in the longer term. We define this as medium term (two to five years) and longer term (longer than five years) sustainability. We will carry out work and conclude on:

- the effectiveness of financial planning in identifying and addressing risks to financial sustainability in the short, medium and long term
- the appropriateness and effectiveness of arrangements in place to address any identified funding gaps
- whether Scotland Excel can demonstrate the affordability and effectiveness of funding and investment decisions it has made.

### Financial management

**24.** Financial management is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively. We will review, conclude and report on:

- whether Scotland Excel has arrangements in place to ensure systems of internal control are operating effectively
- whether Scotland Excel can demonstrate the effectiveness of budgetary control system in communicating accurate and timely financial performance
- how Scotland Excel has assured itself that its financial capacity and skills are appropriate
- whether Scotland Excel has established appropriate and effective arrangements for the prevention and detection of fraud and corruption.

### Governance and transparency

**25.** Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision – making and transparent reporting of financial and performance information. We will review, conclude and report on:

- whether Scotland Excel can demonstrate that the governance arrangements in place are appropriate and operating effectively
- whether there is effective scrutiny, challenge and transparency on the decision – making and finance and performance reports
- the quality and timeliness of financial and performance reporting.

### Value for money

**26.** Value for money refers to using resources effectively and continually improving services. We will review, conclude and report on whether:

- Scotland Excel can provide evidence that it is demonstrating value for money in the use of its resources
- Scotland Excel can demonstrate that there is a clear link between money spent, output and outcomes delivered
- Scotland Excel can demonstrate that outcomes are improving
- there is sufficient focus on improvement and the pace of it.

### Independence and objectivity

**27.** Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When auditing the financial statements auditors must also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the

independence and objectivity of auditors. Audit Scotland has in place robust arrangements to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Director of Audit Services, who serves as Audit Scotland’s Ethics Partner.

**28.** The engagement lead for Scotland Excel is Mark Ferris, Senior Audit Manager. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of Scotland Excel.

## Quality control

**29.** International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor’s report or opinion is appropriate in the circumstances.

**30.** The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice (and relevant supporting guidance) issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews, internal quality reviews and is currently reviewing the arrangements for external quality reviews.

**31.** As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time and this may be directed to the engagement lead.

## Adding Value

**32.** Through our audit work we aim to add value to Scotland Excel. We will do this by ensuring our Annual Audit Report provides a summary of the audit work done in the year together with clear judgements and conclusions on how well Scotland Excel has discharged its responsibilities and how well it has demonstrated the effectiveness of its arrangements. Where it is appropriate we will recommend actions that support continuous improvement and summarise areas of good practice identified from our audit work.

# Scotland Excel

## Annual Audit Plan 2017/18

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or [info@audit-scotland.gov.uk](mailto:info@audit-scotland.gov.uk)

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## Scotland Excel

**To: Executive Sub Committee**

**On: 23 March 2018**

**Report  
by  
Director Scotland Excel**

**Tender: Children's Residential Care and Education Services including Short Breaks**

**Schedule: 05-17**

**Period: 1 May 2018 to 30 April 2022**

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

Children and young people are placed in residential care for a variety of reasons. Some have experienced neglect or abuse; some are unable to be looked after by their own families and others require specialist care and support. Children and young people may be looked after in residential care on a voluntary basis or may be subject to a court order or compulsory measure.

The Scottish Government collate information from local authorities on children and young people who are looked after, on the child protection register and in secure care. According to the most recent report, 'Children's Social Work Statistics Scotland, 2015-16' there were 15,317 looked after children and young people in Scotland. A total of 829 of these children and young people were cared for in accommodation, which falls under the remit of this framework for children's residential care and education services including short breaks.

Placement decisions into residential care are based on the individual needs of the child or young person. This framework therefore needs to offer sufficient services to meet the changing profile of children and young people. Scotland Excel has responded to this requirement by developing this renewal as a flexible framework.

The framework aims to bring flexibility and scope to meet the future needs of children and young people and local authorities by allowing the addition of new providers and/or services at certain points. For providers who are awarded a place on the flexible framework agreement at its commencement date the maximum period of award will be up to 48 months. New entrants may be permitted to apply to be included within the flexible framework agreement for years 3 and 4 of its duration. Providers seeking entry on to the framework at these points will be evaluated against the same criteria as the initial evaluation therefore ensuring a consistent approach to quality of services on the flexible framework. For providers who are awarded a place

on the flexible framework agreement in year three, the maximum period of award will be up to 24 months and for providers who are awarded a place on the flexible framework agreement in year four, the maximum period of award will be up to 12 months.

## 2. Scope, Participation and Spend

A user intelligence group (UIG) was formed of local authority representatives and the procurement strategy was discussed and endorsed at the UIG meeting on 26 April 2017. A working group formed of representatives from local authorities and providers to share best practice also contributed to the strategy development.

The structure of the new flexible framework continues to be based on the current model focussing on clearly specified core service options, with the opportunity to include a wide range of additional services. The structure has four service options:

**Table 1: Service Option Structure**

Service Option No.	Description	Indicative Percentage of Estimated Framework Value
1	Residential Care	27%
2	Residential Care and Education	38%
3	Short Breaks	14%
4	Day Education	21%

The current framework is accessed by 31 local authorities; Glasgow City is not participating on the current framework due to having their own arrangement in place. However, all 32 local authorities have confirmed that they intend to participate on the new flexible framework and have confirmed expected spend, the breakdown of this can be found in Appendix 1. Based on the validated spend of local authorities, together with a 10% contingency, the flexible framework was advertised at £105.4 million per annum across all four service options.

It is expected that in line with the current framework that spend will initially be lower and increase quarter on quarter throughout the framework duration. This is on the basis that transfer of placements from the current framework is not automatic and requires to be mutually agreed between the purchaser and provider.

## 3. Procurement Process

During the development of the procurement strategy, in addition to member councils, Scotland Excel consulted with a wide range of stakeholders. Stakeholders included colleagues from the Scottish Government Residential Team within the Children and Families Directorate and the Children and Young People Team within the Convention of Scottish Local Authorities (COSLA).

During the development of the flexible framework agreement conditions, Scotland Excel secured the involvement of young people who have experience of the services offered within this flexible framework. The young people were involved in a number of stages of the procurement process. They carried out a review of the specifications

and their feedback was used to change and strengthen specific clauses within the flexible framework agreement documents. In addition, the young people were also members of the evaluation panel that scored responses to method statements.

Scotland Excel also engaged with a range of other stakeholders to develop the flexible framework; these included Police Scotland, the Care Inspectorate, Education Scotland, the Association of Directors of Education in Scotland (ADES) and the Centre for Excellence for Looked After Children in Scotland (CELCIS). Furthermore, following the publication of a Prior Information Notice (PIN), seventeen provider meetings were held which resulted in the sharing of valuable information and ideas for development of the framework.

The requirement for children's residential services including short breaks and day education comes within the 'Social and Other Specific Services' category as defined in Schedule 3 and subject to the procurement regime set out in section 7, both of the Public Contracts (Scotland) Regulations 2015. The Regulations allow for a more flexible approach to the procurement of these services, known as the 'light-touch' regime. As such, Scotland Excel has more scope to choose the procurement methodology most suited to the market whilst fundamentally adhering to the EU Treaty principles of non-discrimination, equal treatment, transparency and proportionality.

Applying the light touch regime and considering the market for these services, this framework has been developed to be a flexible framework, permitting new entrants and changes to existing participants on the published tender conditions during the framework.

Under the light touch regime, a procedure similar to an open tender procedure was used whereby providers were evaluated against predetermined criteria. Stage one, Qualification, was conducted using the European Single Procurement Document (ESPD) on a voluntary basis. Within the ESPD, tenderers were required to answer a number of qualification questions along with questions on insurance, financial standing and registration with appropriate regulatory bodies.

The invitation to tender (ITT) was published on 8 September 2017 and the offers were evaluated against the following criteria:

**Table 2: Evaluation Criteria**

Service Option	Commercial	Quality	Quality Sub Criteria	
1	30%	70%	Community Benefits	10%
			Sustainability	10%
			Outcomes	23%
			Engagement	19%
			Transitions	19%
			Promoting Positive Behaviour	19%
2	30%	70%	Community Benefits	10%
			Sustainability	10%
			Outcomes	23%
			Engagement	19%
			Transitions	19%
			Overcoming Barriers to Learning	19%
3	30%	70%	Community Benefits	10%
			Sustainability	10%
			Outcomes	23%
			Engagement	19%
			Transitions	19%
			Promoting Health and Wellbeing	19%
4	30%	70%	Community Benefits	10%
			Sustainability	10%
			Outcomes	23%
			Engagement	19%
			Transitions	19%
			Overcoming Barriers to Learning	19%



To ensure a fair comparison, providers were asked to submit a weekly fee and to provide the day and night ratios of staff members per child. The responses were evaluated in groups according to two categories, unit size and average staffing ratios over a 24 hour period.

In assessing the bids, where Scotland Excel identified scope for improving the offer, further negotiations were conducted in accordance with the published tender terms. Negotiations were carried out in January and February 2018 and were led by Scotland Excel with the support of local authority representatives. Due to the complexity of the post tender discussions it has been necessary to delay the award of this flexible framework by one month. Providers and local authorities have been advised of this.

The purpose of the negotiations included, where relevant, agreeing improvements in a number of key areas of the fee proposals and all matters were successfully concluded. While the benchmarking reflects the improved offers received, the tender scoring reflects the original offers received.

