

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 28 February 2020	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); Vacant position (North Ayrshire Council); Councillor Paul Di Mascio (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Hawick (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 conferencing please contact Karen Forrest 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 <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email

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.

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|-------------|---|-----------------|
| 1 | Minute | 5 - 10 |
| | Minute of meeting of the Executive Sub-committee held on 31 January 2020. | |
| 2 | Revenue Budget Monitoring | 11 - 14 |
| | Joint report by Treasurer and Director of Scotland Excel. | |
| 3(a) | Contract for Approval: National Flexible Framework for Care and Support Services | 15 - 44 |
| | Report by Director of Scotland Excel. | |
| 3(b) | Contract for Approval: Secure Care Services | 45 - 66 |
| | Report by Director of Scotland Excel. | |
| 3(c) | Contract for Approval: Supply and Delivery of Electrical Materials | 67 - 80 |
| | Report by Director of Scotland Excel. | |
| 3(d) | Contract for Approval: Supply and Delivery of Waste Disposal Equipment | 81 - 94 |
| | Report by Director of Scotland Excel. | |
| 4 | Operating Plan Update 2019/20 | 95 - 116 |
| | Report by Director of Scotland Excel. | |
| 5 | Date of Next Meeting | |
| | Note that the next meeting of the Executive Sub-committee will be held at 10.45 am on 27 March 2020 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 31 January 2020	10:45	Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley

Present

Councillor Altany Craik (Fife Council); Councillor John Shaw (Renfrewshire Council); Councillor Amanda Hawick (Shetland Islands Council) and Councillor Collette Stevenson (South Lanarkshire Council).

By Video Conference

Councillor Gillian Owen (Aberdeenshire Council) (substitute for Provost Bill Howatson (Aberdeenshire Council); Provost Norman Macdonald (Comhairle Nan Eilean Siar) and Councillor Stephen Thompson (Dumfries and Galloway Council).

Chair

Councillor Shaw, Convener, presided.

In Attendance

J Welsh, Director, H Carr, Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, L Richard, Strategic Procurement Manager and I Murray, Senior Client Services Specialist (all Scotland Excel); and M Conaghan, Legal and Democratic Services Manager and K O'Neill, Assistant Democratic Services Officer (both Renfrewshire Council).

Apologies

Provost Bill Howatson (Aberdeenshire Council); Councillor Graham Hutchison (City of Edinburgh Council); Bailie Norman MacLeod (Glasgow City Council); Councillor Alister MacKinnon (Highland Council); and Councillor Paul Di Mascio (North Lanarkshire Council).

Declarations of Interest

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

1 Minute

There was submitted the Minute of the meeting of the Executive Sub-committee held on 6 December 2019.

DECIDED: That the Minute be approved.

2 Contract for Approval: Supply and Distribution of Fresh Fruit and Vegetables

There was submitted a report by the Director of Scotland Excel relative to the award of a new framework for the supply and distribution of fresh fruit and vegetables which would operate from 1 April 2020 until 31 March 2022, with the option to extend for up to an additional two 12 month periods until 30 March 2024.

The framework provided councils and other participating bodies with a mechanism to procure a range of fresh/organic fruit and vegetables and supported councils with the introduction of the revised nutrition act that required a minimum of two portions of vegetables and a portion of fruit to be offered as part of a school lunch, in both primary and secondary schools.

The framework had been divided into two lots as detailed in figure 1 of the report and had been advertised at a value of £6 million over the four-year period.

Tender responses had been received from six suppliers and Appendix 1 to the report provided a summary of the offers received.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of compliant offers had been carried out and Appendix 2 to the report detailed the scoring achieved by each bidder.

Based on the evaluation undertaken, and in line with the criteria and weightings set out in the report, it was recommended that a multi-supplier framework arrangement be awarded to six suppliers across two lots as outlined in Appendix 2.

Appendix 3 to the report detailed the Real Living Wage status of bidders.

DECIDED: That the award of the framework agreement for the supply and distribution of fresh fruit and vegetables, as detailed in Appendix 2 to the report, be approved.

3 Update on Social Work Care Case Management Framework Award Recommendation

The Head of Strategic Procurement gave a verbal update outlining changes required to the Social Work Case Management Framework presented to the meeting of this Executive Sub-committee held on 22 November 2019.

Members were advised that the scale of the level of detail in the framework required to be amended and that a presentation on this award be delivered at a future meeting of the Executive Sub-committee.

DECIDED:

(a) That the information provided by the Head of Strategic Procurement on the Social Work Care Case Management Framework Award recommendation be noted; and

(b) That a presentation on this award be delivered at a future meeting of the Executive Sub-committee.

4 Associate Member Update Report

There was submitted a report by the Director of Scotland Excel which provided an update on Scotland Excel associate membership.

The report intimated that associate members had always been part of Scotland Excel's membership base and generally joined Scotland Excel to take advantage of a particular contract. There was little or no engagement between associate members and Scotland Excel after the initial joining period which resulted in a relatively static membership level with an equivalent number of members joining and leaving over the years.

Scotland Excel associate membership was classified into five main groups, housing associations, Council arm's length organisations (ALEOs), transport bodies, organisations utilising reciprocal arrangements (Scottish Government and education) and other bodies and table 1 of the report detailed the breakdown of associate members per group.

The growth of associate membership was detailed in figure 1 of the report; the current income breakdown of associate members as at January 2020 was detailed in figure 2 of the report; the increase in the number of housing associations was detailed in figure 3 of the report; and the current fee split of associate members was detailed in figure 4 of the report.

Scotland Excel were currently updating its Associate Strategy which would be presented to committee in February 2020; were also introducing a lite touch account management process for associates to encourage take up of contracts and promotion of additional services; and would continue to review spend levels of associates to ensure that the fee reflected the usage from the associate.

DECIDED: That the progress made with regard to the ongoing work with current associate members and to encourage suitable organisations to apply for membership be noted.

5(a) Request for Associate Membership: West College Scotland

There was submitted a report by the Director of Scotland Excel advising that West College Scotland had submitted an application to become an associate member of Scotland Excel.

The report provided details of the organisation and the legislative position in relation to the application and advised that no annual fee was payable as all education establishments were covered under the reciprocal no fee agreement.

DECIDED: That the application by West College Scotland to become an associate member of Scotland Excel, at no annual fee, be approved subject to completion and signing of the agreement documentation.

5(b) Request for Associate Membership: National Museums Scotland

There was submitted a report by the Director of Scotland Excel advising that National Museums Scotland had submitted an application to become an associate member of Scotland Excel.

The report provided details of the organisation and the legislative position in relation to the application.

DECIDED: That the application by the National Museums Scotland to become an associate member of Scotland Excel, at no annual fee, be approved subject to completion and signing of the agreement documentation.

5(c) Request for Associate Membership: Ardenglen Housing Association Limited

There was submitted a report by the Director of Scotland Excel advising that Ardenglen Housing Association Limited had submitted an application to become an associate member of Scotland Excel.

The report provided details of the organisation and the legislative position in relation to the application.

DECIDED: That the application by Ardenglen Housing Association Limited to become an associate member of Scotland Excel, at an annual membership fee of £1,437, be approved subject to completion and signing of the agreement documentation.

5(d) Request for Associate Membership: Dunbritton Housing Association Limited

There was submitted a report by the Director of Scotland Excel advising that Dunbritton Housing Association Limited had submitted an application to become an associate member of Scotland Excel.

The report provided details of the organisation and the legislative position in relation to the application.

DECIDED: That the application by Dunbritton Housing Association Limited to become an associate member of Scotland Excel, at an annual membership fee of £1,329, be approved subject to completion and signing of the agreement documentation.

6 Single Use Plastics Update Report

There was submitted a report by the Director of Scotland Excel relative to single use of plastic items within Scotland Excel frameworks.

The Single Use Plastics Update Report January 2020 was appended to the report and provided an update on progress made to date and outlined development activity being undertaken to continue to drive the sourcing of viable alternative products.

DECIDED: That the report and progress made to date be noted.

7 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 28 February 2020 in Scotland Excel Meeting Room 1, Renfrewshire House, Cotton Street, Paisley.

Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

Report by:

Joint Report by the Treasurer and the Director

Revenue Budget Monitoring Report to 3 January 2020

1. Summary

- 1.1 At the end of Period 10, Scotland Excel is projecting a £14k underspend compared to budget in its Core activities by year-end and Projects are anticipated to contribute £173k to Core as per the budget approved in December 2018. Further detail is provided in Section 3.

2. Recommendations

- 2.1 It is recommended that members note the report.

3. Background

- 3.1 At 3 January 2020, the year-to-date net income for Core was £1,320k, comprising gross expenditure of £2,570k, less gross income of £3,890k.
- 3.2 The projection for the end of 2019/20 is a break-even position for Core, which results in a favourable variance to budget, as the planned drawdown from reserves of £14k is no longer required.
- 3.3 This arises despite a projected overspend in Employee Costs of £65k, owing to some maternity backfill arrangements and agency resource; this is offset by increased Associate Income, as well as an additional £30k grant income relating to Supported Living / Care at Home, as reported at Period 4.
- 3.4 The year-to-date net expenditure for Projects is £113k, comprising gross expenditure of £1,109k, less gross income of £1,222k. Projects are expected to contribute £173k funding to Core Operations during 2019/20 as per the approved budget.

- 3.5 Income and expenditure will continue to be monitored for the remainder of the financial year and this projection will be kept under review. The next and final budget monitoring report for 2019/20 will be presented to the Executive Sub-Committee on 29 May 2020.
- 3.6 The following table provides an analysis of the actual spend to date along with projected net expenditure for 2019/20 and includes a summary of movement in the Revenue Reserve, as well as a glossary of terms.
- 3.7 There have been no budget adjustments since the last report.

REVENUE BUDGET MONITORING STATEMENT 2019/20
1 April 2019 to 3 January 2020

Description	Agreed Budget as at 8 November 2019	New budget adjustments	Revised Budget 2019/20	Year to Date Actual 2019/20	Projected Full Year Actual 2019/20	Projected Full Year Variance 2019/20
£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employee Costs	3,108	0	3,108	2,243	3,173	(65)
Premises Related Costs	217	0	217	2	218	(1)
Supplies and Services	255	0	255	127	245	10
Support Costs	221	0	221	65	222	(1)
Supported Living/Care at Home	169	0	169	113	166	3
Transfer Payments	11	0	11	9	11	0
Transport Costs	35	0	35	11	25	10
Gross Expenditure	4,016	0	4,016	2,570	4,060	(44)
Requisition Income	(3,554)	0	(3,554)	(3,554)	(3,554)	0
Income from Projects	(173)	0	(173)	(94)	(173)	0
Temporary Use of Project Balances	(120)	0	(120)	0	0	(120)
Other Income	(155)	0	(155)	(242)	(333)	178
Gross Income	(4,002)	0	(4,002)	(3,890)	(4,060)	58
Drawdown from Reserves	14	0	14	(1,320)	0	14

Summary of in-year Movement in Reserves		£000s
Opening Revenue Reserve at 1 April 2019	(246)	
Budgeted Draw on Reserves	14	
Projected year-end variance	(14)	
Closing Revenue Reserve at 31 March 2020	(246)	

Project Summary				
Gross Expenditure	1,428	1,109	1,428	0
Gross Income	(1,601)	(1,222)	(1,601)	0
	(173)	(113)	(173)	0

Glossary

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

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

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

Support Costs: Includes central support charges e.g. Renfrewshire Council SLA and telephony recharges

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

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

Other Income: Includes Associate Memberships, income from Crown Commercial Services and consultancy fee income



Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

**Report
by
Director Scotland Excel**

Tender: National Flexible Framework for Care and Support Services

Schedule: 1318

Period: 1 April 2020 until 31 March 2024

1. Introduction and Background

This recommendation is for the award of the first National Flexible Framework agreement for the provision of care and support services (care at home and supported living services) in Scotland.

The flexible nature of the framework means that it will re-open on a six monthly basis throughout its four-year duration. This will allow new providers to join, ensuring a diverse range of services and providers are available to meet the varying needs of people across the country, and promote choice for people who need support.

Scotland Excel was funded by the Scottish Government to explore collaborative opportunities in the delivery of care and support services in Scotland. Following significant stakeholder engagement, a procurement exercise was carried out to develop a Flexible Framework to support the delivery of these services.

The services will predominantly be delivered in people's own homes and in their communities. This will help people to achieve their personal outcomes and live independently for as long as possible, with the support they need provided in a homely setting. It also supports Scottish Government and Health and Social Care ambitions for prevention of early admission to hospital, and enables early supported discharge.

2. Scope, Participation and Spend

Scotland Excel worked with Councils/Health and Social Care Partnerships' (HSCPs) commissioning and procurement staff across Scotland, Scottish Government, Convention of Scottish Local Authorities (COSLA), the Care Inspectorate, providers, representative bodies and others, to inform the contract specification. This incorporates the revised Health and Social Care Standards¹, which seek to provide better outcomes for everyone and to ensure that individuals are treated with respect and dignity and that human rights are upheld. The Flexible Framework also seeks to support the Scottish Government National Performance Framework, notably, the following national outcomes: Human Rights, Fair Work and Business, Health and Communities.

Currently, Councils/HSCPs in Scotland contract separately for these services. This Flexible Framework provides an opportunity to introduce a single procurement approach, minimising repetition to enable commissioners to focus on ensuring that individual needs are understood, and that care packages are enabled to support this.

It is important to note that people who currently access care and support through an existing council contract should remain under this contracted arrangement until they choose an alternative, or if their care needs are reassessed. It is likely that the new Flexible Framework will initially be used for new care and support requirements, ensuring ongoing service continuity for people in line with the Scottish Government Guidance on the Procurement of Care and Support Services.

The advertised value of the Flexible Framework was £560m over a four-year period. Twenty-two Councils/HSCPs have confirmed their intention to use the Flexible Framework throughout its duration, and Scotland Excel anticipate that more Councils will use the Flexible Framework as their own contractual agreements come to an end. All 32 Councils/HSCPs were named on the published contract notice to allow them to use the Flexible Framework in the future. An overview of the participating Councils (as at time of writing) can be viewed at Appendix 1.

3. Procurement Process

The remit of this procurement falls within the 'Social and Other Specific Services' category as defined in Schedule 3 of the Public Contracts (Scotland) Regulations 2015, and is subject to the procurement regime set out in Section 7 of the same.

¹ <http://www.newcarestandards.scot/>

These Regulations contain a more flexible set of rules for the procurement of certain services (including social care) and this is known as the 'light-touch' regime. As such, Scotland Excel has more scope to choose the procurement methodology most suited to the services to be purchased, whilst fundamentally adhering to the EU Treaty principles of non-discrimination, equal treatment, transparency and proportionality.