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

A total number of 46 providers and 243 services tendered across the four service options. There were six services that were non-compliant, these services either did not meet the registration requirements or the service was incorrectly offered by the provider for that service option. These offers were deemed non compliant and the tenderers were advised that these services would not be considered further.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the remaining compliant offers received was conducted and details of the overall scores are set out in Appendix 3.

In cases where providers have not scored highly on quality elements this is in general a reflection of how they have completed their technical submission (for example, missing or incomplete information) rather than an assessment of the quality of the service offered. The terms of the framework require that providers hold registration from the regulatory bodies and generally the quality of services tendered are high quality, as discussed within section 6 of this report.

#### **5. Recommendations**

In order to maximise the availability of residential care placements to local authorities and based on the evaluation carried out it is recommended that participation on the flexible framework be awarded to the 46 tenderers and services detailed in Appendix 3.

The 46 providers represent a mix of small, medium and large organisations, with 72% (33) being classed as small or medium sized enterprises and 22% (10) are voluntary providers.

## 6. Benefits

### Price Stability

The providers have all agreed to hold their fees at least until 1 April 2020. Any request for a fee increase will only be considered in accordance with the contract terms and conditions, including timescales, and will be evaluated against prevailing market conditions.

### Cost Impact

Given the specialist nature of the services covered by this flexible framework, it is difficult to predict future placements and hence provide definitive benchmarking information. Scotland Excel has however conducted a benchmarking exercise based on information provided by local authorities relating to providers they have used in the period 2016 - 2017. This benchmarking provides a comparison of rates currently paid to existing providers.

Following evaluation of the commercial submissions, Scotland Excel identified higher than forecast increases across a range of existing and new providers over the initial two year period. As a result, Scotland Excel elected to carry out post tender negotiations (PTNs), following the pre-determined PTN methodology, with those providers who had submitted rates that were a significant increase from the rates currently being charged to local authorities and/or were a significant variance from the average rates submitted via the tender to ensure that best value was achieved for local authorities.

Scotland Excel negotiated with these providers to ensure fees reflected the cost of providing care, with a particular focus on minimising those costs that were not directly related to the child or young person. Following negotiations, the overall average fee increase is estimated at 4.7%, with pricing fixed for two years. As there are more providers on the new framework, Scotland Excel will support all local authorities to explore best value placement decision making, whilst ensuring we meet the needs of the child

The 4.7% average estimated increase follows a period of extended price stability. During the term of the current framework, Scotland Excel has worked in partnership with providers to limit fee increases to align with the cost of care provision. This close partnership working has limited the average fee increase to 1.9% over four years. During the same period, CPI increases have been 4.3%<sup>1</sup>.

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1

<https://www.ons.gov.uk/economy/inflationandpriceindices/datasets/consumerpriceindicescpiandretailpricesindexrpiitemindicesandpricequotes>

## **Sustainable Procurement Benefits**

### Community Benefits

At the strategy UIG, the group developed and endorsed that community benefits attained would be delivered at a local level for each individual local authority. This is a different approach to that adopted on the current framework and should ensure that local authorities receive community benefits tailored to their spend levels and local authority area.

All but one provider has confirmed their commitment to Scotland Excel's community benefits approach for this framework. Delivered benefits will be based on the annual spend thresholds provided for each individual local authority.

On an annual basis, Scotland Excel will calculate which annual spend thresholds have been met based on submitted management information and will provide this information to relevant providers and local authorities. Providers will report delivered community benefits to Scotland Excel on a six monthly basis.

When providers meet the minimum annual spend threshold for an individual local authority they will discuss with the local authority community benefits lead or other designated person to finalise the specific benefits that they are offering under this flexible framework.

In the published tender documents, providers were given a list of indicative community benefits that could be agreed with local authorities. Examples of the indicative benefits which were conveyed to providers were:

- Fundraising event for external charities/initiatives;
- Offer use of grounds/facilities to wider community;
- Work placements to school, colleague or university students;
- Offer training sessions to wider community;
- Employability workshop or event in a school, college or community group (employability session, career information, mock interviews);
- Sponsorship of a local sports team or community event;
- Donation of materials and/or labour to support community project;
- Recruit a modern (or other approved) apprentice; and
- Recruit one person.

### Environmental

Providers were also asked to select a statement that best reflects its service's position with regards to Eco-Schools Green Flag Award. Eco-Schools<sup>2</sup> is an international initiative designed to encourage whole-school community action on Learning for Sustainability. The initiative encourages closer links between schools and the communities around them. Schools can progress through a series of awards

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<sup>2</sup> <http://www.keepsotlandbeautiful.org/sustainable-development-education/eco-schools/>

to ultimately achieve the Eco-Schools International Green Flag Award. Providers who had tendered for service options that included an education element were asked to confirm their Eco-Schools status. Based on this information, within two years the number of services who hold the Eco-Schools International Green Flag Award will increase from 6% to 83%. Providers responses were as follows:

- Green Flag holder and commit to maintaining Green Flag – 6%
- Silver Flag holder and commit to achieving Green Flag over initial period – 10%
- Bronze Flag holder and commit to achieving Green Flag over initial period – 6%
- Not an Eco-Schools Award Holder but commit to achieving Green Flag over initial period – 61%.

Providers were also asked to respond to a question which sought to establish how the organisation would commit to promoting sustainable and socially responsible practices. Providers detailed a wide range of environmental benefits which will also be monitored through the life of the contract and will form part of the regular reporting requirements. Providers gave examples of the use of own supply chains, including growing food and keeping animals, the use of energy efficiency, such as hydro and solar energy to provide sustainable energy sources to be used within the service and reuse and recycle initiatives including upcycling, composting and recycling of cooking oil.

Providers have also described how they promote sustainability to children and young people and how this approach will help them to become effective contributors, confident individuals and successful learners. Providers gave examples of how these initiatives benefit children and young people, for example skills learned (bike repair, sewing, cooking, farming) can be therapeutic and help develop life skills. Providers have also described how sustainable practices help to develop an understanding of the community and environment and this leads to responsible citizenship.

### Fair Work Practices

Providers were asked to describe how they would commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this flexible framework agreement. Good responses described a commitment to:

- Fair and equal pay;
- Improving the wider diversity of staff;
- Providing skills and training;
- Clear managerial responsibility;
- Supporting a progressive workforce; and
- Supporting flexible working.

Furthermore, providers were asked to confirm their ability to pay the living wage. Of the 46 recommended providers 32 pay the Scottish Living Wage or above to all

employees (except volunteers, apprentices and interns). Of these 32 providers, six are accredited by the Living Wage Foundation.

The remaining 14 providers do not currently pay the Scottish Living Wage to all workforce, however, five of these providers have committed to gaining accreditation over the initial two year period of the flexible framework.

Scotland Excel monitors Fair Work Practices, including Scottish Living Wage, within its contract and supplier management programme and will work with all remaining providers to encourage them to pay all staff the Scottish Living Wage.

## **Other Benefits**

### Quality of Service and Improving Outcomes

Providers of care and education services in Scotland are required to be registered with the relevant regulator. The Care Inspectorate regulates and inspects care services in Scotland to make sure that they meet the right standards. Of the care services which have been submitted as part of the tender, 93% have been graded “good” or above by the Care Inspectorate. Education Scotland is responsible for the evaluation of the quality of learning and teaching in Scottish schools and education services through inspection and review of Scottish education, 65% of the education services have been graded as “good” or above by Education Scotland. There is a defined process within the terms of the flexible framework which addresses services that do not maintain grades and Scotland Excel will continue to monitor this and the quality of service.

### Increased Coverage

Coverage on the flexible framework has grown which will bring benefits to local authorities. A comparison of the most recent Care Inspectorate data shows that 33% of independent (private, voluntary and not for profit) services in Scotland are on the current Scotland Excel framework. One of the main aims of this new flexible framework was to increase the coverage and it is estimated that just over 60% of independent services will be covered by the new flexible framework.

### Management Information

Scotland Excel will continue to use the management information submitted by the participating framework providers to create quarterly contract management reports. These contract management reports will provide a detailed account of spend and use by provider and local authority and relevant trend information.

The quarterly management information and annual reports will continue to be developed by Scotland Excel to improve reporting to purchasers to enable them to understand their placement patterns in relation to the national picture.

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

In accordance with Scotland Excel's established Contract Management programme, this framework has been classified as a level 1 arrangement in terms of risk and spend. A meeting of purchasers will be convened on a regular basis throughout the period and Scotland Excel will take a categorised approach to meeting with providers.

Scotland Excel will host mobilisation events for both providers and local authorities and will provide a mobilisation pack to purchasers which will contain details on the contract arrangements and the relevant documents such as the individual placement agreement which they will complete for every placement. Local authorities will be able to access an online searchable service directory to assist with decisions about service selection.

On a quarterly basis, providers will submit management information on a range of areas including individual placements, community benefits and staffing data which will be monitored and analysed by Scotland Excel and used in the creation of regular management information reports.

The working group will be expanded to invite children and young people and will continue to meet to support continuous improvement across children's residential care and education services.

## **8. Summary**

This flexible framework aims to maximise collaboration and provide local authorities with a wide choice of high quality, child centred services which focus on the best outcomes for children and young people.

The Executive Sub Committee is requested to approve the recommendations to award this framework agreement as detailed in Appendix 3.