Prior Information Notices were issued in August and October 2017, inviting providers to engage with Scotland Excel and its member councils to explore collaborative opportunities for the procurement of care at home and supported living services.

Following this, Scotland Excel engaged with a range of people through a User Intelligence Group (UIG), comprising of representatives from Councils/HSCPs across Scotland, and via provider meetings to help develop the procurement strategy for care and support services.

The UIG endorsed the strategy to develop a Flexible Framework for care and support services (including both care at home and supported living services), focusing on people and their needs. They also supported Scotland Excel in trying to address some of the issues experienced by Councils/HSCPs and providers in commissioning and procurement of services.

The UIG and technical groups informed the specification, approach to commercials or pricing structure, terms and conditions and options for arranging support services from the Flexible Framework. They also considered various options for the evaluation of provider responses and agreed the approach to be taken.

Scotland Excel issued a contract notice on 27th September 2019 inviting providers to participate in the Flexible Framework. The Flexible Framework was tendered using the Public Contracts Scotland (PCS) electronic portal. All documents were available for access on the PCS website.

The procurement procedure is similar to an open tender procedure under the 'light touch' regime, whereby providers were evaluated against predetermined criteria including qualification, technical and commercial.

The qualification evaluation was conducted using the European Single Procurement Document (ESPD) Scotland. Tenderers were evaluated against predetermined criteria in accordance with the process set out in the tender documents. This included examination of responses to mandatory exclusion questions, as well as criteria set in respect of insurance cover, financial standing,

Care Inspectorate registration, and the requirement to have attained a Grade of '3' or above for all Care Inspectorate quality themes at the most recent inspection. Tenderers required to pass the qualification evaluation in order to be considered for award.

Scotland Excel has assessed the insurances of all bidders. Successful bidders who have committed to obtain the required insurances will receive an award once they have satisfied Scotland Excel that the required insurances are in place.

Tender responses were evaluated against the published award criteria weighted as follows:

- 90% Technical; and
- 10% Commercial.

The technical section comprised a response to the following questions:

Requirement	Marks Available
Care Inspectorate Grade for the "quality of Care and Support" theme, for the Service	90
Fair Work Practices	0 - Non scored element
Sustainability, Community and Social Benefits	0 - Non scored element
Payment of the Real Living Wage	0 - Non scored element
Acceptance of Scotland Excel Flexible Framework Terms including all Schedules	0 - Non scored element

In accordance with the published tender documents, the scored question in the technical section was evaluated using the current Care Inspectorate Grade for the 'quality of Care and Support' theme for the relevant service. Marks were awarded in accordance with the following methodology:

Grade for "Quality of Care and Support" theme for Service	Grade (provided by Care Inspectorate)	Definition	Marks Awarded
Grade 6	Excellent		90
Grade 5	Very Good		67.5
Grade 4	Good		45
Grade 3	Adequate		22.5

The commercial section evaluation was conducted was evaluated in accordance with the published tender documents. Marks were awarded in accordance with the following methodology:-

Requirement	Marks Available
Submit a full and detailed response in accordance with the instructions given in Schedule 7 – Financial Information.	10

The intended outcome of the Flexible Framework was to maximise the range of quality services available to people, and therefore a different approach was taken to the evaluation of price. A fixed 10 marks were awarded to all providers who submitted a complete price schedule. It was not anticipated that this procurement process would result in direct savings, as it sought to implement Fair Work practices and obtain a range of rates from different providers - which would help offer choice to people who require a service.

A key driver of the Flexible Framework was to support payment of the Real Living Wage; ensure a sustainable rate for providers and Councils/HSCPs, support the delivery of social care services in Scotland and ensure the principles of Fair Work are adopted. In order to ensure greater transparency of this position, providers were asked to include Real Living Wage costs, pension commitments and the inclusion of travel time and mileage as part of the tendered price.

Within Schedule 7 – Financial Information, providers were required to select council areas and care groups supported by their service and information on the base price per hour. They were also given the opportunity to identify any additional local variable rates that may apply; for example additional travel costs or training, recognising that there are variances in services across the country and differing geographical challenges. As each person's care and support needs are different, separate identification of these additional costs will support councils in purchasing personalised services to meet outcomes.

4. Report on Offers Received

The tender return deadline was 12 noon on Tuesday 12th November 2019. A total of 161 providers noted an interest in the opportunity and responses were received from 84 providers across 334 registered services. Of the 84 providers which submitted a response, 48 were micro/small-medium sized organisations (57%) and 36 were large organisations (43%). Appendix 2 provides a full breakdown of the SME status of the providers who responded.

As set out in Appendix 3:-

There were 76 successful providers.

There were 5 unsuccessful providers, as their bids were non-compliant with the published qualification criteria.

There were 3 providers which were partly successful, as some of their tendered services were non-compliant with the published qualification criteria.

Scotland Excel plan to work with any providers that are interested in applying to participate when the Flexible Framework reopens, and with providers that are successful in obtaining a place on the Flexible Framework and wish to vary their services (including by the addition of new services). In these circumstances the minimum qualification requirements outlined in the Contract Notice must be met. This means that whenever the Flexible Framework re-opens, or service variations are considered, in order to ensure equal treatment of all providers and consistency of standards under the Flexible Framework, Scotland Excel will ensure that all providers and services are subject to the same minimum requirements and assessments as those applied to the Flexible Framework at the commencement date.

5. Recommendations

Based on the evaluation undertaken, and in line with the criteria and weightings set out above, it is recommended that 79 providers across the 22 geographical areas are awarded to the Flexible Framework from its commencement, as outlined in Appendix 3.

In addition, it is recommended:

- (a) that authority be delegated to the Director of Scotland Excel (or Head of Strategic Procurement in the Director's absence) to approve recommendations following the evaluation of offers received on the periodic re-opening of the Flexible Framework, or following the consideration of formal requests from existing providers for the addition of new services; and
- (b) that the Executive Sub-Committee will be updated on the appointment of any new providers to the Flexible Framework on an annual basis via incorporation to the Annual Procurement Report.

6. Benefits

Benchmarking

Benchmarking revealed that prices were on average higher than existing rates, where known. This was anticipated because of the requirement to embed Real Living Wage adjustments, travel time and mileage, all of which may not be included in current Council prices. This has resulted in an average increase of 13.9% over previous prices. This drops to 9.8% when you take account of obligations by councils to pay an increase in the Real Living Wage.

However, it is not anticipated that Councils would move to implement the new prices for all current contracted arrangements. The Procurement of Care and Support guidance advises that this should be driven by the choice of people receiving the service and therefore this will give a period of adjustment for Councils to move to the new rates. It is important in our contract mobilisation programme that this is stressed to current providers of services in these areas.

Variables to the provision of care and support services across the country include adjustment for additional travel costs in rural areas, specialist training and/or staff. Scotland Excel included a section within the price schedule for providers to identify any additional local variable costs. A review across each of these proposed additional costs was undertaken to ensure that these costs are clear, and that Councils/HSCPs understand which services may incur additional charges on top of the base hourly rate. These additional charges will only be agreed by the Council/HSCPs and provider on a case by case basis, and at the point of accessing the Flexible Framework to arrange support.

Throughout the duration of the Flexible Framework, Scotland Excel will review the costs associated with delivering these services across the country to ensure sustainability of services. There is an opportunity to better understand the true costs of delivering services through the Flexible Framework.

As Councils/HSCPs have their own current arrangements for services, it will be a Council/HSCP decision to purchase under the Flexible Framework for the person receiving the care.

Price Review

Flexible Framework pricing is fixed for the first year and thereafter there is an option for an annual review. This may include an automatic uplift to reflect any Real Living Wage adjustment, a general inflation uplift and/or a written request from providers identifying and evidencing a request for an uplift. Price reviews will be undertaken in collaboration with Council/HSCPs.

As part of the tender process, providers were asked to provide a full breakdown in their financial submission of the associated costs for providing the service. This information will be used when considering the appropriate uplift mechanism for the Flexible Framework.

Payment of the Real Living Wage and Fair Work Practices

Real Living Wage

There is a commitment in Scotland to support payment of the Real Living Wage. Scotland Excel extended the response deadline to allow providers to consider the new Real Living Wage rate for 2020 within their tender submission. Of the 79 providers recommended for award to the Flexible Framework, 98% will pay the new Real Living Wage rate of £9.30. Appendix 4 provides an overview of each provider Real Living Wage status.

Fair Work Practices

An open question was asked relating to providers' approach to fair work practices. A review of all provider responses was undertaken, and the information submitted will be made available to Councils/HSCPs when accessing the Flexible Framework. Some areas of noted good practice include:

- Contracted support workers with guaranteed minimum hours;
- Staff having choice in the shifts that they do;
- Training and development opportunities for staff;
- Payment of the Real Living Wage;
- Examples of employee owned companies where the employees elect directors and trustees to the company board;
- Flexibility offered to staff in terms of caring/study responsibilities which allows them to manage their work with other commitments; and
- Adherence to Unison's Ethical Care Charter.

Sustainability, Community and Social Benefits

An open question was asked relating to providers' approach to the delivery of sustainability, community and social benefits. Similar to the approach adopted in Fair Work, a review of all provider responses was undertaken, and the information submitted will form part of the information available to assist Councils/HSCPs in using the Flexible Framework. Some areas of noted good practice include:

- Involving people who access services in the recruitment and selection of staff;
- Offering training to family members and carers;
- Employment of a community engagement officer;

- Commitment to employ a modern apprentice for every 1000 hours of support delivered; and
- An autism advice line offering free support to people, their families and professionals.

Other Benefits

Scotland Excel is committed to continuing to work with Councils/HSCPs and providers throughout the duration of the Flexible Framework, including working together to develop standard documents to support the efficient use of the Flexible Framework and monitoring its effectiveness, and improvements which can be made.

7. Flexible Framework Engagement and Ongoing Development

Scotland Excel will initially work closely with the Councils/HSCPs which have advised of their intention to use the Flexible Framework from its commencement date, and with all providers that have been awarded to the Flexible Framework. This will include a range of communication methods including meetings, to ensure an understanding of how the Flexible Framework operates and supporting documentation and guidance.

Given the high number of providers across Scotland, Scotland Excel will utilise remote working and provide webinars for Council/HSCP staff and providers. A small technical group will continue to support engagement and ongoing development of the Flexible Framework.

The approach to Flexible Framework management will be collaborative and supportive including the views of a range of stakeholders such as people who receive support, Councils/HSCPs and providers. Scotland Excel will seek to support local networks to avoid unnecessary duplication of work within the Councils/HSCPs.

Scotland Excel will continue to engage with Councils/HSCPs who have chosen not to participate in the Flexible Framework at this time.

8. Summary

The Flexible Framework for care and support services has maximised collaboration and provides a flexible route for Councils/HSCPs to purchase services which best meet the needs of people. It supports payment of the Real Living Wage, Fair Work practices and wider community benefits.

It is anticipated that throughout its duration, more providers and services will join the Flexible Framework and Scotland Excel will continue to work with a range of stakeholders to promote continuous improvement and ensure that the Flexible Framework continues to align with the outcomes of the Scottish Government Adult Social Care Reform programme.

The Executive Sub Committee is requested to approve the recommendation to award this Flexible Framework agreement to the providers as outlined in Appendix 2.

Appendix 1 – Participation Summary

Member Name	Participation in Contract
Aberdeen City Council	No
Aberdeenshire Council	No
Angus Council	Yes
Argyll and Bute Council	Yes
City of Edinburgh Council	Yes
Clackmannanshire Council	Yes
Comhairle nan Eilean Siar	Yes
Dumfries and Galloway Council	Yes
Dundee City Council	Yes
East Ayrshire Council	Yes
East Dunbartonshire Council	Yes
East Lothian Council	No
East Renfrewshire Council	Yes
Falkirk Council	Yes
Fife Council	No
Glasgow City Council	No
Highland Council	No
Inverclyde Council	Yes
Midlothian Council	Yes
Moray Council	Yes
North Ayrshire Council	Yes
North Lanarkshire Council	No
Orkney Islands Council	No
Perth and Kinross Council	Yes
Renfrewshire Council	Yes
Scottish Borders Council	Yes
Shetland Islands Council	No
South Ayrshire Council	Yes
South Lanarkshire Council	No
Stirling Council	Yes
West Dunbartonshire Council	Yes
West Lothian Council	Yes

Appendix 2 – List of Tenderers – Size of Organisation and Summary Outcome

Name of Tenderers	Size of Organisation	Location	Outcome of Evaluation
1st Home Care Ltd.	Large	Dunfermline	Recommended for award
Aberdeen Association of Social Service T/A VSA	Large	Aberdeen	Recommended for award
Able Health Care Scotland Ltd	Small/Medium	Falkirk	Recommended for award
Absolute Recruitment (UK) Limited T/A AbleCare@Home	Small/Medium	Aberdeen	Recommended for award
ACasa Care Limited	Small/Medium	Auchtermuchty	Recommended for award
Action in Mind	Small/Medium	Stirling	Recommended for award
Active Care (Ayrshire) Limited	Small/Medium	Ayr	Recommended for award
Ailsa Care Services Ltd.	Small/Medium	Glasgow	Recommended for award
Allander Homecare Ltd	Small/Medium	Glasgow	Recommended for award
Allied Health-Services Limited T/A Allied Healthcare	Small/Medium	Stafford	Recommended for award
Angela Magee T/A Visiting Angelz	Small/Medium	Erskine	Recommended for award
ARK Housing Association Ltd	Large	Edinburgh	Recommended for award
Aspire Housing & Personal Development Services Limited	Small/Medium	Glasgow	Recommended for award
Balmoral Homecare Ltd	Large	Glasgow	Recommended for award
Blackwood Homes and Care	Large	Edinburgh	Recommended for award
British Red Cross Society	Large	London	Recommended for award
Brothers of Charity Services (Scotland)	Large	Galashiels	Recommended for award
Caledonia Social Care Limited	Small/Medium	Glasgow	Recommended for award
Caledonian Care Consultants Ltd T/A Bluebird Care (Dunbartonshire)	Small/Medium	East Dunbartonshire	Recommended for award
Call-In Homecare Limited	Large	Edinburgh	Recommended for award
Capability Scotland	Large	Glasgow	Recommended for award
Carescot Limited T/A Home Instead Senior Care Glasgow North	Small/Medium	Glasgow	Recommended for award
Caring Hearts Limited	Small/Medium	Paisley	Recommended for award
Carr Gomm	Large	Edinburgh	Recommended for award
C-Change Scotland	Small/Medium	Glasgow	Recommended for award
Clyde Healthcare Limited	Small/Medium	Glasgow	Recommended for award

Name of Tenderers	Size of Organisation	Location	Outcome of Evaluation
Community Integrated Care	Large	Cheshire	Recommended for part award
Cornerstone Community Care	Large	Glasgow	Recommended for award
CrossReach (The operating name for The Church of Scotland Social Care Council)	Large	Edinburgh	Recommended for award
Crossroads Caring Scotland	Large	Glasgow	Recommended for award
Deafblind Scotland	Small/Medium	Glasgow	Recommended for award
Delight Supported Living Ltd	Small/Medium	Paisley	Recommended for award
ENABLE Scotland (Leading the Way)	Large	Lanarkshire	Recommended for award
Extended Personal Care Limited	Small/Medium	Lennoxtown	Recommended for award
Flourish Home Support Services LTD	Small/Medium	Alloa	Recommended for award
Glasgow Association for Mental Health	Small/Medium	Glasgow	Recommended for award
Glasgow Homecare Ltd T/A Home Instead Senior Care Glasgow South	Small/Medium	Glasgow	Recommended for award
Hamill Homecare Limited	Small/Medium	Glasgow	Recommended for award
Hands - On Homecare Limited	Small/Medium	Glasgow	Non-compliant
Hazelhead Home Care Limited	Large	Carlisle	Recommended for award
Home Is Best Ltd	Small/Medium	Stirlingshire	Recommended for award
HRM Homecare Services Ltd.	Small/Medium	Kilmarnock	Recommended for award
IKL Care (a partnership)	Small/Medium	Clackmannanshire	Recommended for award
Independent Clinical Services Limited T/A Scottish Nursing Guild	Large	London	Recommended for award
Inspire (Partnership Through Life) Ltd.	Large	Aberdeen	Recommended for award
Invercare Services Ltd	Small/Medium	Greenock	Recommended for award
Inverclyde & North Ayrshire Care Services Limited T/A Carewatch Inverclyde, Carewatch Ayrshire, Carewatch Dunbartonshire, Carewatch Argyll & Bute	Small/Medium	Greenock	Non-compliant
ION Care and Support Services Limited	Small/Medium	Broxburn, West Lothian	Recommended for award
Key Housing Association Limited	Large	Glasgow	Recommended for award
Kingdom Support and Care CIC T/A Kingdom Housing Association	Large	Glenrothes	Recommended for award
Lothian Trading Services Ltd	Small/Medium	Edinburgh	Recommended for award

Name of Tenderers	Size of Organisation	Location	Outcome of Evaluation
Mears Care (Scotland) Limited	Large	Alloa	Recommended for part award
Montana Home Care Ltd.	Small/Medium	Falkirk	Recommended for award
My Care (Grampian) Limited	Small/Medium	Aberdeen	Recommended for award
Nacor Healthcare Services Ltd	Large	Falkirk	Non-compliant
National Autistic Society (The)	Large		Recommended for award
National Schizophrenia Fellowship (Scotland) T/A Support in Mind Scotland	Small/Medium	Edinburgh	Recommended for award
Neighbourhood Networks in Scotland Limited	Small/Medium	Glasgow	Recommended for award
Orems Care Services Limited	Small/Medium	Glasgow	Non-compliant
Penumbra	Large	Edinburgh	Recommended for award
Plus (Forth Valley) Ltd	Small/Medium	Stirling	Recommended for award
Potters Health Care Limited	Small/Medium	Falkirk	Recommended for award
Rainbow Services (UK) Ltd	Large	Ayr	Recommended for award
RAMH	Small/Medium	Paisley	Recommended for award
Real Care Agency Ltd	Small/Medium	East Kilbride	Non-compliant
Real Life Options	Large		Recommended for award
Sacro	Small/Medium	Edinburgh	Recommended for award
Salvation Army Trustee Company(The) T/A The Salvation Army	Large	London	Recommended for award
Scottish Association for Mental Health	Large	Glasgow	Recommended for award
Scottish Autism	Large	Alloa	Recommended for award
SCRT Limited T/A Social Care Recruitment and Training	Large	Dundee	Recommended for award
Sense Scotland	Large	Glasgow	Recommended for award
SRS Care Solutions Limited	Small/Medium	Glasgow	Recommended for award
Step Up (Housing, Employability & Community Support Services) Ltd.	Small/Medium	Falkirk	Recommended for award
Sue Ryder	Small/Medium	Stirling	Recommended for award
T & I Professional Services Limited	Small/Medium	Elgin	Recommended for award
The Action Group	Small/Medium	Edinburgh	Recommended for award
The Jon Fleming Group Limited *	Small/Medium	Glasgow	Recommended for award
The Mungo Foundation	Large	Glasgow	Recommended for part award

Name of Tenderers	Size of Organisation	Location	Outcome of Evaluation
Thera (Scotland)	Large	Edinburgh	Recommended for award
Time 2 Help Ltd.	Small/Medium	Dunblane	Recommended for award
Trust Housing Association Limited	Large	Edinburgh	Recommended for award
Voyage 1 Limited T/A Voyage Care	Large	Lichfield	Recommended for award
With YOU Limited	Large	Edinburgh	Recommended for award

*** NB This bidder is the lead authority for a consortium bid comprising the following consortium members:**

**North East Community Care Limited
Mochridhe (Edinburgh and the Lothians) Limited
Mochridhe Limited**

Appendix 3 - Scoring and Recommendations

It should be noted that technical scores were directly linked to the grade awarded by the Care Inspectorate for the theme 'quality of care and support'. The grades were checked against the Care Inspectorate datastore (as at 31st October 2019, published 8th November 2019).

Services highlighted in grey did not meet minimum requirements.

Grade for 'Quality of Care and Support' = Points available for Technical Score	Grade definition
Grade 6 = 90	Excellent
Grade 5= 67.5	Very Good
Grade 4 = 45	Good
Grade 3 = 22.5	Adequate

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
1st Home Care Ltd.	CS2006118500	55	Yes
	CS2015340104	32.5	Yes
	CS2015337198	32.5	Yes
Aberdeen Association of Social Service T/A VSA	CS2006116364	77.5	Yes
	CS2014329990	77.5	Yes
Able Health Care Scotland Ltd	CS2015340983	55	Yes
Absolute Recruitment (UK) Limited T/A AbleCare@Home	CS2017354749	55	Yes
ACasa Care Limited	CS2010280174	77.5	Yes
Action in Mind	CS2004062420	100	Yes
Active Care (Ayrshire) Limited	CS2017362325	55	Yes
Ailsa Care Services Ltd.	CS2016352468	77.5	Yes
	CS2016351998	77.5	Yes
	CS2004079450	55	Yes
	CS2004079443	55	Yes
Allander Homecare Ltd	CS2009196033	55	Yes
	CS2009217062	55	Yes
Allied Health-Services Limited T/A Allied Healthcare	CS2018371999	77.5	Yes
	CS2018371957	55	Yes
	CS2018371997	55	Yes
Angela Magee T/A Visiting Angelz	CS2009216693	55	Yes
	CS2010270240	55	Yes
ARK Housing Association Ltd	CS2010272702	100	Yes
	CS2011304866	100	Yes
	CS2004073952	100	Yes
	CS2004073951	100	Yes
	CS2013316340	77.5	Yes
	CS2013316519	77.5	Yes
	CS2004073934	55	Yes
	CS2012307152	55	Yes
	CS2004073973	55	Yes
	CS2004073971	55	Yes
	CS2004073970	77.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2004073974	77.5	Yes
	CS2004073975	77.5	Yes
	CS2004073967	77.5	Yes
	CS2004073968	77.5	Yes
	CS2014332228	77.5	Yes
	CS2014334024	77.5	Yes
	CS2004073963	100	Yes
	CS2004073962	100	Yes
	CS2015342711	55	Yes
	CS2015340672	55	Yes
	CS2004073969	77.5	Yes
Aspire Housing & Personal Development Services Limited	CS2018366487	55	Yes
Balmoral Homecare Ltd	CS2005113372	77.5	Yes
Blackwood Homes and Care	CS2004068907	77.5	Yes
	CS2016344470	77.5	Yes
	CS2016344472	77.5	Yes
	CS2004068843	77.5	Yes
	CS2004077165	77.5	Yes
	CS2004077186	77.5	Yes
	CS2004077187	77.5	Yes
British Red Cross Society	CS2013321345	55	Yes
	CS2004073103	55	Yes
Brothers of Charity Services (Scotland)	CS2008192028	77.5	Yes
	CS2008192059	77.5	Yes
Caledonia Social Care Limited	CS2016353182	55	Yes
Caledonian Care Consultants Ltd T/A Bluebird Care (Dunbartonshire)	CS2008183616	77.5	Yes
Call-In Homecare Limited	CS2004084651	77.5	Yes
Capability Scotland	CS2003055087	77.5	Yes
	CS2003017824	77.5	Yes
	CS2004076834	100	Yes
	CS2003011114	77.5	Yes
	CS2003055023	100	Yes
	CS2003055089	77.5	Yes
	CS2003055019	55	Yes
Carescot Limited T/A Home Instead Senior Care Glasgow North	CS2013320865	55	Yes
Caring Hearts Limited	CS2013316709	55	Yes
Carr Gomm	CS2011298798	55	Yes
	CS2011298803	55	Yes
	CS2012306141	55	Yes
	CS2006116474	77.5	Yes
	CS2006124410	77.5	Yes
	CS2004075307	55	Yes
	CS2004075308	55	Yes
	CS2004075293	77.5	Yes
	CS2004075297	77.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2004075282	77.5	Yes
	CS2004075290	77.5	Yes
	CS2004075301	77.5	Yes
	CS2004075303	77.5	Yes
C-Change Scotland	CS2004070943	77.5	Yes
	CS2004070912	77.5	Yes
Clyde Healthcare Limited	CS2010248902	55	Yes
Community Integrated Care	CS2004073366	77.5	Yes
	CS2004073365	77.5	Yes
	CS2004073368	77.5	Yes
	CS2004073369	77.5	Yes
	CS2008181750	77.5	Yes
	CS2008181744	77.5	Yes
	CS2004072163	77.5	Yes
	CS2004072162	77.5	Yes
	CS2004073809	77.5	Yes
	CS2004073808	77.5	Yes
	CS2017362614	Non-compliant	No
	CS2017362975	Non-compliant	No
	CS2015341531	100	Yes
	CS2016344494	100	Yes
	CS2004083188	77.5	Yes
	CS2004076543	77.5	Yes
	CS2007147824	77.5	Yes
	CS2007147839	77.5	Yes
	CS2007158585	55	Yes
Cornerstone Community Care	CS2004073007	77.5	Yes
	CS2004073005	77.5	Yes
	CS2016348168	55	Yes
	CS2004073008	77.5	Yes
	CS2004073009	77.5	Yes
CrossReach (The operating name for The Church of Scotland Social Care Council)	CS2004079790	55	Yes
Crossroads Caring Scotland	CS2014332297	77.5	Yes
	CS2009198902	77.5	Yes
	CS2008179307	77.5	Yes
	CS2014332293	32.5	Yes
	CS2014333895	77.5	Yes
	CS2014332238	55	Yes
Deafblind Scotland	CS2015338868	55	Yes
	CS2003053997	55	Yes
Delight Supported Living Ltd	CS2009236076	77.5	Yes
	CS2016348705	77.5	Yes
ENABLE Scotland (Leading the Way)	CS2004061936	55	Yes
	CS2004079756	55	Yes
	CS2004061919	77.5	Yes
	CS2004079755	77.5	Yes
	CS2004079420	77.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2004079757	77.5	Yes
	CS2004061939	77.5	Yes
	CS2004079759	77.5	Yes
	CS2004061916	100	Yes
	CS2004079643	77.5	Yes
	CS2004061941	77.5	Yes
	CS2005095308	77.5	Yes
	CS2004061920	77.5	Yes
	CS2004079761	77.5	Yes
	CS2014325658	77.5	Yes
	CS2014325660	77.5	Yes
	CS2017355481	55	Yes
	CS2017355479	55	Yes
	CS2014329674	77.5	Yes
	CS2014329678	77.5	Yes
	CS2004079632	77.5	Yes
	CS2004061922	77.5	Yes
	CS2006139478	55	Yes
	CS2006119838	55	Yes
	CS2004061942	77.5	Yes
	CS2004079638	77.5	Yes
Extended Personal Care Limited	CS2004082498	77.5	Yes
	CS2010237376	77.5	Yes
Flourish Home Support Services LTD	CS2011286375	77.5	Yes
Glasgow Association for Mental Health	CS2008181251	100	Yes
Glasgow Homecare Ltd T/A Home Instead Senior Care Glasgow South	CS2016348145	100	Yes
Hamill Homecare Limited	CS2015342626	100	Yes
Hands - On Homecare Limited	N/A	Non-compliant	No
Hazelhead Home Care Limited	CS2004070597	55	Yes
Home Is Best Ltd	CS2012313695	77.5	Yes
	CS2013315489	77.5	Yes
HRM Homecare Services Ltd.	CS2009195294	55	Yes
	CS2009195295	55	Yes
	CS2009232697	77.5	Yes
	CS2009230635	77.5	Yes
IKL Care (a partnership)	CS2013322920	100	Yes
Independent Clinical Services Limited T/A Scottish Nursing Guild	CS2007155874	100	Yes
	CS2007155863	100	Yes
Inspire (Partnership Through Life) Ltd.	CS2010279592	77.5	Yes
	CS2013321963	77.5	Yes
	CS2004073056	55	Yes
Invercare Services Ltd	CS2014333299	32.5	Yes
	CS2014331196	32.5	Yes
Inverclyde & North Ayrshire Care Services Limited T/A Carewatch Inverclyde, Carewatch Ayrshire, Carewatch Dunbartonshire, Carewatch Argyll & Bute	CS2003053843	Non-compliant	No
	CS2004073779	Non-compliant	No