## Appendix 1 – Participation and Spend Summary Children's Residential Care and Education Services including Short Breaks 0517

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	% Estimated Impact	Estimated Annual Impact (£)	Basis of Calculation
Aberdeen City Council	Yes	01 May 2018	£4,000,000	Member Provided	5.1%	£204,000	Benchmarked Current Contract
Aberdeenshire Council	Yes	01 May 2018	£7,853,729	Contract MI - Confirmed by Member	4.6%	£361,272	Benchmarked Current Contract
Angus Council	Yes	01 May 2018	£1,061,615	Contract MI - Confirmed by Member	2.2%	£23,356	Benchmarked Current Contract
Argyll & Bute Council	Yes	01 May 2018	£1,124,847	Contract MI - Confirmed by Member	4.4%	£49,493	Benchmarked Current Contract
City of Edinburgh Council	Yes	01 May 2018	£2,300,000	Member Provided	5.7%	£131,100	Benchmarked Current Contract
Clackmannanshire Council	Yes	01 May 2018	£3,375,288	Member Provided	8.2%	£276,774	Benchmarked Current Contract
Comhairle nan Eilean Siar	Yes	01 May 2018	£434,000	Member Provided	0.3%	£1,302	Benchmarked Using Member Provided Data
Dumfries & Galloway Council	Yes	01 May 2018	£3,198,000	Member Provided	5.0%	£159,900	Benchmarked Current Contract
Dundee City Council	Yes	01 May 2018	£4,562,468	Contract MI - Confirmed by Member	2.4%	£109,499	Benchmarked Current Contract
East Ayrshire Council	Yes	01 May 2018	£2,000,000	Member Provided	5.7%	£114,000	Benchmarked Current Contract
East Dunbartonshire Council	Yes	01 May 2018	£1,738,498	Contract MI - Confirmed by Member	9.8%	£170,373	Benchmarked Current Contract
East Lothian Council	Yes	01 May 2018	£3,001,915	Member Provided	4.6%	£138,088	Benchmarked Current Contract
East Renfrewshire Council	Yes	01 May 2018	£447,565	Contract MI - Confirmed by Member	2.0%	£8,951	Benchmarked Current Contract
Falkirk Council	Yes	01 May 2018	£1,038,998	Contract MI - Confirmed by Member	6.0%	£62,340	Benchmarked Current Contract
Fife Council	Yes	01 May 2018	£8,000,000	Member Provided	4.5%	£360,000	Benchmarked Current Contract
Glasgow City Council	Yes	01 May 2018	£11,650,000	Member Provided	4.8%	£559,200	Benchmarked Using Member Provided Data
Highland Council	Yes	01 May 2018	£8,500,000	Member Provided	2.5%	£212,500	Benchmarked Current Contract
Inverclyde Council	Yes	01 May 2018	£1,404,879	Member Provided	3.0%	£42,146	Benchmarked Current Contract
Midlothian Council	Yes	01 May 2018	£1,739,388	Member Provided	6.6%	£114,800	Benchmarked Current Contract
North Ayrshire Council	Yes	01 May 2018	£5,000,000	Member Provided	3.7%	£185,000	Benchmarked Current Contract
North Lanarkshire Council	Yes	01 May 2018	£2,280,013	Contract MI	5.4%	£123,121	Benchmarked Current Contract
Orkney Islands Council	Yes	01 May 2018	£727,378	Member Provided	3.8%	£27,640	Benchmarked Current Contract
Perth & Kinross Council	Yes	01 May 2018	£782,095	Contract MI - Confirmed by Member	2.2%	£17,206	Benchmarked Current Contract
Renfrewshire Council	Yes	01 May 2018	£860,137	Contract MI - Confirmed by Member	9.6%	£82,573	Benchmarked Current Contract
Scottish Borders Council	Yes	01 May 2018	£1,236,969	Member Provided	5.7%	£70,507	Benchmarked Current Contract
Shetland Islands Council	Yes	01 May 2018	£173,571	Contract MI - Confirmed by Member	15.9%	£27,598	Benchmarked Current Contract
South Ayrshire Council	Yes	01 May 2018	£2,974,002	Contract MI	3.6%	£107,064	Benchmarked Current Contract
South Lanarkshire Council	Yes	01 May 2018	£1,937,103	Contract MI - Confirmed by Member	5.0%	£96,855	Benchmarked Current Contract
Stirling Council	Yes	01 May 2018	£3,426,499	Contract MI - Confirmed by Member	7.0%	£239,855	Benchmarked Current Contract
The Moray Council	Yes	01 May 2018	£2,055,409	Member Provided	4.3%	£88,383	Benchmarked Current Contract
West Dunbartonshire Council	Yes	01 May 2018	£1,877,156	Contract MI - Confirmed by Member	4.0%	£75,086	Benchmarked Current Contract
West Lothian Council	Yes	01 May 2018	£5,000,000	Member Provided	4.8%	£240,000	Benchmarked Current Contract
<b>Totals</b>			<b>£95,761,522</b>		<b>4.7%</b>	<b>£4,479,982</b>	





## Appendix 2 - SME Status

Tenderer's name	Location	SME Status	Service Options Tendered
A Wilderness Way Ltd	Carlisle	Medium	1
Abbeyfield Lodge Ltd	Fraserburgh	Small	1
Aberdeen Association of Social Service (Trading as VSA)	Aberdeen	Large	2 and 4
Aberlour Child Care Trust	Stirling	Medium	1 and 3
Applied Care and Development Limited	Dumfries	Large	1 and 2
Archway (Respite Care & Housing) Ltd	Aberdeen	Medium	3
Ardfern Limited T/A Ardfarn Learning Centre T/A Ardfarn School	Johnstone	Small	4
Bachlaw Limited	Cornhill	Small	1, 2, 3 and 4
Balnacraig School	Perth	Medium	1, 2 and 4
Barnardo's	Edinburgh	Large	1
Cairn Mhor Childcare Partnership Limited	Glenrothes	Small	1
Camphill Rudolf Steiner Schools Ltd	Aberdeen	Large	1, 2, 3 and 4
Capability Scotland	Edinburgh	Medium	1, 2, 3 and 4
Care 4 Children Residential Services Ltd	Stockport	Medium	2
Care Visions Group Limited	Stirling	Large	1
Common Thread Ltd	Lockerbie	Medium	1, 2 and 4
East Park School	Glasgow	Medium	1, 2 and 4
Harmony Education Trust Limited	Balerno	Medium	2 and 4
Hillcrest Childrens Services Limited	Alcester	Large	2
Hillside School (Aberdour) Ltd	Aberdour	Medium	2
House of Falkland Ltd. t/a Falkland House School	Cupar	Small	1, 2 and 4
Inspire Scotland Ltd	Glasgow	Medium	1
Kibble Education and Care Centre	Paisley	Medium	2 and 4
Mirren Park Limited (t/a Mirren Park School)	Paisley	Small	4
Moore House School Limited	Bathgate	Small	1, 2 and 4
Julia Stewart Limited	Johnstone	Small	1
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	London	Large	1, 2 and 4
Quarriers	Bridge of Weir	Large	1 and 3
Radical Services Limited	Leeds	Medium	1, 2 and 4
ROC Northwest Ltd	Ribchester	Medium	1 and 2
Rossie Young People's Trust	Montrose	Medium	2
Royal Blind	Edinburgh	Large	1, 2, 3 and 4
Scottish Autism	Alloa	Medium	2 and 4
Seamab	Rumbling Bridge	Medium	1, 2 and 4
Sense Scotland	Glasgow	Large	3
The Church of Scotland Social Care Council (trading as "Crossreach")	Edinburgh	Large	1, 2, 3 and 4
Spark of Genius (Training) Ltd	Paisley	Large	1, 2 and 4
Speyside trust	Aviemore	Small	3
St Philip's School Plains	Airdrie	Medium	2 and 4
Stepdown	Glasgow	Medium	1
The Governors of the Donaldson Trust Known as The Donaldson Trust	Linlithgow	Medium	4
The Mungo Foundation	Glasgow	Large	3
The New School Butterstone	Butterstone	Small	2 and 4
The Scottish Centre for Children with Motor Impairments (SCCMI)	Cumbernauld	Small	4
Up-2-Us	East Kilbride	Small	1 and 3
Young Foundations Ltd	Salford	Medium	1



## Appendix 3 - Scoring and Recommendations

### Service Option 1 – Residential Care

<b>1 BED SERVICE</b>		
<b>STAFFING RATIO OF 0.5 - 0.75 CHILD TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Abbeyfield Lodge Ltd	Abbeyfield Lodge Ltd	70.73
Care Visions Group Limited	Duchray	66.69
Care Visions Group Limited	Waterstone Cottage	66.69
Care Visions Group Limited	Windyknowe	66.69
Common Thread Ltd	Common Ground	59.90
Common Thread Ltd	Holmbank Cottage	59.90
Common Thread Ltd	Whitcastles	59.90
Common Thread Ltd	Woodside Cottage	59.90
Common Thread Ltd	Newton On Belivat	59.90
Common Thread Ltd	Tomscroft	59.90
Common Thread Ltd	Duneaton	59.90
Balnacraig School	Safe Base	53.95

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1 CHILD TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Abbeyfield Lodge Ltd	Abbeyfield Lodge Ltd	70.73
Care Visions Group Limited	Balderston Cottage	70.58
Care Visions Group Limited	Blackburn House	70.58
Care Visions Group Limited	Craigbank Farmhouse	70.58
Care Visions Group Limited	Laraben	70.58
Care Visions Group Limited	Lower Canglour	70.58
Care Visions Group Limited	Phantassie Cottage	70.58
Care Visions Group Limited	Riggheads	70.58
Care Visions Group Limited	The Knowe (Middlebank)	70.58
Care Visions Group Limited	Westfield Farmhouse	70.58
Common Thread Ltd	Common Ground	66.94
Common Thread Ltd	Holmbank Cottage	66.94
Common Thread Ltd	Whitcastles	66.94
Common Thread Ltd	Woodside Cottage	66.94
Common Thread Ltd	The Farmhouse	66.94
Common Thread Ltd	Newton On Belivat	66.94
Common Thread Ltd	Tomscroft	66.94
Inspire Scotland Ltd	Blairbeth- Flat Accomodation	58.09
Inspire Scotland Ltd	Green Pastures- Flat Accomodation	58.09

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.50 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
The Church of Scotland Social Care Council (trading as "Crossreach")	Ballikinrain	84.31
The Church of Scotland Social Care Council (trading as "Crossreach")	Finniescroft Farm	84.31
The Church of Scotland Social Care Council (trading as "Crossreach")	Mount Pleasant	84.31
The Church of Scotland Social Care Council (trading as "Crossreach")	Rockwood	84.31
The Church of Scotland Social Care Council (trading as "Crossreach")	Millmuir Farm	84.31
ROC Northwest Ltd	Kirkwood	81.65

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Troup House School and Accommodation	76.28

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.00 - 1.25 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Up-2-Us	Resource Team Accommodation	73.71
Aberlour Child Care Trust	Aberlour Options Moray - Residential	72.89
Radical Services Limited	Earlseat	71.53
Radical Services Limited	Tarra	71.53
Radical Services Limited	The Paddock	71.53
The Church Of Scotland Social Care Council (Trading As "Crossreach")	House Of Newburn	70.70
Applied Care And Development Limited	Annies Cottage	68.76
Applied Care And Development Limited	Cushathill	68.76
Radical Services Limited	Dala	66.84
Radical Services Limited	Highview	66.84
Radical Services Limited	Knockenshang	66.84
Radical Services Limited	Murraythwaite	66.84
Radical Services Limited	Thistlebank	66.84
Applied Care And Development Limited	Atha Mhor	66.21
Applied Care And Development Limited	Lochview	66.21
Applied Care And Development Limited	Transition Service	66.21

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.50 - 1.67 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Roc Northwest Ltd	Laceyby	81.65
Roc Northwest Ltd	The Hawthorns	81.65
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Ballikinrain	81.40
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Finniescroft Farm	81.40
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Mount Pleasant	81.40
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Rockwood	81.40
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Millmuir Farm	81.40
Care Visions Group Limited	Burnside Cottage	81.21
Care Visions Group Limited	Cowdenlaws Farm	81.21
Care Visions Group Limited	Craig Of Garvock	81.21
Care Visions Group Limited	Craigbrock Farm House	81.21
Care Visions Group Limited	Drummerchin	81.21
Care Visions Group Limited	Glenlee	81.21
Care Visions Group Limited	High Kilroy	81.21
Care Visions Group Limited	Leuchars Castle	81.21
Care Visions Group Limited	Waterstone Farm	81.21
Care Visions Group Limited	Whitehope Farmhouse	81.21
Care Visions Group Limited	Woodville House	81.21
Care Visions Group Limited	Ibert Farmhouse	81.21
Care Visions Group Limited	Lettre Farmhouse	81.21
Care Visions Group Limited	Niddry Mains	81.21
Care Visions Group Limited	Orca	81.21
Care Visions Group Limited	Quhytewoollen	81.21
Care Visions Group Limited	Selms House	81.21
Common Thread Ltd	Auchengavin	75.93
Common Thread Ltd	Bogton	75.93
Common Thread Ltd	Common Ground	75.93
Common Thread Ltd	Holmbank Cottage	75.93
Common Thread Ltd	Whitcastles	75.93
Common Thread Ltd	Woodside Cottage	75.93
Common Thread Ltd	Fleets Villa	75.93
Common Thread Ltd	Gardenhouse	75.93
Common Thread Ltd	Glenburnie House	75.93
Common Thread Ltd	The Cottage	75.93
Common Thread Ltd	Newton On Belivat	75.93
Common Thread Ltd	Tomscroft	75.93
A Wilderness Way Ltd	Devonside House	62.39
A Wilderness Way Ltd	Rowallan House	62.39
Stepdown	Stepdown Castlemilk And South	57.96
Stepdown	Stepdown Hurlford	57.96
Stepdown	Stepdown North	57.96

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2 - 2.25 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Aberlour Child Care Trust	Aberlour Sycamore - Cedar Ave	74.74
Aberlour Child Care Trust	Aberlour Sycamore - Cedar Ave (Res & Education)	74.74
Abbeyfield Lodge Ltd	Abbeyfield Lodge Ltd	70.73
Moore House School Limited	Ardlaghan	45.97
Moore House School Limited	Buchanan House	45.97
Moore House School Limited	Gate House	45.97
Moore House School Limited	Granby And Hollybank	45.97

<b>3 TO 4 BEDS SERVICE</b>		
<b>2.60 - 3.00 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Capability Scotland	Stanmore Residential	71.98
The Church Of Scotland Social Care Council (Trading As "Crossreach")	The Garratt	64.97
Camphill Rudolf Steiner Schools Ltd	Residential Care	62.89
Inspire Scotland Ltd	Blairbeth-Home Accomodation	57.77

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 0.60 - 1.04 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
East Park School	East Park School	73.00
Seamab	Residential Care	72.28
Applied Care and Development Limited	Close Support Service	69.64
Young Foundations Ltd.	The Red House	67.99
Applied Care and Development Limited	Springfield	67.09

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.35 - 1.50 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
ROC Northwest Ltd	Aroona	75.51
ROC Northwest Ltd	Ashdene	75.51
ROC Northwest Ltd	Fairfield	75.51
ROC Northwest Ltd	Linton House	75.51
ROC Northwest Ltd	Tower View	75.51
Radical Services Limited	Forth Craig	71.53
Cairn Mhor Childcare Partnership Ltd	Residential Children Care	66.13
Bachlaw Limited	Bachlaw Intensive Support	56.23
Stepdown	Stepdown Bishopbriggs and Airdrie	52.93

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.85 - 2.09 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
The Church of Scotland Social Care Council (trading as "Crossreach")	Ballikinrain	85.05
The Church of Scotland Social Care Council (trading as "Crossreach")	Finniescroft Farm	85.05
The Church of Scotland Social Care Council (trading as "Crossreach")	Mount Pleasant	85.05
The Church of Scotland Social Care Council (trading as "Crossreach")	Rockwood	85.05
The Church of Scotland Social Care Council (trading as "Crossreach")	Millmuir Farm	85.05
Barnardo's	Northern Lights	82.23
ABERLOUR CHILD CARE TRUST	Aberlour Options Fife (Residential)	81.81
Spark of Genius (Training) Ltd	Brandyburn	77.19
Spark of Genius (Training) Ltd	Davidshill Farm	77.19
Spark of Genius (Training) Ltd	Drumbank House	77.19
Spark of Genius (Training) Ltd	Easter Hayston	77.19
Spark of Genius (Training) Ltd	Foxhill Cottage	77.19
Spark of Genius (Training) Ltd	Millholm	77.19
Spark of Genius (Training) Ltd	Netherton	77.19
Spark of Genius (Training) Ltd	North Lodge	77.19
Spark of Genius (Training) Ltd	Riverside House	77.19
Spark of Genius (Training) Ltd	Sunderland House	77.19
Spark of Genius (Training) Ltd	The Old Mill	77.19
Spark of Genius (Training) Ltd	West Cottage	77.19
Spark of Genius (Training) Ltd	Woodside Farmhouse	77.19
Julia Stewart Limited	Nether Johnstone House	70.50

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 2.50 - 2.60 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Quarriers	Rivendell	76.88
Aberlour Child Care Trust	Aberlour Sycamore - Bellyeoman Road	74.45
Aberlour Child Care Trust	Aberlour Sycamore - Frankfield House	74.45
Aberlour Child Care Trust	Aberlour Sycamore - Veronica Crescent	74.45
Aberlour Child Care Trust	Sycamore - Whytemans Brae	74.45
Aberlour Child Care Trust	Aberlour Sycamore - Bellyeoman Road (Res & Education)	74.45
Aberlour Child Care Trust	Aberlour Sycamore - Frankfield House (Res & Education)	74.45
Aberlour Child Care Trust	Aberlour Sycamore - Veronica Crescent (Res & Education)	74.45
Aberlour Child Care Trust	Sycamore - Whytemans Brae (Res & Education)	74.45
Camphill Rudolf Steiner Schools Ltd	Residential Care	71.25
Abbeyfield Lodge Ltd	Abbeyfield Lodge Ltd	70.32
Partnerships In Care Uk 1 Limited Trading As Priory Education And Children'S Services	Troup House School And Accomodation	70.20

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 4 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Royal Blind	Royal Blind	83.18

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 5 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
House of Falkland Ltd. t/a Falkland House School	Falkland House School	76.75
Inspire Scotland Ltd	Campsie View-Home Accomodation	69.25
Inspire Scotland Ltd	Green Pastures-Home Accomodation	69.25



## Service Option 2 – Residential Care and Education

<b>1 BED SERVICE</b>		
<b>STAFFING RATIO OF 0.5 CHILD TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Common Thread Ltd	Common Ground	76.01
Common Thread Ltd	Holmbank Cottage	76.01
Common Thread Ltd	Whitcastles	76.01
Common Thread Ltd	Woodside Cottage	76.01
Common Thread Ltd	Newton On Belivat	76.01
Common Thread Ltd	Tomscroft	76.01
Common Thread Ltd	Duneaton	76.01
Care 4 Children Residential Services Ltd	Maple Lodge	73.70