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
ION Care and Support Services Limited	CS2016352276	77.5	Yes
Key Housing Association Limited	CS2004079432	77.5	Yes
	CS2004079348	55	Yes
	CS2004079440	77.5	Yes
	CS2004079429	77.5	Yes
	CS2004079438	55	Yes
	CS2004079435	77.5	Yes
	CS2007163994	77.5	Yes
	CS2004079437	77.5	Yes
Kingdom Support and Care CIC T/A Kingdom Housing Association	CS2016351149	100	Yes
	CS2016351147	100	Yes
	CS2016351141	77.5	Yes
Lothian Trading Services Ltd	CS2017360261	55	Yes
	CS2017356171	55	Yes
Mears Care (Scotland) Limited	CS2019374566	Non-complaint	No
	CS2019374567	Non-complaint	No
	CS2019374565	Non-complaint	No
	CS2016348305	55	Yes
	CS2016348307	55	Yes
	CS2019374568	Non-complaint	No
	CS2019374569	Non-compliant	No
	CS2018367671	55	Yes
	CS2018367672	55	Yes
	CS2009234912	77.5	Yes
	CS2009234919	77.5	Yes
	CS2011300948	77.5	Yes
	CS2011300949	77.5	Yes
	CS2017358664	32.5	Yes
	CS2017358665	32.5	Yes
	CS2017361938	55	Yes
	CS2017361940	55	Yes
	CS2017361941	77.5	Yes
	CS2017361942	77.5	Yes
	CS2017361937	55	Yes
	CS2017361935	55	Yes
	CS2016351143	32.5	Yes
Montana Home Care Ltd.	CS2014334478	77.5	Yes
My Care (Grampian) Limited	CS2003051777	32.5	Yes
Nacor Healthcare Services Ltd	N/A	Non-complaint	No
National Autistic Society (The)	CS2007162782	55	Yes
National Schizophrenia Fellowship (Scotland) T/A Support in Mind Scotland	CS2004082377	77.5	Yes
Neighbourhood Networks in Scotland Limited	CS2003053949	100	Yes
Orems Care Services Limited	N/A	Non-complaint	No
Penumbra	CS2004057234	77.5	Yes
	CS2004057242	100	Yes
	CS2004057245	77.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2004061892	77.5	Yes
	CS2004061897	100	Yes
	CS2004061899	77.5	Yes
	CS2004061905	77.5	Yes
	CS2006129979	100	Yes
	CS2006129980	100	Yes
	CS2007156109	77.5	Yes
	CS2007156110	77.5	Yes
	CS2012307983	77.5	Yes
	CS2013321463	100	Yes
	CS2014330278	77.5	Yes
	CS2015335270	77.5	Yes
	CS2017358978	100	Yes
	CS2017362592	77.5	Yes
PLUS (Forth Valley) Ltd	CS2003035186	77.5	Yes
Potters Health Care Limited	CS2017353823	77.5	Yes
Rainbow Services (UK) Ltd	CS2010238189	77.5	Yes
	CS2018364007	55	Yes
RAMH	CS2003051815	100	Yes
	CS2004077401	100	Yes
Real Care Agency Ltd	N/A	Non-compliant	No
Real Life Options	CS2015342061	77.5	Yes
	CS2015342064	77.5	Yes
	CS2015342019	77.5	Yes
	CS2015342021	77.5	Yes
	CS2004071266	77.5	Yes
	CS2004071270	77.5	Yes
	CS2017359686	77.5	Yes
	CS2017359601	77.5	Yes
	CS2015335704	77.5	Yes
	CS2015335724	77.5	Yes
	CS2004073152	77.5	Yes
	CS2004073155	77.5	Yes
	CS2015335708	77.5	Yes
	CS2015335725	77.5	Yes
	CS2012311708	77.5	Yes
	CS2012311702	77.5	Yes
Sacro	CS2013318738	77.5	Yes
	CS2005087474	77.5	Yes
	CS2006128386	77.5	Yes
	CS2011288125	77.5	Yes
	CS2011288126	77.5	Yes
Salvation Army Trustee Company(The) T/A The Salvation Army	CS2004074999	77.5	Yes
	CS2007161487	77.5	Yes
Scottish Association for Mental Health	CS2013319959	55	Yes
	CS2013319874	55	Yes
	CS2004081888	55	Yes
	CS2004081925	77.5	Yes
	CS2004081927	77.5	Yes
	CS2004077436	77.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2004077439	77.5	Yes
	CS2004081943	100	Yes
	CS2004081944	100	Yes
	CS2013317898	100	Yes
	CS2013320664	100	Yes
Scottish Autism	CS2004058226	77.5	Yes
	CS2004073451	77.5	Yes
	CS2012308579	77.5	Yes
	CS2004073440	77.5	Yes
	CS2014333865	55	Yes
	CS2013322018	55	Yes
	CS2003046736	77.5	Yes
	CS2017357366	77.5	Yes
	CS2017357047	77.5	Yes
	CS2015339267	77.5	Yes
	CS2004058239	77.5	Yes
	CS2017353473	77.5	Yes
	CS2004058171	77.5	Yes
	CS2004073445	77.5	Yes
SCRT Limited T/A Social Care Recruitment and Training	CS2019373616	55	Yes
Sense Scotland	CS2016347985	77.5	Yes
	CS2016347984	77.5	Yes
	CS2016348011	77.5	Yes
	CS2016348012	77.5	Yes
	CS2004077391	55	Yes
	CS2004061990	55	Yes
	CS2016348005	77.5	Yes
	CS2016348001	77.5	Yes
	CS2016347993	77.5	Yes
	CS2016347991	77.5	Yes
	CS2016348056	77.5	Yes
	CS2016348058	77.5	Yes
	CS2014328312	77.5	Yes
SRS Care Solutions Limited	CS2017357881	55	Yes
	CS2018366850	55	Yes
	CS2017362472	32.5	Yes
Step Up (Housing, Employability & Community Support Services) Ltd.	CS2013319314	77.5	Yes
	CS2013320396	77.5	Yes
Sue Ryder	CS2010271308	100	Yes
T & I Professional Services Limited	CS2017354556	55	Yes
The Action Group	CS2004076432	77.5	Yes
	CS2004081067	77.5	Yes
	CS2004061828	77.5	Yes
	CS2004076436	55	Yes
The Jon Fleming Group Limited *	CS2005113415	77.5	Yes
	CS2006115474	77.5	Yes
	CS2016348456	77.5	Yes
	CS2017354068	77.5	Yes
	CS2012311726	32.5	Yes

Tenderer	Care Inspectorate Registration Number	Total Score	Recommended for Award?
	CS2012311725	32.5	Yes
	CS2006119252	77.5	Yes
	CS2006118959	77.5	Yes
	CS2017356392	55	Yes
	CS2017356393	55	Yes
The Mungo Foundation	CS2016348917	100	Yes
	CS2009232873	77.5	Yes
	CS2004060920	Non-compliant	No
	CS2003001418	100	Yes
	CS2006115401	Non-compliant	No
Thera (Scotland)	CS2007164348	77.5	Yes
Time 2 Help Ltd.	CS2012307932	100	Yes
Trust Housing Association Limited	CS2004056339	100	Yes
	CS2004056395	77.5	Yes
	CS2016353106	77.5	Yes
	CS2006135147	77.5	Yes
Voyage 1 Limited T/A Voyage Care	CS2004082189	55	Yes
	CS2004082190	55	Yes
With YOU Limited	CS2003055985	32.5	Yes
	CS2003055982	100	Yes

*** NB This bidder is the lead authority for a consortium bid comprising the following consortium members:**

North East Community Care Limited
Mochridhe (Edinburgh and the Lothians) Limited
Mochridhe Limited

Appendix 4- List of Recommended Providers with Real Living Wage Status

Provider	Accredited	Progress towards accreditation	Not Accredited but pay the Real Living Wage (all Front-Line Care Staff)	Committed to gaining accreditation over the first 2 years of the Flexible Framework	Not paying Real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the Real Living Wage
1st Home Care Ltd.			Yes			
Aberdeen Association of Social Service T/A VSA			Yes			
Able Health Care Scotland Ltd		Yes				
Absolute Recruitment (UK) Limited T/A AbleCare@Home		Yes				
ACasa Care Limited			Yes			
Action in Mind	Yes					
Active Care (Ayrshire) Limited			Yes			
Ailsa Care Services Ltd.	Yes					
Allander Homecare Ltd			Yes			
Allied Health-Services Limited T/A Allied Healthcare			Yes			
Angela Magee T/A Visiting Angelz	Yes					
ARK Housing Association Ltd			Yes			
Aspire Housing & Personal Development Services Limited			Yes			
Balmoral Homecare Ltd			Yes			
Blackwood Homes and Care			Yes			
British Red Cross Society			Yes			
Brothers of Charity Services (Scotland)			Yes			
Caledonia Social Care Limited			Yes			

Provider	Accredited	Progress towards accreditation	Not Accredited but pay the Real Living Wage (all Front-Line Care Staff)	Committed to gaining accreditation over the first 2 years of the Flexible Framework	Not paying Real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the Real Living Wage
Caledonian Care Consultants Ltd T/A Bluebird Care (Dunbartonshire)	Yes					
Call-In Homecare Limited			Yes			
Capability Scotland			Yes			
Carescot Limited T/A Home Instead Senior Care Glasgow North				Yes		
Caring Hearts Limited			Yes			
Carr Gomm	Yes					
C-Change Scotland			Yes			
Clyde Healthcare Limited			Yes			
Community Integrated Care			Yes			
Cornerstone Community Care			Yes			
CrossReach (The operating name for The Church of Scotland Social Care Council)			Yes			
Crossroads Caring Scotland			Yes			
Deafblind Scotland	Yes					
Delight Supported Living Ltd	Yes					
ENABLE Scotland (Leading the Way)			Yes			
Extended Personal Care Limited			Yes			
Flourish Home Support Services LTD			Yes			
Glasgow Association for Mental Health	Yes					

Provider	Accredited	Progress towards accreditation	Not Accredited but pay the Real Living Wage (all Front-Line Care Staff)	Committed to gaining accreditation over the first 2 years of the Flexible Framework	Not paying Real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the Real Living Wage
Glasgow Homecare Ltd T/A Home Instead Senior Care Glasgow South			Yes	Yes		
Hamill Homecare Limited			Yes			
Hazelhead Home Care Limited			Yes			
Home Is Best Ltd		Yes				
HRM Homecare Services Ltd.	Yes					
IKL Care (a partnership)			Yes	Yes		
Independent Clinical Services Limited T/A Scottish Nursing Guild			Yes			
Inspire (Partnership Through Life) Ltd.			Yes			
Invercare Services Ltd			Yes			
ION Care and Support Services Limited			Yes			
Key Housing Association Limited			Yes			
Kingdom Support and Care CIC T/A Kingdom Housing Association	Yes					
Lothian Trading Services Ltd				Yes		
Mears Care (Scotland) Limited			Yes			
Montana Home Care Ltd.			Yes			
My Care (Grampian) Limited			Yes	Yes		
National Autistic Society (The)			Yes			
National Schizophrenia Fellowship (Scotland) T/A Support in Mind Scotland			Yes			

Provider	Accredited	Progress towards accreditation	Not Accredited but pay the Real Living Wage (all Front-Line Care Staff)	Committed to gaining accreditation over the first 2 years of the Flexible Framework	Not paying Real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the Real Living Wage
Neighbourhood Networks in Scotland Limited	Yes					
Penumbra			Yes			
Plus (Forth Valley) Ltd					Yes	
Potters Health Care Limited	Yes					
Rainbow Services (UK) Ltd			Yes			
RAMH	Yes					
Real Life Options			Yes			
Sacro			Yes			
Salvation Army Trustee Company(The) T/A The Salvation Army			Yes			
Scottish Association for Mental Health	Yes					
Scottish Autism			Yes			
SCRT Limited T/A Social Care Recruitment and Training			Yes			
Sense Scotland			Yes			
SRS Care Solutions Limited	Yes					
Step Up (Housing, Employability & Community Support Services) Ltd.	Yes					
Sue Ryder			Yes			
T & I Professional Services Limited			Yes	Yes		
The Action Group			Yes			
The Jon Fleming Group Limited *			Yes			
The Mungo Foundation					Yes	

Provider	Accredited	Progress towards accreditation	Not Accredited but pay the Real Living Wage (all Front-Line Care Staff)	Committed to gaining accreditation over the first 2 years of the Flexible Framework	Not paying Real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the Real Living Wage
Thera (Scotland)			Yes			
Time 2 Help Ltd.			Yes			
Trust Housing Association Limited			Yes			
Voyage 1 Limited T/A Voyage Care			Yes			
With YOU Limited	Yes					

*** NB This bidder is the lead authority for a consortium bid comprising the following consortium members:**

North East Community Care Limited
Mochridhe (Edinburgh and the Lothians) Limited
Mochridhe Limited



Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

Report by Director Scotland Excel

Tender: Secure Care Services

Schedule: 0219

Period: 1 April 2020 until 31 March 2022 with an option to extend for up to 24 months

1. Introduction and Background

Scotland Excel has developed and managed contractual arrangements for secure care services since April 2011 which are used by local authorities and the Scottish Government.

These are developed following national policy aimed at delivering positive outcomes for children and young people. Scotland Excel will continue to work closely with our key stakeholders such as Scottish Government, Convention of Scottish Local Authorities (COSLA) and others to ensure that our procurement arrangements support any policy decisions that may arise from the recommendations such as the Independent Care Review.

The current secure care contractual arrangements were awarded on a negotiated basis with the only four specialist providers of these services in Scotland in April 2017 for a period of two years, with the option to extend for up to a maximum of one further year. This extension was agreed by Scotland Excel's internal governance in November 2017, and therefore the arrangement will end on 31 March 2020.

Three reviews were conducted during the last year of the current arrangement:

- The Independent Care Review, which reported its findings in February 2020;
- The Justice Committee Review of secure care and prison places for children and young people in Scotland, which reported its conclusions in November 2019;
- The Children and Young People's Commissioner Scotland launched an enquiry into the deprivation of liberty of young people in December 2019.

This is examining the use of secure accommodation in Scotland and has yet to be concluded.

The findings and recommendations of all of the above could have a significant impact on the future of secure care services in Scotland as they present a degree of uncertainty with regards to the political, social and legal environment in which these services operate. However, it was not possible to postpone the tender exercise until completion of the above reviews, as the current contracts will expire in April 2020 with no opportunity of a further contract extension.

In order to manage the risk associated with this uncertainty, the new contracts were designed to be capable of adapting to changes in legislation, standards and practice. Furthermore, in order to ensure service continuity and stability while awaiting the outcomes of the above reviews, it was decided to limit the new contract term to a period of two years, with an option to extend for a further period up to 24 months. In addition, the tender process was designed in accordance with the light touch regime - ensuring conformity to the requirements of section 7 (Regulations 74-76) of the Public Contracts (Scotland) Regulations 2015, thus simplifying the procedure for service providers.

As in past years, the new contracts were advertised as being awarded on a negotiated basis and allowed for a further post-tender negotiation phase if required. This was justified on the basis that the independent market in Scotland continues to be limited to the four currently contracted providers.

The results of the Independent Care Review were published on 5 February 2020 – earlier than previously anticipated, giving Scotland Excel a very brief period to consider the outputs and recommendations in regard to the new contracts.