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1 CHILD TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Common Thread Ltd	Common Ground	81.65
Common Thread Ltd	Holmbank Cottage	81.65
Common Thread Ltd	Whitcastles	81.65
Common Thread Ltd	Woodside Cottage	81.65
Common Thread Ltd	The Farmhouse	81.65
Common Thread Ltd	Newton On Belivat	81.65
Common Thread Ltd	Tomscroft	81.65
Balnacraig School	Close Support	77.88
Care 4 Children Residential Services Ltd	Mill Lodge	67.86
Care 4 Children Residential Services Ltd	Moore Tree Lodge	67.86
Care 4 Children Residential Services Ltd	Stalmine Lodge	67.86

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.5 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
The Church of Scotland Social Care Council (trading as "Crossreach")	Ballikinrain	73.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Finniescroft Farm	73.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Millmuir Farm	73.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Mount Pleasant	73.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Rockwood	73.43

<b>2 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Troup House School and Accomodation	89.58

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 0.65 - 1 CHILD TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Applied Care and Development Limited	Annies Cottage	72.81
Applied Care and Development Limited	Cushathill	72.81
Applied Care and Development Limited	Transition Service	72.81
Radical Services Limited	Dala	64.08
Radical Services Limited	Highview	64.08
Radical Services Limited	Knockenshang	64.08
Radical Services Limited	Murraythwaite	64.08
Radical Services Limited	Thistlebank	64.08

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.25 - 1.67 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Oliver House School And Homes	83.95
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Progress House School And Homes	83.95
Common Thread Ltd	Auchengavin	75.22
Common Thread Ltd	Bogton	75.22
Common Thread Ltd	Common Ground	75.22
Common Thread Ltd	Holmbank Cottage	75.22
Common Thread Ltd	Whitcastles	75.22
Common Thread Ltd	Woodside Cottage	75.22
Common Thread Ltd	Fleets Villa	75.22
Common Thread Ltd	Gardenhouse	75.22
Common Thread Ltd	Glenburnie	75.22
Common Thread Ltd	The Cottage	75.22
Common Thread Ltd	Newton On Belivat	75.22
Common Thread Ltd	Tomscroft	75.22
Balnacraig School	Close Support	72.18
Care 4 Children Residential Services Ltd	Austen House	68.26
Care 4 Children Residential Services Ltd	Nightingale House	68.26
Care 4 Children Residential Services Ltd	Teresa House	68.26
Care 4 Children Residential Services Ltd	The Retreat	68.26
Care 4 Children Residential Services Ltd	Gang And Radicalisation Intervention Service	64.58
Care 4 Children Residential Services Ltd	Derwent Lodge	64.58
Care 4 Children Residential Services Ltd	Fortitude House	64.58
Care 4 Children Residential Services Ltd	Meadow Bank House	64.58
The Church of Scotland Social Care Council (trading as "Crossreach")	Ballikinrain	64.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Finniescroft Farm	64.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Millmuir Farm	64.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Mount Pleasant	64.43
The Church of Scotland Social Care Council (trading as "Crossreach")	Rockwood	64.43
Radical Services Limited	Earlseat	64.08
Radical Services Limited	Tarra	64.08
Radical Services Limited	The Paddock	64.08
The Church of Scotland Social Care Council (trading as "Crossreach")	House Of Newburn	61.98

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Moore House School Limited	Main House	59.63
Moore House School Limited	Ardlaghan	59.63
Moore House School Limited	Buchanan House	59.63
Moore House School Limited	Gate House	59.63
Moore House School Limited	Granby And Hollybank	59.63

<b>3 TO 4 BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2.60 - 3.00 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Camphill Rudolf Steiner Schools Ltd	Residential Care and Education	71.70
Capability Scotland	Stanmore Residential And Education	67.20

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 0.51 - 1.00 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Harmeny Education Trust Limited	Harmeny School - Residential Education Service	92.85
East Park School	East Park School	71.76
Applied Care and Development Limited	Close Support Service	65.46
Scottish Autism	New Struan School	58.93

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.35 - 1.50 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Oliver House School And Homes	83.93
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Progress House School And Homes	83.93
Aberdeen Association of Social Service (Trading as VSA)	Linn Moor School	76.01
Bachlaw Limited	Bachlaw Projects And Bachlaw Learning Centre	73.96
ROC Northwest Ltd	Moutwood Academy	71.45
Care 4 Children Residential Services Ltd	Jefferson	68.26
Care 4 Children Residential Services Ltd	Lincoln	68.26
Radical Services Limited	Forth Craig	64.08
St Philip's School Plains	Residential Care And Education Services	59.39

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 1.75 - 2.08 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Eastwood Grange School And Homes	81.74
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Hurworth House School / Fieldfair Home	81.46
Seamab	Residential & Education	77.49
Hillside School (Aberdour) Ltd	Hillside School (Aberdour) Ltd	76.70
Kibble Education And Care Centre	Arran Villa	74.13
Spark of Genius (Training) Ltd	Brandyburn And Caledonian School	72.82
Spark of Genius (Training) Ltd	Brandyburn And Skypoint School	72.82
Spark of Genius (Training) Ltd	Davidshill Farm And Caledonian School	72.82
Spark of Genius (Training) Ltd	Drumbank House And Harbour Point School	72.82
Spark of Genius (Training) Ltd	Easter Hayston And Skypoint School	72.82
Spark of Genius (Training) Ltd	Foxhill Cottage And Caledonian School	72.82
Spark of Genius (Training) Ltd	Millholm And Caledonian School	72.82
Spark of Genius (Training) Ltd	Netherton And Caledonian School	72.82
Spark of Genius (Training) Ltd	North Lodge And Caledonian School	72.82
Spark of Genius (Training) Ltd	Riverside House And Caledonian School	72.82
Spark of Genius (Training) Ltd	Sunderland House And Caledonian School	72.82
Spark of Genius (Training) Ltd	Sunderland House And Skypoint School	72.82
Spark of Genius (Training) Ltd	The Old Mill And Skypoint School	72.82
Spark of Genius (Training) Ltd	West Cottage And Caledonian School	72.82
Spark of Genius (Training) Ltd	West Cottage And Skypoint School	72.82
Spark of Genius (Training) Ltd	Woodside Farmhouse And Caledonian School	72.82
Care 4 Children Residential Services Ltd	Complex Trauma	62.17
The Church of Scotland Social Care Council (trading as "Crossreach")	Ballikinrain	60.62
The Church of Scotland Social Care Council (trading as "Crossreach")	Finniescroft Farm	60.62
The Church of Scotland Social Care Council (trading as "Crossreach")	Millmuir Farm	60.62
The Church of Scotland Social Care Council (trading as "Crossreach")	Mount Pleasant	60.62
The Church of Scotland Social Care Council (trading as "Crossreach")	Rockwood	60.62

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 2.50 - 2.75 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Partnerships in Care UK 1 Limited trading as Priory Education and Children's Services	Troup House School and Accomodation	80.62
Camphill Rudolf Steiner Schools Ltd	Residential Care and Education	71.70
Hillcrest Childrens Services Limited	Acorn Cottage	50.58
Hillcrest Childrens Services Limited	Ashley	50.58
Hillcrest Childrens Services Limited	Beachlands	50.58
Hillcrest Childrens Services Limited	Denmead	50.58
Hillcrest Childrens Services Limited	Hayling Island	50.58
Hillcrest Childrens Services Limited	Oathill Lodge	50.58
Hillcrest Childrens Services Limited	Park Farm	50.58
Hillcrest Childrens Services Limited	Poppy Lodge	50.58
Hillcrest Childrens Services Limited	Slinfold	50.58
Hillcrest Childrens Services Limited	Steps	50.58
Hillcrest Childrens Services Limited	The Bartons	50.58

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 3.00 - 3.13 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Kibble Education And Care Centre	Kibble Education And Care Centre (School Care Accommodation)	89.03
Rossie Young People's Trust	Residential Care and Education	87.19

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 3.50 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
Royal Blind	Royal Blind	85.73
Balnacraig School	Main School Care	58.83

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 4.00 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
The New School Butterstone	The New School Butterstone	69.70

<b>5 OR MORE BEDS SERVICE</b>		
<b>STAFFING RATIO OF 5.00 CHILDREN TO 1 STAFF</b>		
<b>PROVIDER NAME</b>	<b>SERVICE NAME</b>	<b>TOTAL OVERALL</b>
House of Falkland Ltd. t/a Falkland House School	Falkland House School	85.40

### Service Option 3 – Short Breaks

3 TO 4 BEDS SERVICE		
STAFFING RATIO OF 0.50 CHILD TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Bachlaw Limited	Short Breaks	80.08

3 TO 4 BEDS SERVICE		
STAFFING RATIO OF 1.25 - 1.50 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Aberlour Child Care Trust	Options Ayrshire	93.48
Aberlour Child Care Trust	Aberlour Options Aberdeen	92.63

3 TO 4 BEDS SERVICE		
STAFFING RATIO OF 2.00 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
The Mungo Foundation	Muirfield Place	90.98