Scotland Excel has pledged a commitment to help the Independent Care Review achieve its goal of delivering real change for infants, children and young people who experience care, and to:

- Ensure the voices of young people are heard through their meaningful involvement in shaping our care contracts;
- Champion the rights of young people, remove the stigma of care and recognise that love is a key component of care;
- Where possible, consider opportunities for care experienced young people both organisationally and through our contracts;
- Ensure that information about what we do is easily understood and accessible, including to the young people who use the services;
- Make innovative, responsive and positive changes to support the findings of the “Journey” phase, to ensure all Scottish children receive the care they deserve;
- Commit to enabling a motivated and committed workforce who are passionate about caring for young people and their wellbeing

The report from the Justice Committee made a number of recommendations with regard to the availability of secure care, and the contractual arrangements.

Further to this, Scotland Excel has been in communication with external bodies to understand the implications of the report, and again, what role Scotland Excel, and the contract arrangements can play in this.

Prior to this tender exercise, Scotland Excel participated in a significant programme of co-production work in partnership with the STARR group (a group of care experienced children), the Care Inspectorate, providers, Child and Adolescent Mental Health Services (CAMHS) professionals, Social Work Scotland, Scottish Prison Service, and Centre of Excellence for Looked after Children in Scotland (CELCIS) to develop the Secure Care Pathway and Standards Scotland. These draft standards outline the expectations of children who are either in or on the edge of Secure Care in Scotland.

Scotland Excel elected to include these draft standards within the tender documents, with a caveat that these had not yet been formally adopted by Scottish Government and COSLA, but in anticipation that this process would be completed imminently. The standards were adopted on 31 January 2020 and are due to be published in April. This will be followed by significant work by key stakeholders to identify resources required to implement the standards.

Further details of the standards, and how these have been embedded into the contracts, along with other areas which were amended to focus on the quality of care for children in secure care can be found in the “Benefits” section, below.

This report describes the tender process, the outcome and recommends the award of four contracts for secure care services from 1 April 2020 to 30 March 2022 with an option to extend for any period up to and including 24 months.

2. Scope, Participation and Spend

Secure accommodation restricts the liberty of children under the age of 18 placed in such care. Children can be placed in secure accommodation through a variety of ways including where a child is ‘looked after’ by the local authority, as a requirement of the Children’s Hearings Scotland system, or the Courts.

Secure accommodation is a particular form of residential care for the very small number of children whose needs and risks, for a particular period in their lives, can only be managed in the controlled settings of secure accommodation.

The specialist providers in Scotland able to provide this service are limited.

Scotland currently has 84 secure accommodation places, spread across five dedicated secure units including the following four independent secure accommodation providers:

- The Good Shepherd Centre Bishopton;
- Kibble Education and Care Centre;
- Rossie Young People’s Trust;
- St. Mary’s Kenmure.

The four independent providers offer 78 places across Scotland, with the remaining 6 places operated by the City of Edinburgh Council.

All of the units provide a full curriculum of care, delivering a range of educational, health and behavioural programmes for children. In addition, the units undertake tailored programmes of work to prepare children for their transition back into the community.

Scottish Government is responsible for placements for sentenced children whilst the local authorities are responsible for placements for children who have been remanded in custody and for those who require placements for welfare reasons.

All parties responsible for purchasing secure accommodation placements in Scotland (the 32 Scottish local authorities and Scottish Government) participate in the current contracts. Following dialogue with Scotland Excel, all of the current purchasing organisations have agreed to use the new contracts from the start date.

Since the start of the current contracts, 29 local authorities and the Scottish Government have purchased secure care placements. The exceptions to this are Clackmannanshire Council, East Renfrewshire Council and Comhairle nan Eilean Siar, who have not required Secure Care services since the start of the contract but remain participant to ensure availability should this requirement change.

There is no guarantee of business for providers under the Secure Care Services contracts. However the estimated forecast spend for across Scotland is £17.5m per annum, broken down as follows:

- Local authority spend - £15 million;
- Scottish Government spend - £0.7 million; and
- Contingency allowance for variable demand and additional services - £1.8 million.

A contingency has been built in due to unpredictable demand, particularly as there has been a steady increase in spend over the last 12 months, and to ensure coverage for additional services.

Details of each purchasing authority's average annual spend, over the period January 2018 to December 2019, is shown in Appendix 1.

However, given that the requirement for secure accommodation can only be determined by the authority of a children's hearing or by the order of a court, demand and spend patterns across purchasers are variable. Therefore, it should be noted that the figures quoted in this report are estimates and are subject to change over the life of the contracts.

3. Procurement Process

Procuring care and support services for children is a complex area and accordingly requires special consideration within a public body's overall approach to the procurement of goods and services.

Secure care services come within the 'Social and Other Specific Services' category as defined in Schedule 3 and are subject to the procurement regimes set out in section 7, both of the Public Contracts (Scotland) Regulations 2015.

This allows an organisation to use the procurement procedures, tools and techniques of its choosing, whilst following a procurement procedure, as a matter of best practice, that takes account of fundamental considerations such as the EC Treaty principles of openness and fairness, as well as areas such as fair work practices.

The procurement exercise, including the negotiation element, was tailored to reflect the light-touch regime and ensure conformity to the requirements of section 7 of the Public Contracts (Scotland) Regulations 2015.

Subject to approval of the recommendations in this report, an individual contract will be entered into with each of the four providers. However, as with the current arrangement, each of the providers entering into this arrangement is aware that this does not offer any guarantee of business from purchasers.

Scotland Excel published a contract notice in the Official Journal of the European Union (OJEU) on 27 November 2019. Notwithstanding the limited pool of providers in Scotland, given the critical nature of the services and to ensure that the providers continue to be suitably qualified to provide quality secure accommodation services, the contract notice detailed robust selection criteria that would be applied to providers as part of the exercise. This included a requirement for:

- Registration with the Social Care and Social Work Improvement Scotland ("Care Inspectorate") as the provider of a secure accommodation service under the Public Services Reform (Scotland) Act 2010;
- Registration in accordance with the Education (Scotland) Act 1980, as amended, with the Registrar of Independent Schools
- Approval by Scottish Ministers under the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 for accommodations to be provided for the sole purpose of restricting the liberty of children in residential premises where care services are provided;
- Evaluation of financial stability;
- Evaluation of insurance provision.

Publication of this notice fulfilled the purpose of providing adequate publicity for the proposed new contracts.

The invitation to tender (ITT) was published on 28 November 2019 and included the above minimum selection criteria. In addition, value for money was evaluated using the following service delivery and financial weightings:

- Quality 60%
- Financial 40%

In the quality section providers were asked to submit their Care Inspectorate registration details and current grades on the inspection framework for all four criteria. This section accounted for 30% of the marks used to assess providers.

Providers were also required to submit responses on the following areas:

- Fair Working Practices (10%)
- Community Benefits (10%)
- Sustainability (10%)

These responses were required to reflect both corporate and service level information, and where relevant, those which included the involvement and development of children within the services.

The average rate of increase was 2.26%, which is below the indices used to evaluate offers in these contracts, such as increases to the Real Living Wage, Consumer Price Index and National Minimum Wage.

4. Report on Offers Received

All four of the existing providers detailed at Appendix 2 submitted bids, with no late offers received.

All bids were evaluated against the criteria and methodology set out in the tender documents.

Scotland Excel verified all provider submissions to ensure they were submitted on an autonomous and independent basis. Alongside this work an analysis was conducted on each tender bid, with an assessment of the breakdown of the cost of the service, to ensure efficiencies and determine whether or not each bid was fair and reasonable.

The final scores obtained by the four providers against the about quality and commercial weightings are set out in Appendix 3.

5. Recommendations

It is recommended that contracts should be awarded to the four providers detailed in Appendix 3, based on the tender scores.

6. Benefits

Improvements for Children in Secure Care

The tender documentation, and in particular, the service specification document, were reviewed to ensure that the most up to date practices and policies were included.

The Secure Care Pathways and Standards Scotland were embedded, and other areas of the specification were redeveloped to better reflect current research and policy regarding the care of children in Scotland.

The Secure Care Pathways and Standards Scotland

These standards are written from the perspective of the child and cover the areas children detailed were most important to them and had the greatest impact on their experiences, with an aim to:

- Improve the experiences of, and seek to provide better outcomes for, young people;
- Ensure that Children are treated with respect and dignity, and that their human and children's rights are upheld;
- Support Scotland's Health and Social Care Standards and the legal requirements, ethos and principles set out in all the relevant existing statutory and practice guidance;
- Set out what Children and their families should expect from professionals and corporate parents when a Child is being intensively supported in the community or in a secure care setting.

The specification also notes that the individualised implementation of these standards should be based on each child's assessed strengths, needs, vulnerabilities, risks and circumstances, ensuring that each child is treated as a unique individual and is also given the opportunity to exercise their rights.

Some areas, such as "Before Secure Care" and "After Secure Care" are not directly relevant to the contracts, and therefore not referenced - but some areas may touch on other aspects of care – such as ensuring children are kept informed and involved throughout their journey through secure care. Therefore providers were reminded that children should be made aware of the standards and their rights and responsibilities, in a way that they can understand, and be supported to have these rights fulfilled.

Improved Specification

The specification was further amended to take on board issues raised by other stakeholders, such as the Children and Young People's Commissioner Scotland; detailing mandatory policies to ensure the fair treatment of children within secure care services; and including a requirement to embed the United Nations Convention on the Rights of the Child (UNCRC) in the performance of the service.

Providers are required to ensure children have access to information about their rights in a format they can understand, are supported to exercise these rights and can express their views.

The Children and Young People's Commissioner Scotland published "No Safe Place" in 2018, a report on restraint and seclusion in schools.¹

In light of this, these two areas were given more prominence in the specification and capture some recommendations made, including requirements for reporting occurrences of restraint and seclusion, and ensuring training in de-escalation for staff.

A list of mandatory policies, aimed at providing a better quality, consistent and safe service for children, were drawn up by stakeholders (including the UIG and Scottish Government). Providers must hold these as a minimum and the specification also details the main requirements which must be contained within each policy.

Scotland Excel has discussed methods for monitoring these requirements and meeting the commitment pledged to the Independent Care Review, including surveys of both children and staff; continued involvement in the STARR group; continued communication with the Children and Young People's Commissioner Scotland, as well as working with care experienced children through other identified channels.

Cost Impact

As part of the procurement process, all four current providers submitted a fee in excess of their current rate. The average fee increase equated to 2.26%.

These providers offer at least pay parity to public sector pay scales for their teaching and care staff, due to the specialist nature of the work. In light of the recent pay increases in these areas, it was anticipated that the costs for staffing would increase, and subsequently impact the fees charged. The recommended fees ensure that the Real living wage continues to be paid to all staff, and there is no detriment to the service which purchasers and, ultimately, the children receive.

Monitoring the quality of these services will form an integral part of contract management, to ensure continued improvement, or at least consistency. The evidence submitted during this stage of clarification will be used as base line information in these reviews, alongside other stakeholder feedback and Management Information.

Scotland Excel conducted a benchmarking exercise which applied the impact of the fees tendered to each purchaser's previous annual spend with each provider.

¹ <https://www.cypcs.org.uk/ufiles/No-Safe-Place.pdf>

On average, the overall expected increase over the next 12 months to purchasers and the Scottish Government, based on the previous year's spend, will be approximately £393k.

Price Stability

At the implementation of the first framework in 2011, the range of fees offered by providers varied significantly. Through continued close scrutiny of the providers' budget proposals during the life of the contracts and in the procurement process to award the new contracts, Scotland Excel has worked with providers to achieve efficiencies, whilst ensuring that the fees are sustainable.

The level of detail provided within the commercial bid from the four providers gives assurance that the proposed rates are becoming more transparent and more sustainable over time and also supports purchasers to continue to make placements based on the needs of children placed in secure accommodation. It does continue to reflect a variance in both the services offered, and the pricing structure adopted by the providers.

The providers have agreed to hold their fees at least until 1 April 2021. 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.

In addition, the contract contains a clause which allows for any surplus generated through the contract to be re-invested in the following year's budget proposal, which could reduce the agreed fee in future years and/or lead to improved quality of service.

Sustainable Procurement Benefits

Providers were requested to consider sustainability issues within the technical section of the tender. By its nature, the contract supports some of the most vulnerable and disadvantaged children in society. Providers have also committed to a range of other benefits.

Real Living Wage

Providers were asked to confirm their approach to fair work practices and the Real Living Wage status. All four of the recommended providers pay their staff at least the Real Living Wage, and three have confirmed they are accredited living wage employers. Details are contained in Appendix 4.

Scotland Excel includes monitoring Real Living Wage positions within contract and provider management and will work with the provider who has not yet secured accreditation by the Living Wage Foundation to encourage them to achieve this.

Fair Work Practices

Providers were also invited to submit details of their organisational practices and policies relating to fair work, including areas such as no exploitative use of zero-hour contracts, living hours, reducing the pay gap, training and reduced inequalities.

As well as identifying the key practices indicated, a number of additional factors, such as involvement of unions, wellbeing assessments, strong staff voice, Investors in People accreditation and a commitment to the Scottish Government's Business Pledge were identified by providers.

These practices and policies will be monitored through the life of the contract and will form part of the regular reporting requirements.

Community Benefits

Providers were asked to confirm their commitment to community benefits, and to submit details of the benefits which they will endeavour to provide throughout the period of the contracts.

Community Benefits will have to be agreed by purchasers annually, so these submissions are a guideline of the types of community benefits the providers anticipate they will be able to offer. Suggestions featured relevant areas from the Scottish Government's National Performance Framework and promoted the inclusion and development of children.

These commitments will be monitored through the life of the contract and will form part of the regular reporting requirements.

Providers have committed to work with purchasers to continue to deliver their wide range of community benefits, and gave some examples of recent activities in line with this:

- Community engagement: providing use of facilities/grounds to the community for sporting events and/or local groups;
- Community engagement: providing social and sporting activities for homeless people on an ongoing basis;
- Local sponsorship and volunteering;
- Support the local economy wherever possible, sourcing local products, services, and expertise from nearby producers, sole traders and Small Medium Enterprises (SME's);
- Work in partnership with Police Scotland to deliver information and education sessions;
- Producing crafts for local markets to boost fundraising for charity events;
- Support local employment, including interns and apprentices – with further reserved placements for care experienced children;
- Provide education, training and work opportunities to children, including close links with local colleges and community groups.

Sustainability

Providers were invited to detail their approach to sustainability at both corporate level and service level - focusing particularly on those areas which promote the inclusion and development of children within the service.

The sustainability questions were drafted in line with the National Outcomes, National Indicators and Sustainable Development Goals from the National Performance Framework - identified via the Scottish Government Sustainability Test.