3 TO 4 BEDS SERVICE		
STAFFING RATIO OF 2.60 - 3.00 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Archway (Respite Care & Housing) Ltd	Archway, Dyce	87.63
Archway (Respite Care & Housing) Ltd	Archway, Two Mile Cross	87.63
Archway (Respite Care & Housing) Ltd	Archway, Westburn Road	87.63
The Church Of Scotland Social Care Council (Trading As "Crossreach")	The Mallard	73.02
Capability Scotland	Corseford Respite	70.61
Capability Scotland	Stanmore Respite	70.61
Camphill Rudolf Steiner Schools Ltd	Short Breaks - Respite	69.51

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 1 CHILD TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Up-2-Us	Resource Team Accommodation	74.60

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 1.75 - 2.09 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Aberlour Child Care Trust	Aberlour Options Moray - Respite	82.43
Aberlour Child Care Trust	Aberlour Options Moray - Respite (Emergency No School)	78.40
Sense Scotland	Ardlui	71.33

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 2.50 - 2.60 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Quarriers	Countryview	95.20
Camphill Rudolf Steiner Schools Ltd	Short Breaks - Respite	67.98

5 OR MORE BEDS SERVICE		
STAFFING RATIO OF 4.00 CHILDREN TO 1 STAFF		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Royal Blind	Royal Blind	84.08
Speyside Trust	Badaguish Centre	71.20



## Service Option 4 – Day Education

PRE-SCHOOL		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
The Scottish Centre for Children with Motor Impairments (SCCMI)	Nursery Service	81.71
Camphill Rudolf Steiner Schools Ltd	Education Services	73.00

PRIMARY SCHOOL		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Royal Blind	Royal Blind	87.75
The Scottish Centre For Children With Motor Impairments (Sccmi)	Primary School Service	84.63
Spark Of Genius (Training) Ltd	Caledonian School	84.15
Harmony Education Trust Limited	Harmony School - Day Education Service	81.64
Ardfern Limited T/A Ardfarn Learning Centre T/A Ardfarn School	Ardfern School, Ardfarn Learning Centre	76.79
The Governors Of The Donaldson Trust Known As The Donaldson Trust	Donaldson'S School	71.91
Camphill Rudolf Steiner Schools Ltd	Education Services	69.40
Seamab	Seamab - Day Placements	68.70
Common Thread Ltd	Common Thread (Merrick) Schools	67.10
Kibble Education And Care Centre	Day Services	66.83
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Ballikinrain Education	64.27
Capability Scotland	Corseford Education	63.38
Capability Scotland	Stanmore Education	63.38
House Of Falkland Ltd. T/A Falkland House School	Falkland House School	61.44
Aberdeen Association Of Social Service (Trading As Vsa)	Linn Moor	61.32
Balnacraig School	Balnacraig School	58.25
Partnerships In Care Uk 1 Limited Trading As Priory Education And Children'S Services	Troup House School And Accomodation	58.04
Bachlaw Limited	Bachlaw Learning Centre	57.83
Scottish Autism	New Struan School	45.37

SECONDARY SCHOOL		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
Royal Blind	Royal Blind	87.75
The Scottish Centre For Children With Motor Impairments (Scmci)	Secondary School Service	84.63
Spark Of Genius (Training) Ltd	Caledonian School	84.15
Spark Of Genius (Training) Ltd	Harbour Point School	84.15
Spark Of Genius (Training) Ltd	Skypoint School	84.15
Harmony Education Trust Limited	Harmony School - Day Education Service	80.35
Ardfern Limited T/A Ardfarn Learning Centre T/A Ardfarn School	Ardfern School, Ardfarn Learning Centre	76.79
The Governors Of The Donaldson Trust Known As The Donaldson Trust	Donaldson'S School	71.91
Mirren Park Limited (T/A Mirren Park School)	Mirren Park School	68.31
Common Thread Ltd	Common Thread (Merrick) Schools	67.10
Kibble Education And Care Centre	Day Services	66.83
The Church Of Scotland Social Care Council (Trading As "Crossreach")	Ballikinrain Education	64.27
Capability Scotland	Corseford Education	63.38
Capability Scotland	Stanmore Education	63.38
Camphill Rudolf Steiner Schools Ltd	Education Services	63.00
House Of Falkland Ltd. T/A Falkland House School	Falkland House School	61.44
Aberdeen Association Of Social Services (Trading As Vsa)	Linn Moor	61.32
Balnacraig School	Balnacraig School	58.25
Partnerships In Care Uk 1 Limited Trading As Priory Education And Children'S Services	Troup House School And Accomodation	58.04
Bachlaw Limited	Bachlaw Learning Centre	57.83
The New School Butterstone	The New School Butterstone	51.09
Radical Services Limited	Eden Park Applied Care And Development Limitedemy - Carlisle	48.92
Radical Services Limited	Eden Park Applied Care And Development Limitedemy - Dunfermline	48.92
Radical Services Limited	Eden Park Applied Care And Development Limitedemy - Muirkirk	48.92
Scottish Autism	New Struan School	45.37
Moore House School Limited	Moore House	38.37

OTHER (FOR EXAMPLE EDUCATION WITH 1:1 STAFFING RATIO)		
PROVIDER NAME	SERVICE NAME	TOTAL OVERALL
The Scottish Centre for Children with Motor Impairments (SCCMI)	Nursery Service	93.53
The Scottish Centre for Children with Motor Impairments (SCCMI)	Primary School Service	89.63
The Scottish Centre for Children with Motor Impairments (SCCMI)	Secondary School Service	89.63
East Park School	East Park School	69.85
St Philip's School Plains	Education Day Services	62.52



## **Scotland Excel**

**To: Executive Sub Committee**

**On: 23 March 2018**

**Report  
by  
Director Scotland Excel**

**Tender: Supply of Digital Publications and Services**

**Schedule: 25/17**

**Period: 1 February 2018 until 31 January 2020 (with the option to extend for up to two 1-year periods until 31 January 2022)**

**Effective date: 16 April 2018**

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

This recommendation is for the award of Scotland Excel's first national collaborative framework for digital publications and services. It is proposed that the framework will operate from 1 February 2018 (with an effective date of 16 April 2018) until 31 January 2020 with an option to extend to 31 January 2022.

The bidders will be running a digital service on their own platform, allowing a service user the opportunity to access the digital material. As a result, Scotland Excel require participating Councils to accept the conditions on the running of the service and protection of copyright in the digital material. This is a new area for collaborative procurement and an example of the Councils' participation in the digital economy.

This framework will provide councils with a mechanism to procure a range of e-books, e-audiobooks, e-magazines and e-comics with the main users of the framework likely to be public libraries.

The report summarises the outcome of the procurement process for this national framework arrangement.

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

As part of the strategy development, the User Intelligence Group (UIG) endorsed the inclusion of four lots as summarised in Table 1.

**Table 1: Lotting Structure**

Lot No.	Description	Estimated % Spend through lot
1	E-Books	45%
2	E-Audiobooks	25%
3	E-Magazines	15%
4	E-Comics	15%

This lotting structure recognises the current landscape of the market place, and is designed to align with council requirements. The lotting strategy continues to maximise opportunities for SMEs.

The framework was advertised to enable access by all 32 councils in Scotland as well as Scotland Excel associate members including the Advanced Procurement for Universities and Colleges (APUC) and National Health Service Scotland (NHSS).

Following engagement with the UIG, the framework was advertised at £1 million per annum. It should be noted however that no guarantee is given of any business or any level of business under the framework.

### **3. Procurement Process**

A Prior Information Notice (PIN) was published on 20 May 2017 resulting in expressions of interest from 39 companies. Market engagement led to 6 supplier meetings, which helped inform the delivery strategy in areas such as ability to service, market trends and community benefits.

The User Intelligence Group (UIG), consisting of procurement and technical representatives from the participating councils, endorsed the procurement strategy on 23 May 2017. A working group of technical representatives from the councils was formed to review the technical criteria to adopt during the tender process. This group also played an integral role in evaluating technical responses from bidders.

To ensure maximum competition, the UIG agreed that an open tender process should be used and this was advertised on the Official Journal of the European Union and the Public Contracts Scotland portal on 6 November 2017. The tender process was conducted using the Public Contracts Scotland Tender system (PCS-T).

The procurement process followed a two-stage tendering procedure. Stage one, Qualification, was conducted using the European Single Procurement Document (ESPD). Within the ESPD, tenderers are required to answer several exclusionary questions along with questions on insurance, financial standing, quality management, health and safety and environmental management.

At the second stage of the process offers were evaluated against the following criteria and weightings:

- Technical 60%
- Commercial 40%

Within the technical section, bidders were required to evidence their knowledge and experience by responding to technical questions, which included areas such as supplier platform operation, functionality and settings, support options, stock range and methods of access. In addition to these questions, bidders were also asked about fair work practices and what commitments they would make in respect of community benefits.

Within the commercial section, bidders were invited to offer on a lot by lot basis, a net price for titles of their books as well as a range of other elements including set up and servicing fees, annual hosting fees and annual maintenance charges.

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

The tender document was downloaded by 22 organisations, with 7 tender responses received.

A summary of all offers received is provided in Appendix 1.

All bidders passed the first stage assessment. However, a supplier was non-compliant with the second stage commercial assessment as they failed to provide pricing for any of the elements listed.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers received was completed. Appendix 2 confirms the scoring achieved by each bidder.

#### **5. Recommendations**

Based on the evaluation undertaken, and in line with the criteria and weightings set out above, it is recommended that a framework agreement is awarded to 5 suppliers across the 4 lots as outlined in Appendix 2.

The 5 recommended suppliers provide the choice, scope and range of digital publications and services required by councils as well as representing best value and providing geographical coverage. These 5 suppliers also represent a mix of small, medium and large organisations, with 3 of the recommended suppliers classified as SMEs.

#### **6. Benefits**

##### **Savings**

As this is a first collaborative national framework in this area for Scotland Excel, an analysis was carried out on efficiencies that could be obtained based on a previous council procurement exercise. This analysis has seen up to an 11% reduction on the average cost of titles, reduction in annual maintenance charge of up to 25% and no charge for some recommended suppliers on set up and

servicing costs where there had been a cost on the council procurement exercise.

### **Price Stability**

As previously stated bidders offered a price for titles of their books and other software elements. The recommended bidders have agreed to hold their pricing for the first two years of the framework.

### **Sustainable Procurement Benefits**

As the framework is service based there are no physical deliveries into council establishments and public libraries therefore creating a saving on CO<sub>2</sub> emissions. As the books, magazines and comics are available online this also prevents any packaging having to be created and then recycled.

### **Community Benefits**

Bidders were asked to detail community benefit initiatives that they would commit to deliver during the life of the framework in line with the Scottish Government's National Outcomes.

Responses received included:

- National Outcome B – We realise our full economic potential with more and better employment opportunities for our people
  - Regular training on systems for staff as well as sessions for members of the public
- National Outcome D – Our young people are successful learners, confident individuals, effective contributors and responsible citizens
  - Sponsor library events with device giveaways to encourage young readers
- National Outcome E – Our children have the best start in life and are ready to succeed
  - Author visits for school children at local libraries
- National Outcome G – We have tackled the significant inequalities in Scottish society
  - Create special collections of books to encourage those who find it difficult to engage with books.
  - Provide content support for CV writing and digital skills.
- National Outcome H – We have improved the life chances for children, young people and families at risk
  - Donations of books for children and young people.
- National Outcome P – Our public services are high quality, continually improving, efficient and responsive to local people's needs
  - Free content provided for national events e.g. Scottish Book Week.

Scotland Excel will support delivery of these commitments during the lifetime of the framework and this will also be reported through ongoing contract management. Results reported on community benefits will be disseminated to councils on a six-monthly basis.



### **Fair Work Practices**

Bidders were scored on how they will engage in fair work practices for staff employed in the delivery of this framework. This included reviewing bidders' practices on how they avoid exploitative employment practices and improve the diversity of their staff. In addition, bidders were also asked for details on what training they provided for their staff, as well as how they proactively engage with them to promote empowerment so that they can fulfil their potential. All bidders stated that they offered development programmes for their staff, which included training and courses that looked to enhance their skills and advance their careers.

For information, bidders were also asked to confirm their approach to fair work practices and the Scottish Living Wage. Of the 5 recommended suppliers:

- 4 pay the Scottish Living Wage or above to all employees (except volunteers, apprentices and interns), 1 of which is an accredited Scottish Living Wage supplier; and
- 1 further supplier has agreed to provide this same commitment to payment of the Scottish Living Wage within the initial two-year period of the Framework Contract.

Scotland Excel will continue to monitor Fair Work Practices including the Scottish Living Wage within its contract and supplier management programme. Scotland Excel will work with all awarded suppliers who do not yet pay the Living Wage Foundation to encourage them to achieve this.

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

In accordance with Scotland Excel's established contract and supplier management programme, this framework has been classified as a level 3 arrangement in terms of both risk and spend requiring as a minimum, annual supplier meetings. The UIG will be convened on a regular basis throughout the framework period.

## **8. Summary**

This framework for supply of digital publications and services aims to maximise collaboration, promote added value and deliver best value. A range of benefits can be reported in relation to savings, price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement to the suppliers as detailed in Appendix 2.



## Appendix 1 - SME Status

Company Name	SME Status	Location	Lots Offered
Askews and Holts Library Services Ltd	Medium	Preston	1
Bolinda UK Ltd	Small	Newbury	1 and 2
EBSCO International Inc	Large	Hertfordshire	3
OverDrive Inc	Large	Cleveland, Ohio	1 and 2
Oxford University Press	Large	Oxford	1
Ulverscroft Large Print Books Ltd	Medium	Anstey, Leicestershire	1 and 2
W F Howes Ltd	Medium	Rearsby , Leicestershire	1-4



**Appendix 2 - Scoring and Recommendations** (Asterisk (\*) denotes recommended supplier)

Lot 1 - E-Books	
Bidder	Final Score
W F Howes Ltd*	83.25
OverDrive Inc*	64.75
Ulverscroft Large Print Books Ltd*	63.50
Bolinda UK Ltd*	40.30
Askews and Holts Library Services Ltd	26.53

Lot 2 - E-Audiobooks	
Bidder	Final Score
W F Howes Ltd*	82.15
OverDrive Inc*	69.94
Ulverscroft Large Print Books Ltd*	66.38
Bolinda UK Ltd*	40.58

Lot 3 - E-Magazines	
Bidder	Final Score
EBSCO International Inc*	75.31
W F Howes Ltd*	45.95

Lot 4 - E-Comics	
Bidder	Final Score
W F Howes Ltd*	83.25



## Scotland Excel

**To: Executive Sub Committee**

**On: 23 March 2018**

**Report  
by  
Director Scotland Excel**

**Tender: Supply, Delivery, Servicing and Maintenance of Fire Safety Products**

**Schedule: 16/17**

**Period: 16 April 2018 until 15 April 2020 with an option to extend for up to two further 12 month periods**

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

This framework has been developed by the Operational Supplies and Services (OSS) Team which was established to deliver lower risk frameworks in an efficient and effective manner. As a result, shorter procurement cycles and a more flexible approach to stakeholder engagement has been developed, supporting the aims of the team by reducing resource pressure on councils, consolidating demand and providing new collaborative procurement opportunities.

This recommendation is for the award of a new framework for supply, delivery, servicing and maintenance of fire safety products, which will operate from 16 April 2018 until 15 April 2020 with an option to extend for up to two further 12 month periods

The framework was advertised at a value of £10 million over the four year period.

The framework will provide councils with a mechanism to procure fire safety products such as extinguishers and fire blankets as well as the servicing, repair and maintenance of these products. The framework also includes the servicing, repair and maintenance of fire safety systems such as wet risers, dry risers, fire hydrants and sprinkler systems. The products and services included in this framework are used across all council service areas.

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

## 2. Scope, Participation and Spend

As part of the strategy development, the commercial user intelligence group steering group (CUIG-SG) endorsed the inclusion of 3 lots as summarised in Table 1.

Lot Number	Lot Name	Estimated %age of Spend
Lot 1	Fire Safety Products (including signage)	30%
Lot 2	Servicing, Repair & Maintenance of Fire Safety Products	40%
Lot 3	Servicing, Repair & Maintenance of Fire Safety Systems	30%

**Table 1: Lot Structure**

The lotting structure recognises the importance of councils being able to purchase fire safety products and the servicing, repair and maintenance of these products. The framework will also include the servicing, repair and maintenance of fire safety systems. The lotting structure also allows access for a range of suppliers to bid.

The OSS Team engaged with Councils to establish requirements and anticipated timescales for this tender.

## 3. Procurement Process

A Prior Information Notice (PIN) was published on 11 May 2017 which resulted in expressions of interest from 31 companies. A number of supplier engagement meetings were held to understand the current marketplace, inform the supply base of Scotland Excel's intentions and to generate interest from SME's.

As a matter of best practice and to ensure that the framework aligned with council requirements, a programme of consultation was conducted to understand their service requirements, technical aspects of these services and current purchasing practices.

This information was used to generate the specifications and selection/award criteria.

To ensure maximum competition, an open tender process was followed to establish the framework. The tender was advertised on the Official Journal of the European Union and the Public Contracts Scotland portal on 19 January



2018. The tender process was conducted using the Public Contracts Scotland Tender system (PCS-T).

The procurement process followed a two-stage tendering procedure. Stage one, Qualification was conducted using the European Single Procurement Document (ESPD). Within this tenderers are required to answer a number of questions relating to conduct and business probity along with questions on insurance, financial standing, quality management, health and safety and environmental management.

At the second stage of the process, the offers were evaluated against the following criteria and weightings for all lots:

Commercial	80%
Technical	20%

Within the technical sections, bidders were required to complete scored questions and method statements to evidence their knowledge, experience and general suitability as service providers.

Area	Maximum Points Available
Customer Service	10
Sustainability, Transportation & Supply Chain	3
Community Benefits	3
Fair Working Practices	2
Innovation & Value Add Services	2

**Table 2: Breakdown of Technical Marks Available**

Within the commercial section, bidders were invited to offer for a number of products and services on a lot-by-lot basis.

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

The tender document was downloaded by 24 companies, with 5 tender responses received.

A summary of all offers received and their SME status is provided in Appendix 1.

Following a full evaluation, scoring was completed, and Appendix 2 confirms the scoring achieved by each bidder.

## **5. Recommendations**

Based on the evaluation undertaken in line with the criteria and weightings set out above, it is recommended that a multi supplier framework agreement is awarded to 5 suppliers as outlined in Appendix 1.

Of the 5 recommended suppliers;

- 1 is classified as large business
- 1 is a medium sized business
- 2 are small businesses
- 1 is a micro business.

These suppliers provide the range of products and services required by councils as well as representing best value and meeting all technical specifications.

## **6. Benefits**

### **Savings**

The projected average saving across all councils are forecast at 4.8% which equates to estimated total savings of approximately £117k per annum, based on current spend forecasts. This project average saving was calculated by benchmarking the current rate charged by major suppliers against the tendered rate from the same suppliers.