These will be monitored through the life of the contract and will form part of the regular reporting requirements. Providers provided details such as:

- Protection and restoration of woodland and water related ecosystems;
- Reduction of waste, “reduce, recycle, reuse” and upcycling initiatives – including children to encourage reduction of their carbon footprint;
- Review of supply chain – encouraging buy local; fair and ethical trading;
- Healthy eating initiatives – maximum usage of food, reduction of waste;
- Wind turbine generated sewage treatment works;
- Replace lighting with more efficient LED lighting;
- Educating in diversity and inclusion, including training in reducing racism and raising awareness of equal rights.
- Encouraging biodiversity and education through community, sensory and wildflower gardens and Forest School – offering children opportunities to develop horticultural and environmental skills, including gaining accreditation from the Royal Horticultural Society;
- Minimise food waste through daily monitoring and recycle food waste, including composting facilities for waste, then utilised in garden projects;
- Cycle to Work scheme and other car journey limiting targets.

Providers were also asked to submit their current position on the Eco-Schools² award. Eco Schools is an international initiative designed to encourage whole-school community action on Learning for Sustainability, which encourages closer links between schools and the communities around them and is also linked to the Sustainable Development Goals of the National Performance Framework.

Three of the providers indicated that they currently hold the Green Flag award, while the final provider holds a Silver award and committed to working towards achievement of the Green Flag during the initial period of the contract.

Other Benefits

Consultation and Support of Children

The contract requires that providers consult with children in their care on at least an annual basis and use feedback given to inform the future of their service.

The contract requires providers to support children, where appropriate, in their transition from secure accommodation back to the community, and to assist children to learn skills supporting their future independence.

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

Management Information

Scotland Excel will continue to use the management information submitted by the providers to create contract management reports. These contract management reports will provide a detailed account of spend and use by provider, relevant trend information and information on the population of the independent secure sector.

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

Stakeholder Engagement

Following the end of the Secure Care Strategic Board, in December 2018, when the long-term vision of secure care was transferred to the Independent Care Review, a Secure Care Panel was established to complete outstanding work and Scotland Excel participates on this panel. The group provides strategic oversight to ensure that the remaining tasks of the board are completed and to ensure that there is no overlap or duplication of effort in the work of the independent Care Review.

Scotland Excel also meets regularly with members from the Independent Care Review to ensure that the outcomes of the review will inform the strategy of any future secure care contracts.

7. Contract Mobilisation and Management

These contracts will require a of minimum quarterly provider meetings and a meeting of purchasers will be convened on a regular basis throughout the period, due to the high level of spend and the high risk.

Due to changes in the specification, inclusion of the standards, and the outcomes of the reviews, there may potentially be a requirement for more intensive engagement at the commencement of the contracts, to ensure clarity for all stakeholders, and ensure a smooth transition to the new arrangements.

Scotland Excel 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.

Each participating purchaser will be asked to confirm its lead contract officer through whom information will be gathered and disseminated.

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

8. Summary

The recommended secure care contractual arrangements aim to provide a high-quality service which demonstrably improves outcomes for the vulnerable children placed in their care and provides transparency and effective management of fees.

Accordingly, the Executive Sub Committee is requested to approve the recommendation contained in this report to award these contracts.

Appendix 1 – Participation and Spend Summary

Secure Care 0219

Annual Average Spend (based on the period January 2018 to December 2019)

Purchaser	TOTAL	% of Overall Spend
Aberdeen City	£481,769	3.03%
Aberdeenshire	£548,819	3.45%
Angus	£286,181	1.80%
Argyll & Bute	£275,745	1.73%
Dumfries & Galloway	£388,423	2.44%
Dundee City	£192,679	1.21%
East Ayrshire	£107,166	0.67%
East Dunbartonshire	£200,859	1.26%
East Lothian	£410,834	2.58%
Edinburgh, City of	£862,725	5.42%
Falkirk	£334,559	2.10%
Fife	£1,572,299	9.88%
Glasgow City	£2,293,604	14.42%
Highland	£452,726	2.85%
Inverclyde	£46,191	0.29%
Midlothian	£517,634	3.25%
Moray	£434,801	2.73%
North Ayrshire	£1,028,350	6.46%
North Lanarkshire	£1,198,040	7.53%
Orkney Islands	£80,027	0.50%
Perth & Kinross	£74,238	0.47%
Renfrewshire	£604,324	3.80%
Scottish Borders	£310,593	1.95%
Scottish Government	£757,338	4.76%
Shetland Islands	£187,759	1.18%
South Ayrshire	£690,707	4.34%
South Lanarkshire	£421,271	2.65%
Stirling	£220,855	1.39%
West Dunbartonshire	£558,314	3.51%
West Lothian	£371,609	2.34%
Grand Total	£15,910,437	

(No spend recorded for Clackmannanshire Council, East Renfrewshire Council or Comhairle nan Eilean Siar)

Appendix 2 - SME Status

Secure Care 0219

Provider	Postal Town/City:	Organisation Size	Organisation Type	Company Number	Charity Number
The Good Shepherd Centre Bishopton	Bishopton	Medium	Private Limited Company by guarantee without share capital use of 'Limited' exemption	SC412325	SC030019
Kibble Education and Care Centre	Paisley	Medium	Private Limited Company by guarantee without share capital use of 'Limited' exemption	SC158220	SC026917
Rossie Young People's Trust	Montrose / Angus	Medium	Private Limited Company by guarantee without share capital use of 'Limited' exemption	SC157602	SC019969
St. Mary's Kenmure	Glasgow	Medium	Private Limited Company by guarantee without share capital use of 'Limited' exemption	SC390523	SC029984

Appendix 3 - Scoring and Recommendations
Secure Care 0219

Tenderer	TOTAL SCORE
Kibble Education and Care Centre	81.64
Rossie Young People's Trust	76.48
St. Mary's Kenmure	72.84
The Good Shepherd Centre Bishopton	67.84

Appendix 4 – Real Living Wage Position

Secure Care 0219

Tenderer	Accredited	Currently progressing through Real Living Wage accreditation process	Pay Real Living Wage to all employees, and committed to gaining accreditation over the initial 2 years of contract	Pay Real Living Wage to all employees, but not accredited	Neither accredited nor paying Real Living Wage, but do commit to pay the Real Living Wage to all employees over the initial 2 years of the contract	Neither accredited nor paying Real Living Wage
The Good Shepherd Centre Bishopton	Y					
Kibble Education and Care Centre	Y					
Rossie Young People's Trust				Y		
St. Mary's Kenmure	Y					

Scotland Excel**To: Executive Sub Committee****On: 28 February 2020****Report
by
Director Scotland Excel****Tender: Supply and Delivery of Electrical Materials****Schedule: 0919****Period: 1 April 2020 to 31 March 2022 with an option to extend for up to 24 months****1. Introduction and Background**

This recommendation is for the award of a fourth-generation renewal framework for the Supply and Delivery of Electrical Materials. The existing agreement expires on 31 March 2020.

This framework will provide councils and other participating bodies with a mechanism to procure a range of electrical products including but not limited to cables, wiring accessories, circuit protection, heating, ventilation, safety detectors lamps and accessories. Users of the framework are likely to be council departments such as stores, housing and property services.

This report summarises the outcome of the procurement process for the national framework agreement, which incorporates multi-offer lots to provide members with choice and flexibility for a range of manufacturer brands. As well as delivering savings, rebates and sustainable procurement initiatives this renewal will also support recent legislative updates.

2. Scope, Participation and Spend

As part of the strategy development, and through consultation, the User Intelligence Group (UIG) approved the inclusion of seven lots, summarised in Table 1. This covers the scope of member requirements for the Supply and Delivery of Electrical Materials.

Table 1: Lotting Structure and Estimated Spend

Lot Number	Description	Estimated %Spend Through Lot
1	Cable and Cable Management	15%
2	Wiring Accessories and Circuit Protection	15%
3	Heating and Water Heating	5%
4	Ventilation	10%
5	Safety Detectors and Thermostats	30%
6	Lamps	5%
7	Light Fittings and Accessories	20%

The lotting structure was designed to be representative of the marketplace and member purchasing requirements as well as maximising opportunities for Small to Medium Sized Enterprises (SMEs) to bid.

As detailed in Appendix 1, 31 councils and Tayside Contracts have confirmed their intention to participate in the framework, with Stirling council confirming they have their own arrangements in place. All 32 councils are included in the contract notice for the framework. In addition, NHS and Scottish Prison Service have also confirmed an intention to participate in the framework.

Taking into consideration forecast annual spend for participating members, with contingencies, the total projected contract value is £80 million. This includes the additional budget allocated for replacement programmes for fire and smoke detectors and sustainable heating systems.

3. Procurement Process

A User Intelligence Group (UIG), consisting of representatives from participating members, endorsed the procurement strategy. In addition, a working group of procurement and technical representatives was formed to fully develop the technical specifications of the core product list.

A Prior Information Notice (PIN) was published on 1 August 2019 where suppliers were invited to meet with Scotland Excel to inform the strategy.

This framework was advertised in the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal on the 27 November 2019. This tender process was conducted using the Public Contract Scotland Tenders (PCS-T) system.

The UIG agreed that an open tender process should be followed to establish the renewal to ensure maximum competition and the inclusion of all potential suppliers to service the framework. All tenderers were evaluated against selection criteria

using the European Single Procurement Document (ESPD). The award criteria included technical and commercial sections that were evaluated against the following weightings for all lots:

Technical: 20%
Commercial: 80%

Within the technical section, tenderers were required to evidence their knowledge and experience by responding to four method statements and were also assessed in relation to their community benefits commitments as presented in Table 2.

Table 2: Technical Section Weighting

Question	Description	Weighting
1	Operational Services	4
2	Sustainability	4
3	Management of Non-Core Spend/Contract Management	5
4	Fair Work Practices	3
5	Community Benefits Commitment	4
Total Score		20

Within the commercial section, tenderer's commercial offers were assessed on a lot by lot basis. Lot 1-5 contained a multiple offer structure to facilitate the submission of offers from different manufacturer brands. Council annual retrospective rebates were also scored. Tenderers were invited to offer a range of unscored discounts including non-core items, collection, single source and delivery to central stores.

4. Report on Offers Received

Offers were received from 13 tenderers; however, two tenderers rejected the terms and conditions and withdrew their offer. A summary of the offers received is provided in Appendix 2.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the offers received was completed. Appendix 3 confirms the scoring achieved by each tenderer in each lot.

5. Recommendations

Based on the evaluation undertaken, and in line with the criteria and weightings set out above, it is recommended that a multi supplier framework is awarded to 11 suppliers across seven lots, as outlined in Appendix 3.

Out of 11 recommended suppliers four are classed as SMEs and seven are Scottish suppliers.

6. Benefits

Savings

Scotland Excel conducted a benchmarking exercise for each member, the results are contained in Appendix 1. The projected average savings across members equates to c.2.5% an annual total saving of £481k, based on historic spend patterns. This is in addition to the current indexation position which is 1.9% below the market.

A number of discounts have been included in this framework, ranging from 1% to 10% across multiple lots by eight tenderers who are recommended for award. Six tenderers offered an annual retrospective rebate for councils ranging from 1% to 2.5%.

Price Stability

The framework applies fixed pricing periods of six months for all lots (1-7) excluding all items under 'cable' product grouping within lot 1. A fixed pricing period of three months will be applied for all items under the 'cable' product grouping due to volatility of items in this lot.

All requests for price increases will be evaluated against prevailing market conditions and require to be supported by documentary evidence.

Sustainable Procurement Benefits

Within the technical section of the tender, the sustainability method statement assessed tenderers in relation to how their organisation promotes recycle, reuse and innovative measures to minimise the impact of their supply chain on the environment. Recommended suppliers are compliant with UK Waste Electrical and Electronic Equipment (WEEE) Regulations and the Ecodesign directives for sustainable heating. In addition, a range of other sustainable initiatives were outlined in the responses including;

- Adoption of sustainable and innovative products, using free disposal facilities for end-of-life lamps, tubes and batteries for customers in the local community within the company depots

- Using different types of the recyclable and biodegradable packaging e.g. paper and cardboard, corn starch, bubble wrap, biodegradable plastic
- Using modern and efficient fleet e.g. hybrid and full electric vehicles to reduce the carbon footprint

Community Benefits

Scotland Excel is committed to maximising community benefits delivery. All tenderers were asked to confirm whether they were willing to comply with our community benefits approach for the lifetime of the framework. This approach is designed to deliver local community benefits based on individual member spend thresholds and all 11 recommended suppliers have confirmed their acceptance. Through this revised approach, suppliers are encouraged to work collaboratively and innovatively with members to deliver local community benefits.

As part of the contract management, ongoing delivery of community benefits will be reported by suppliers to Scotland Excel on a six-monthly basis.

Fair Work Practices including the real Living Wage

Scotland Excel and the Scottish councils are committed to the delivery of high-quality public services and recognise that this is critically dependent on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development.

Tenderers were assessed on their approach to fair work practices and were also asked to confirm their position on the payment of the real Living Wage. As detailed in Appendix 4, six suppliers pay the real living wage to all employees but are not currently accredited and five are neither accredited, nor paying the real Living Wage. Of the five suppliers that are not accredited and do not pay the real Living Wage to all employees, all have confirmed they pay circa 65% - 70% of employees the real living wage or more.

Scotland Excel will monitor status with all awarded suppliers during the lifetime of the framework and engage with the Living Wage Foundation regarding this particular market.

Other

This framework will support members applying the update to the tolerable standard under the Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019 by ensuring all relevant alarms are available and compliant under lot 5. For lot 3 all relevant products are in alignment with the European Ecodesign Directive requiring items to be as efficient and environmentally friendly as possible.

7. Contract Mobilisation and Management

As part of the mobilisation process, all suppliers will be invited to a contract mobilisation meeting to outline the operation of the framework including roles and responsibilities, management information and community benefits reporting. Both suppliers and participating members will be issued with a mobilisation pack containing all required details to utilise the framework. Commitments given as part of this tender submission will be closely monitored and reported by Scotland Excel.

In accordance with Scotland Excel's established contract and supplier management segmentation tool, this framework is classified as category D. As such, it will require annual supplier and user group reviews as appropriate.

8. Summary

This fourth-generation framework for the Supply and Delivery of Electrical Materials maximises collaboration and delivers best value in terms of price, quality and service.

A range of benefits have been delivered in relation to savings, price stability, rebates, discounts and sustainable procurement. Positive efficiencies have been achieved through close working relationships with an already established UIG and technical group to rationalise the product core lists and provide choice and flexibility through multi-offer lots. The framework will support members applying the update to the tolerable standard under the Housing (Scotland) Act 1987 and ensures compliance with the European Ecodesign Directive.