Savings that can be achieved will depend on a council's purchasing practice.

### **Price Stability**

Bidders have accepted as part of the framework contract the requirement that suppliers will hold prices firm for the first 12 months of the contract.

After the initial 12 month period, suppliers may submit a request for a price variance on an annual basis. Any price increase will not exceed the rate of CPI (Consumer Price Index) increase in the preceding 12 months. Suppliers may submit a price decrease at any time during the framework contract period.

### **Sustainable Procurement Benefits**

#### **Community Benefits**

Bidders were asked to detail community benefit initiatives that they would commit to deliver during the life of the framework.

Community benefits received as part of the tender submissions included recruitment of full time employees, recruitment of modern apprentices, donations of labour or materials to community groups, donations of product vouchers to support apprentices, work experience placements, workshops and career talks within schools.

### **Fair Work Practices**

Bidders were asked to confirm their approach to fair work practices and the Scottish Living Wage. Of the 5 recommended suppliers;

- All pay the Scottish living wage or above to all employees (except volunteers, apprentices and interns)
- One supplier is an accredited Living Wage employer
- Three suppliers have committed to gaining accreditation in the first 2 years of the contract

### **Sustainability**

Bidders were asked to detail their approach to sustainability.

All recommended suppliers being awarded to the framework responded that they are committed to providing a sustainable source of supply and service.

Suppliers provided details of recycling initiatives, sustainable transportation with a focus on reducing their carbon footprint and consideration of the impact of their supply chain on the environment.

### **Other Benefits**

The framework will provide councils with a clear pricing structure simplifying the purchase process and ensuring best value is achieved. In addition;

- Three of the recommended suppliers are based in Scotland, supporting the Scottish economy
- The framework will support small to medium enterprises in Scotland as four of the five recommended suppliers are classified as SMEs

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

Both suppliers and participating members will be issued with a mobilisation pack containing information relating to the operation of the framework, roles and responsibilities, management information requirements and community benefits commitments.

In accordance with Scotland Excel's established contract and supplier management programme, this framework has been classified as a level 3 arrangement in terms of both risk and spend requiring annual supplier and user group reviews as appropriate.

## **8. Summary**

This framework for the supply delivery and maintenance of fire safety products aims to maximise collaboration, consolidate demand and deliver best value. A range of benefits can be reported in relation to savings, price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement as detailed in Appendix 2.

## Appendix 1 - SME Status

Tenderers	SME Status	Location	Lots Tendered
Chubb Fire & Security Limited	Large	Kent	1,2,3
Core Fire Limited	Micro	Greenock	1,2,3
Invincible Security Ltd	Small	Ardrossan	1,2,3
M & S Fire Protection (Glasgow) Limited	Small	Rutherglen	1,2
Walker Fire (UK) Limited	Medium	Preston	1,2,3

## Appendix 2 - Scoring and Recommendations

(Asterisk (\*) denotes recommended supplier)

Lot 1 - Fire Safety Products (including signage)	
Tenderer	Score
M & S Fire Protection (Glasgow) Limited*	89.00
Chubb Fire & Security Limited*	79.67
Walker Fire (UK) Limited*	78.36
Core Fire Limited*	73.47
Invincible Security Ltd*	68.76

Lot 2 - Servicing, Repair & Maintenance of Fire Safety Products	
Tenderer	Score
M & S Fire Protection (Glasgow) Limited*	89.00
Chubb Fire & Security Limited*	84.28
Invincible Security Ltd*	46.28
Walker Fire (UK) Limited*	39.33
Core Fire Limited*	30.26

Lot 3 - Servicing, Repair & Maintenance of Fire Safety Systems	
Tenderer	Score
Core Fire Limited*	93.00
Invincible Security Ltd*	72.02
Walker Fire (UK) Limited*	52.90
Chubb Fire & Security Limited*	42.78



## **Scotland Excel**

**To: Executive Sub Committee**

**On: 23 March 2018**

**Report  
by  
Director Scotland Excel**

### **Request for Associate Membership of Scotland Excel by Hawthorn Housing Co-operative Ltd**

#### **1 Introduction**

In addition to the 32 local authorities who are full members of Scotland Excel, applications can be made for Associate Membership by organisations such as council arms length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

Organisations apply to Scotland Excel for Associate Membership to allow them to access the frameworks for goods and services which we have in place for our full members. Associates do not have the opportunity to influence the future contract delivery schedule which is reserved for the full local authority members.

#### **2 Application**

Following work carried out with them as part of a review of procurement capability within the organisation, Hawthorn Housing Co-operative Ltd has applied to Scotland Excel for associate membership.

Hawthorn Housing Co-operative Ltd has 316 properties based in the Possilpark area of Glasgow.

Hawthorn Housing Co-operative Ltd are a community based co-operative with their board being made up from their tenants only and on a voluntary basis.

To ensure the efficient and cost effective delivery of these services they have approached Scotland Excel and requested approval to become an associate member with access to our contracts.

#### **3 Legislative Position**

Before any application is submitted to committee for consideration checks are made into the organisation including scrutiny of the Memorandum & Articles of Association, finances and the type of contracts that the organisation wishes to access. Membership commences once committee has approved the application and a Membership Agreement between Scotland Excel and the organisation is signed.

Scotland Excel monitors all requests from arms length and other organisations to become associate members to ensure that any legal requirements are met. In this case Hawthorn Housing Co-operative Ltd qualify for membership as in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(c ) namely that the organisation is a person who, not being a public body, has functions of a public nature or engages in activities of that nature and the purpose or effect of its access to Scotland Excel's services is to facilitate its discharge of those functions or activities.

### **Recommendation**

It is recommended to committee that the Hawthorn Housing Co-operative Ltd application to join Scotland Excel as an associate member be approved, at a £500 annual fee, subject to completion and signing of the agreement document.



## Scotland Excel

To: Executive Sub Committee

On: 23 March 2018

Report  
 by  
 Director Scotland Excel

### Strategy Report

#### 1. Introduction

This report provides an update on the approach being taken to produce the new Scotland Excel strategy through to 2023.

#### 2. Background

The current strategy covers the period 2015 to 2018. Scotland Excel is working towards the production of a new strategy to support the delivery of our organisational outcomes. In a departure from the standard three-year stance, the organisation has decided to take a longer five-year view incorporating an additional review in year three.

#### 3. Our Approach

Figure 1 represents the approach being undertaken. Working with staff across the organisation, the corporate vision has been debated and options tested. Similarly, the mission has been considered and reflects the values and behaviours of the organisation. Four over-arching goals have been identified that underpin the desired outcomes. These are delivered through a number of strategic objectives. As in the current strategy, an annual operating plan will be produced, outlining the following years activities and commitments planned to achieve agreed objectives.

Figure 1



#### **4. Stakeholder Consultation**

Stakeholder consultation is at the heart of our approach. A draft strategy map is provided in Appendix 1, which outlines initial thoughts on these key strategic elements, and is the primary tool for consultation. Several strategic workshops have been set up across Scotland to consult with the corporate procurement community. These workshops provide an opportunity for member councils to input and comment on the initial work. Once this initial work is complete further consultation will take place with our wider stakeholder community. This will include Chief Executives, Finance Directors, Executive Sub-committee members, Joint Committee members and a number of additional internal and external stakeholders.

#### **5. Recommendation**

The committee are asked to note the approach being taken to develop the new Scotland Excel strategy, and are invited to provide input to support the conclusion of the development activity.

## Appendix 1

### Strategy Map

Vision			
To provide innovative, transformative solutions for local and national public services across Scotland			
Mission			
To capitalise on our strategic procurement expertise and our experience of developing <b>collaborative</b> solutions to deliver <b>effective and sustainable</b> public services which support <b>better outcomes</b> for Scotland's people and communities.			
Values			
Professional • Courageous • Respectful • Integrity			
Outcomes			
Our services shape the effective and efficient delivery of public services	Our services facilitate the delivery of national and local policy priorities	Our insight and knowledge underpins innovative solutions for our customers	Our people, policies, processes and technology optimise our value
Our expertise leads continuous improvement in commercial performance	Our services enable positive and sustainable outcomes for people and communities	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: Shaping solutions for innovative public services</p> <p>Strategic objectives:</p> <p>1.1 Deliver a programme of collaborative procurement which supports the delivery of public services</p> <p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p> <p>1.3 Develop our data insight capabilities to support the development of new solutions and services</p> <p>1.4 Capitalise on our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<p>2: Being sustainable in everything we do</p> <p>Strategic objectives:</p> <p>2.1 Deliver positive and measurable social value through our contracts and services</p> <p>2.2 Deliver positive and measurable local economic impact through our contracts and services</p> <p>2.3 Deliver positive and measurable environmental benefits through our contracts and services</p> <p>2.4 Lead and develop sustainable procurement knowledge and practice</p>	<p>3: Placing people at the heart of our business</p> <p>Strategic objectives:</p> <p>3.1 Ensure our customers continue to receive maximum value from our services</p> <p>3.2 Engage communities in the delivery of effective local solutions</p> <p>3.3 Represent the collective views of customers and communities at a national level</p> <p>3.4 Implement policies which develop, empower, value and engage our workforce</p>	<p>4: Driving sustainable and scalable growth</p> <p>Strategic objectives:</p> <p>4.1 Implement a new governance model which supports scalable business growth</p> <p>4.2 Continue to maintain a robust business infrastructure to support our growth ambitions</p> <p>4.3 Exploit our knowledge and insight to identify new services and/or sectors which provide growth opportunities</p> <p>4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities</p>