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

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01 April 2020	£500,000	Validated by Council	1.9%	1.2%	£5,985	Benchmarked current framework
Aberdeenshire Council	Yes	01 April 2020	£129,245	Scotland Excel Management Information	1.9%	3.0%	£3,887	Benchmarked current framework
Angus Council	Yes	01 April 2020	£2,790	Scotland Excel Management Information	1.9%	0.4%	£0	Benchmarked current framework
Argyll & Bute Council	Yes	01 April 2020	£12,367	Validated by Council	1.9%	0.4%	£0	Benchmarked current framework
City of Edinburgh Council	Yes	01 April 2020	£27,324	Scotland Excel Management Information	1.9%	1.9%	£518	Benchmarked current framework
Clackmannanshire Council	Yes	01 April 2020	£200,000	Validated by Council	1.9%	14.2%	£28,342	Benchmarked current framework
Comhairle nan Eilean Siar	Yes	01 April 2020	£38,132	Validated by Council	1.9%	1.3%	£478	Benchmarked current framework
Dumfries & Galloway Council	Yes	01 April 2020	£19,096	Scotland Excel Management Information	1.9%	1.1%	£212	Benchmarked current framework
Dundee City Council	Yes	01 April 2020	£919,534	Validated by Council	1.9%	1.8%	£16,136	Benchmarked current framework
East Ayrshire Council	Yes	01 April 2020	£115,724	Scotland Excel Management Information	1.9%	4.7%	£5,420	Benchmarked current framework
East Dunbartonshire Council	Yes	01 April 2020	£0	Validated by Council	1.9%	2.5%	£0	Average saving
East Lothian Council	Yes	01 April 2020	£614,996	Validated by Council	1.9%	2.5%	£15,670	Benchmarked current framework
East Renfrewshire Council	Yes	01 April 2020	£62,744	Scotland Excel Management Information	1.9%	14.6%	£9,190	Benchmarked current framework
Falkirk Council	Yes	01 April 2020	£650,000	Validated by Council	1.9%	0.0%	£0	Benchmarked current framework
Fife Council	Yes	01 April 2020	£3,000,000	Validated by Council	1.9%	1.5%	£44,100	Benchmarked current framework
Glasgow City Council	Yes	01 October 2021	£110,000	Validated by Council	1.9%	2.5%	£2,748	Average saving
Highland Council	Yes	01 April 2021	£250,000	Validated by Council	1.9%	1.7%	£4,134	Benchmarked current framework
Inverclyde Council	Yes	01 April 2020	£51,930	Validated by Council	1.9%	0.4%	£186	Benchmarked current framework
Midlothian Council	Yes	01 April 2020	£435,597	Validated by Council	1.9%	3.8%	£16,382	Benchmarked current framework
Moray Council	Yes	01 April 2020	£250,000	Validated by Council	1.9%	0.0%	£0	Benchmarked current framework
North Ayrshire Council	Yes	01 April 2020	£118,000	Validated by Council	1.9%	4.8%	£5,703	Benchmarked current framework
North Lanarkshire Council	Yes	01 April 2020	£5,709	Scotland Excel Management Information	1.9%	0.4%	£0	Benchmarked current framework
Orkney Islands Council	Yes	01 April 2020	£14,107	Scotland Excel Management Information	1.9%	0.3%	£0	Benchmarked current framework
Perth & Kinross Council	Yes	01 April 2020	£269,022	Scotland Excel Management Information	1.9%	0.4%	£1,073	Benchmarked current framework
Renfrewshire Council	Yes	01 April 2020	£1,000,000	Validated by Council	1.9%	2.1%	£21,496	Benchmarked current framework
Scottish Borders Council	Yes	01 April 2020	£75,000	Validated by Council	1.9%	0.1%	£0	Benchmarked current framework
Shetland Islands Council	Yes	01 April 2020	£227,004	Validated by Council	1.9%	0.6%	£1,382	Benchmarked current framework
South Ayrshire Council	Yes	01 April 2020	£450,000	Validated by Council	1.9%	0.5%	£2,275	Benchmarked current framework
South Lanarkshire Council	Yes	01 April 2020	£3,000,000	Validated by Council	1.9%	2.0%	£59,590	Benchmarked current framework
Stirling Council	No	N/A	£0	N/A	1.9%	2.5%	£0	Average saving
West Dunbartonshire Council	Yes	01 April 2020	£400,000	Validated by Council	1.9%	5.4%	£21,760	Benchmarked current framework
West Lothian Council	Yes	01 April 2020	£396,689	Scotland Excel Management Information	1.9%	15.6%	£61,719	Benchmarked current framework
Tayside Contracts	Yes	01 April 2020	£7,609	Scotland Excel Management Information	1.9%	0.0%	£0	Benchmarked current framework
Totals			£13,352,620		1.9%	2.5%	£328,386	
Associate Members	Yes	01 April 2020	£5,909,600	Validated by Associate Members	1.9%	2.6%	£152,878	Benchmarked current framework
Totals			£19,262,220			2.5%	£481,263	

Appendix 2 – Summary of Offers Received

Name of Tenderer	SME Status	Location	Lots Tendered
The British Electrical & Manufacturing Company Limited	Medium	Glasgow	1,2,3,4,5,6,7
City Electrical Factors Limited	Large	Kenilworth	1,2,3,4,5,6,7
Cleveland Cable Company Limited	Large	Glasgow	1
Edmundson Electrical Limited	Large	Kirkintilloch	1,2,3,4,5,6,7
Grafton Merchanting GB Limited	Large	Birmingham	1,2,3,4,5,6
Holland House Electrical Company, Limited	Medium	Glasgow	1,2,3,4,5,6,7
Rexel UK Limited	Large	Birmingham	1,2,3,4,5,6,7
R. & M. Distribution Limited	Small	Kirkcaldy	1,2,3,4,5,6,7
SM Electrical Supplies Ltd.	Small	Kirkcaldy	1,2,3,4,5,6,7
Stearn Electric Company Limited	Large	Glasgow	3,4,5,6,7
Yesss (A) Electrical Ltd	Large	Normanton	1,2,3,4,5,6,7

Appendix 3 – Scoring and Recommendations

Lot 1 (Multiple Offer) - Cable and Cable Management		
Brand - BASEC		
Tenderer	Score	Awarded (Yes/No)
Rexel UK Limited	95.35	Yes
Brand - Doncaster		
Tenderer	Score	Awarded (Yes/No)
Yesss (A) Electrical Ltd	98.45	Yes
Brand - Jaylow		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited (Offer 1)	97.25	Yes
The British Electrical & Manufacturing Company Limited (Offer 2)	96.76	Yes
Grafton Merchanting GB Limited	86.21	Yes
Holland House Electrical Company, Limited	81.01	Yes
R. & M. Distribution Limited	80.44	Yes
Brand - Own Brand		
Tenderer	Score	Awarded (Yes/No)
City Electrical Factors Limited	94.85	Yes
Brand - Pitacs		
Tenderer	Score	Awarded (Yes/No)
SM Electrical Supplies Ltd.	93.00	Yes
Brand - Prysmian		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Holland House Electrical Company, Limited	69.87	No
Brand - RR Kable		
Tenderer	Score	Awarded (Yes/No)
Cleveland Cable Company Limited	91.00	Yes

Lot 2 (Multiple Offer) - Wiring Accessories and Circuit Protection		
Brand - Click Scolmore		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Holland House Electrical Company, Limited	84.05	Yes
SM Electrical Supplies Ltd.	74.71	Yes
City Electrical Factors Limited	65.17	Yes
Rexel UK Limited	62.11	Yes
Grafton Merchanting GB Limited	53.32	Yes
Brand - Contactum		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Brand - Crabtree		
Tenderer	Score	Awarded (Yes/No)
Holland House Electrical Company, Limited	98.10	Yes
Brand - Energiser		
Tenderer	Score	Awarded (Yes/No)
Holland House Electrical Company, Limited	98.10	Yes
Brand - Newlec		
Tenderer	Score	Awarded (Yes/No)
Rexel UK Limited (Offer 1)	95.35	Yes
Rexel UK Limited (Offer 2)	63.64	No
Brand - Niglon		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Brand - Schneider		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Yesss (A) Electrical Ltd	69.93	Yes
R. & M. Distribution Limited	59.23	Yes
Brand - Thron		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Brand - Vimar		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Brand - Wireplast		
Tenderer	Score	Awarded (Yes/No)
Yesss (A) Electrical Ltd	98.45	Yes

Lot 3 (Multiple Offer) - Heating and Water Heating		
Brand - Creda		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited (Offer 3)	97.25	Yes
The British Electrical & Manufacturing Company Limited (Offer 2)	94.04	Yes
Edmundson Electrical Limited	91.35	Yes
Holland House Electrical Company, Limited	60.68	Yes
Grafton Merchanting GB Limited	55.50	Yes
Brand - Dimplex		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Edmundson Electrical Limited	85.96	Yes
Rexel UK Limited	83.76	Yes
Holland House Electrical Company, Limited	82.69	Yes
Stearn Electric Company Limited	79.92	Yes
Brand - Elnur		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Holland House Electrical Company, Limited	80.50	Yes
SM Electrical Supplies Ltd.	78.23	Yes
Brand - Heatstore		
Tenderer	Score	Awarded (Yes/No)
City Electrical Factors Limited	94.85	Yes
Brand - Hyco		
Tenderer	Score	Awarded (Yes/No)
R. & M. Distribution Limited	86.85	Yes
Brand - Newlec		
Tenderer	Score	Awarded (Yes/No)
Rexel UK Limited	95.35	Yes
Brand - Steibel Eltron		
Tenderer	Score	Awarded (Yes/No)
Yesss (A) Electrical Ltd	98.45	Yes

Lot 4 (Multiple Offer) - Ventilation		
Brand - Addvent		
Tenderer	Score	Awarded (Yes/No)
City Electrical Factors Limited	94.85	Yes
Brand - Domus		
Tenderer	Score	Awarded (Yes/No)
Yesss (A) Electrical Ltd	98.45	Yes
Brand - Manrose Primeline		
Tenderer	Score	Awarded (Yes/No)
R. & M. Distribution Limited	86.85	Yes
Brand - Monsoon		
Tenderer	Score	Awarded (Yes/No)
SM Electrical Supplies Ltd.	93.00	Yes
Brand - National Ventilation		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Holland House Electrical Company, Limited	79.09	Yes
Brand - Ventaxia		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
Rexel UK Limited	87.97	Yes
Grafton Merchating GB Limited	81.96	Yes
Stearn Electric Company Limited	71.55	Yes
Brand - Xpeliar		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Edmundson Electrical Limited	92.52	Yes
Holland House Electrical Company, Limited	83.06	Yes
Brand - Zehnder		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes

Lot 6 (Single Offer) - Lamps		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
The British Electrical & Manufacturing Company Limited	91.98	Yes
Holland House Electrical Company, Limited	69.40	Yes
SM Electrical Supplies Ltd.	66.54	Yes
Grafton Merchating GB Limited	62.04	Yes
City Electrical Factors Limited	60.93	Yes
R. & M. Distribution Limited	59.09	Yes
Yesss (A) Electrical Ltd	56.25	Yes
Stearn Electric Company Limited	55.83	Yes
Rexel UK Limited	54.17	Yes

Lot 5 (Multiple Offer) - Safety Detectors and Thermostats		
Brand - Aico		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited (Offer 2)	99.25	Yes
Edmundson Electrical Limited (Offer 1)	90.89	Yes
Yesss (A) Electrical Ltd	84.04	Yes
The British Electrical & Manufacturing Company Limited	83.52	Yes
Rexel UK Limited	82.93	Yes
Holland House Electrical Company, Limited	80.73	Yes
SM Electrical Supplies Ltd.	74.24	Yes
Grafton Merchating GB Limited	73.64	Yes
City Electrical Factors Limited	72.90	Yes
R. & M. Distribution Limited	63.00	Yes
Brand - Fireangel		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes
Holland House Electrical Company, Limited	93.34	Yes
Stearn Electric Company Limited	80.17	Yes
Brand - Hispec		
Tenderer	Score	Awarded (Yes/No)
The British Electrical & Manufacturing Company Limited	97.25	Yes

Lot 7 (Single Offer) - Light Fitting and Accessories		
Tenderer	Score	Awarded (Yes/No)
Edmundson Electrical Limited	99.25	Yes
The British Electrical & Manufacturing Company Limited	93.77	Yes
Rexel UK Limited	72.05	Yes
Holland House Electrical Company, Limited	66.88	Yes
SM Electrical Supplies Ltd.	55.60	Yes
Yesss (A) Electrical Ltd	53.40	Yes
R. & M. Distribution Limited	51.78	Yes
Stearn Electric Company Limited	46.17	Yes
City Electrical Factors Limited	44.52	Yes

Appendix 4 – List of Suppliers with Real Living Wage Status at Point of Tender

Supplier	Accredited	Currently progressing through Real Living Wage accreditation process	Pay Real Living Wage to all employees, and committed to gaining accreditation over the initial 2 years of framework	Pay Real Living Wage to all employees, but not accredited	Neither accredited nor paying Real Living Wage, but do commit to pay the Real Living Wage to all employees over the initial 2 years of the framework	Neither accredited nor paying Real Living Wage
The British Electrical & Manufacturing Company Limited				YES		
City Electrical Factors Limited				YES		
Cleveland Cable Company Limited				YES		
Edmundson Electrical Limited						YES
Grafton Merchanting GB Limited						YES
Holland House Electrical Company, Limited						YES
Rexel UK Limited						YES
R. & M. Distribution Limited				YES		
SM Electrical Supplies Ltd.				YES		
Stearn Electric Company Limited				YES		
Yesss (A) Electrical Ltd						YES



Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

**Report
by
Director Scotland Excel**

Tender: Supply & Delivery of Waste Disposal Equipment

Schedule: 14/19

Period: 01 April 2020 until 31 March 2024

1. Introduction and Background

This framework will provide Councils and other participating bodies with a mechanism to procure a wide range of waste disposal equipment including, but not limited to, large containers, skips, compactors, balers and roll packers.

Further to User Intelligence Group (UIG) discussions and based upon the high level of satisfaction with the current framework, it was agreed that a renewal framework should be established.

This renewal will be a third-generation framework for Waste Disposal Equipment. The current framework agreement went live on 1 April 2016 and is due to expire on 31 March 2020 following a 12-month extension.

The end users of this framework are likely to be the Waste and/or Environment Departments within Councils. The framework is also available to associate members of Scotland Excel.

2. Scope, Participation and Spend

As part of the strategy development and through consultation with the User Intelligence Groups, the proposal of a 4-lot framework was endorsed as summarised in Figure 1.

Figure 1

Lot Number	Lot Name	Framework Spend
1	Skips and Containers	45%
2	Compactors	5%
3	Balers	40%
4	Roll Packers	10%

As detailed in Appendix 1, 31 Councils have confirmed their intention to participate. East Ayrshire currently have their own arrangement in place. The nature of the goods procured under this framework, and the sporadic and often unplanned purchasing intervals, mean that accurately predicting an overall framework spend value is difficult. Unless Councils have a specific project planned over the next four-year period linked to capital spend, many cannot accurately predict their future requirements or spend levels. Based on the forecast spend levels by participating Councils, the previous framework spends collected in management information returns and to allow for a contingency the framework was advertised at a value of £5million over the four-year period (£1.25 million per annum). The detailed forecasted annual spend by Council is shown in Appendix 1.

3. Procurement Process

A UIG consisting of procurement and technical representatives was established to develop a procurement strategy to deliver end user requirements. In addition, a working group of technical and procurement representatives was formed to fully develop the technical specifications and participate in the tender evaluation.

A Prior Information Notice (PIN) was published on 12th August 2019 with 27 companies expressing an interest in the opportunity. Market engagement was conducted, resulting in 4 supplier meetings, which helped to provide an understanding of the marketplace as well as current service requirements.

The UIG agreed that an open tender process should be followed to establish the renewal framework to ensure maximum competition and the inclusion of all potential bidders to service the framework.

This framework was advertised in the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal on the 18th November 2019. The tender process was conducted using the Public Contracts Scotland Tender (PCS-Tender) system.

All bidders were evaluated against selection criteria using the European Single Procurement Document (ESPD), and the award criteria as stated in the contract notice. The award criteria included technical and commercial sections that were evaluated against the following weightings:

All Lots

Technical 20%

Commercial 80%

Within the commercial section, bidders were invited to offer on a lot by lot basis per Council area and were evaluated and scored on this basis. Bidders were also invited to offer additional benefits such as additional discounts, fixed pricing, added value and settlement discounts.

Within the technical section, bidders were required to evidence their knowledge and experience by responding to the following series of technical questions:

Figure 2

Question	Description	Weighting
1	Service, Repair & Maintenance of Equipment	5
2	Customer Sales Support	5
3	Sustainability	4
4	Fair Work Practices	4
5	Community Benefits Commitment	2

4. Report on Offers Received

The tender document was downloaded by 32 organisations, with 9 tender responses received. A summary of the offers received is provided in Appendix 2.

Based on the criteria and scoring methodology as set out in the tender document, a full evaluation of the offers received was completed. Appendix 3 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 multi supplier framework agreement is awarded to eight suppliers across the four lots and Council geographical areas as detailed in Appendix 3.

These eight recommended suppliers offer best value and represent a mix of small, medium and large organisations with seven of the recommended suppliers classified as SMEs. The range of suppliers recommended also provides competitive options for all participating Councils, high quality waste management products as well as offering a degree of choice and capacity. Furthermore, it delivers the objective of increasing the competition and flexibility of choice for Councils.

6. Benefits

Savings

Scotland Excel has conducted a benchmarking exercise comparing current prices paid with the prices submitted against the new framework. The benchmarking could only be carried out on lot 1 (skips and containers) that cover specific products. Lots 2, 3 and 4 were based around a typical specification for commercial evaluation purposes only but will not facilitate a like for like pricing comparison as they will primarily be bespoke requirements procured via mini competitions. The result of this benchmarking is listed in Appendix 1, with an average projected saving across all Councils estimated at 1%.

Price Stability

All bidders have agreed to hold prices for an initial 12-month period. Additional fixed pricing periods have been offered by six bidders ranging from 12 months to full framework duration. Any requests for price increases during the duration of the framework will be evaluated against prevailing market conditions and require to be supported by documentary evidence.

Sustainable Procurement Benefits

Within the technical section of the tender, the sustainability method statement assessed bidders in relation to their corporate approach to sustainability to minimise the impact of the supply chain on the environment. A range of sustainable measures were outlined by bidders including; waste prevention, reuse and recycling initiatives, segregation of waste streams in order to reduce waste to landfill, developing innovative products that are more energy efficient, use of bio-fuels or solar power cells, extending products' lifecycle through offering refurbished products.

Community Benefits

Bidders were asked to commit to the delivery of community benefit initiatives, per Council, against pre-agreed spend threshold levels outlined within the community benefits method statement. The benefits aim to be reflective of the National Indicators outlined within the Scottish Government's National Performance framework, and their underlying vision and goals. Councils will accrue 'community benefit points' based on their level of spend with a supplier. These 'points' correlate to a negotiable benefit that the Council can elect to receive at any given point throughout the lifetime of the framework. Seven of the eight recommended bidders have committed to delivering these benefits.

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

- Improve the skill profile of the population
- Improve levels of education attainment

- Increase the proportion of young people in learning, training or work
- Improve people's perceptions of the quality of public services
- Reduce children's deprivation
- Reduce Scotland's Carbon Footprint
- Reduce Waste

Scotland Excel will monitor delivery of these commitments during the lifetime of the framework and this will also be reported through ongoing contract management returns. Results reported on community benefits will be disseminated to Councils on a bi-annual basis.

Fair Work Practice including Real Living Wage

Scotland Excel recognise that part of the delivery of high-quality public services depends on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. Within the technical section of the tender, this method statement assessed bidders on areas such as how they will commit to fair work practices including payment of the Real Living Wage, a fair pay policy for seasonal workers, improving wider diversity of staff and avoiding exploitative employment practices such as no inappropriate use of zero hours contracts.

Of the eight recommended bidders, one bidder is an accredited Real Living Wage Employer, one is currently going through the process of becoming an accredited Real Living Wage Employer, one bidder agreed to make the same commitment within the first two years of the framework and five bidders are not accredited but currently pay the Real Living Wage to their staff.

A summary of responses can be found in Appendix 4.

7. Contract Mobilisation and Management

As part of the mobilisation process, all bidders will be invited to a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities, management information and community benefits. Bidders and participating members will be issued with a mobilisation pack containing all required details to utilise the framework.

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

8. Summary

This is a third-generation framework for the supply and delivery of waste disposal equipment which maximises collaboration, facilitates the procurement of high-quality waste disposal equipment, promotes added value and delivers best value in line with its strategic objectives.

The Executive Sub Committee is requested to approve the recommendation to award this framework to the bidders detailed within Appendix 3.

Appendix 1 – Participation, Spend and Savings Summary

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01 April 2020	£208,089	Contract MI	1.25%	1.0%	£2,081	Benchmarked Current Contract
Aberdeenshire Council	Yes	01 April 2020	£288,500	Member Provided	1.25%	1.0%	£2,885	Benchmarked Current Contract
Angus Council	Yes	01 April 2020	£58,919	Contract MI	1.25%	1.0%	£589	Benchmarked Current Contract
Argyll and Bute Council	Yes	01 April 2020	£30,000	Member Provided	1.25%	1.0%	£300	Benchmarked Current Contract
City of Edinburgh Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%		
Clackmannanshire Council	Yes	01 April 2020	£2,243	Contract MI	1.25%	1.0%	£22	Benchmarked Current Contract
Comhairle nan Eilean Siar	Yes	01 April 2020	£19,783	Contract MI	1.25%	1.0%	£198	Benchmarked Current Contract
Dumfries and Galloway Council	Yes	01 April 2020	£13,250	Member Provided	1.25%	1.0%	£133	Benchmarked Current Contract
Dundee City Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
East Ayrshire Council	No*			N/A	1.25%	1.0%		
East Dunbartonshire Council	Yes	01 April 2020	£2,290	Contract MI	1.25%	1.0%	£23	Benchmarked Current Contract
East Lothian Council	Yes	01 April 2020	£10,316	Contract MI	1.25%	1.0%	£103	Benchmarked Current Contract
East Renfrewshire Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
Falkirk Council	Yes	01 April 2020	£114,405	Contract MI	1.25%	1.0%	£1,144	Benchmarked Current Contract
Fife Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
Glasgow City Council	Yes	01 April 2020	£10,000	Member Provided	1.25%	1.0%	£100	Benchmarked Current Contract
Highland Council	Yes	01 April 2020	£109,750	Member Provided	1.25%	1.0%	£1,098	Benchmarked Current Contract
Inverclyde Council	Yes	01 April 2020	£14,260	Contract MI	1.25%	1.0%	£143	Benchmarked Current Contract
Midlothian Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%		
Moray Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
North Ayrshire Council	Yes	01 April 2020	£28,000	Member Provided	1.25%	1.0%	£280	Benchmarked Current Contract
North Lanarkshire Council	Yes	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
Orkney Islands Council	Yes	01 April 2020	£27,859	Contract MI	1.25%	1.0%	£279	Benchmarked Current Contract
Perth and Kinross Council	Yes	01 April 2020	£39,741	Member Provided	1.25%	1.0%	£397	Benchmarked Current Contract
Renfrewshire Council	Yes	01 April 2020	£12,500	Member Provided	1.25%	1.0%	£125	Benchmarked Current Contract
Scottish Borders Council	Yes	01 April 2020	£18,021	Contract MI	1.25%	1.0%	£180	Benchmarked Current Contract
Shetland Islands Council	Yes	01 April 2020	£6,055	Contract MI	1.25%	1.0%	£61	Benchmarked Current Contract
South Ayrshire Council	Yes	01 April 2020	£10,906	Member Provided	1.25%	1.0%	£109	Benchmarked Current Contract
South Lanarkshire Council	Yes	01 April 2020	£21,933	Contract MI	1.25%	1.0%	£219	Benchmarked Current Contract
Stirling Council	Yes	01 April 2020	£41,250	Member Provided	1.25%	1.0%	£413	Benchmarked Current Contract
Tayside Contracts	No	01 April 2020	£0	N/A	1.25%	1.0%	£0	Benchmarked Current Contract
West Dunbartonshire Council	Yes	01 April 2020	£10,044	Contract MI	1.25%	1.0%	£100	Benchmarked Current Contract
West Lothian Council	Yes	01 April 2020	£4,327	Contract MI	1.25%	1.0%	£43	Benchmarked Current Contract
Totals			£1,102,441		1.25%	1.0%	£11,024	

No* - Own arrangement in place

Appendix 2 – Summary of Offers Received

Name of Tenderer	SME Status	Location	Lots Tendered
Bergmann Direct Ltd	Small	Lincolnshire	2 & 4
Blue Machinery (Scotland) Ltd	Medium	Stirling	3
CK International Ltd	Medium	Dungannon	2 & 3
Forth Skip Repair and Refurbishers Ltd	Small	Falkirk	1
Grade-All International Ltd	Small	Dungannon	2 & 3
Ken Mills Engineering Ltd	Small	Littleborough	3
Reconomy (UK) Ltd	Large	Telford	1, 2, 3 & 4
Skip Units Limited	Medium	Derbyshire	1
Thetford International Products Ltd	Small	Thetford	2

Appendix 3 – Scoring and Recommendations

	Lot 1				Lot 2				
	Forth Skip Repair and Refurbishers Ltd	Reconomy (UK) Ltd	Skip Units Limited		Bergmann Direct Ltd	CK International Ltd	Grade-All International Ltd	Reconomy (UK) Ltd	* Thetford International Products Ltd
Aberdeen City Council	98.49	85.98	76.23	Aberdeen City Council	85.57	95.32	83.92	99.00	53.44
Aberdeenshire Council	98.47	86.21	77.52	Aberdeenshire Council	93.29	95.52	84.19	99.00	60.33
Angus Council	98.47	85.59	76.07	Angus Council	93.42	94.92	83.60	99.00	59.97
Argyll & Bute Council	98.28	85.91	80.88	Argyll & Bute Council	93.93	95.42	No offer	99.00	60.27
City of Edinburgh Council	98.47	85.45	75.78	City of Edinburgh Council	93.20	94.71	83.76	99.00	59.84
Clackmannanshire Council	98.47	85.45	75.78	Clackmannanshire Council	93.20	94.71	83.76	99.00	59.84
Comhairle nan Eilean Siar	98.50	88.28	No offer	Comhairle nan Eilean Siar	91.64	98.75	No offer	98.68	53.47
Dumfries & Galloway Council	98.27	85.67	80.52	Dumfries & Galloway Council	93.61	95.11	84.33	99.00	60.08
Dundee City Council	98.40	85.65	77.98	Dundee City Council	93.52	95.01	83.73	99.00	60.02
East Ayrshire Council	98.43	85.55	77.25	East Ayrshire Council	93.42	94.92	84.06	99.00	59.97
East Dunbartonshire Council	98.47	85.45	75.78	East Dunbartonshire Council	93.20	94.71	83.76	99.00	59.84
East Lothian Council	98.47	85.45	75.78	East Lothian Council	93.20	94.71	83.53	99.00	59.84
East Renfrewshire Council	98.45	85.57	76.52	East Renfrewshire Council	93.30	94.80	83.90	99.00	59.89
Falkirk Council	98.50	85.21	74.29	Falkirk Council	93.00	94.51	83.49	99.00	59.72
Fife Council	98.43	85.55	77.25	Fife Council	93.42	94.92	83.83	99.00	59.97
Glasgow City Council	98.43	85.55	77.25	Glasgow City Council	93.42	94.92	84.06	99.00	59.97
Highland Council	98.47	86.21	77.07	Highland Council	93.29	95.52	No offer	99.00	51.86
Inverclyde Council	98.45	85.57	76.52	Inverclyde Council	93.30	94.80	83.90	99.00	59.89
Midlothian Council	98.45	85.57	76.52	Midlothian Council	93.30	94.80	83.67	99.00	59.89
Moray Council	98.09	85.98	82.94	Moray Council	93.50	95.73	84.48	99.00	51.96
North Ayrshire Council	98.45	85.57	76.52	North Ayrshire Council	93.30	94.80	83.90	99.00	59.89
North Lanarkshire Council	98.45	85.57	76.52	North Lanarkshire Council	93.30	94.80	83.90	99.00	59.89
Orkney Islands Council	98.50	88.62	No offer	Orkney Islands Council	91.64	98.75	No offer	97.49	53.47
Perth & Kinross Council	98.45	85.57	76.52	Perth & Kinross Council	93.30	94.80	83.44	99.00	57.50
Renfrewshire Council	98.45	85.57	76.52	Renfrewshire Council	93.30	94.80	83.90	99.00	59.89
Scottish Borders Council	98.23	85.75	81.22	Scottish Borders Council	93.71	95.21	83.76	99.00	60.14
Shetland Islands Council	98.50	90.56	No offer	Shetland Islands Council	90.83	98.75	No offer	95.49	53.47
South Ayrshire Council	98.45	85.57	76.52	South Ayrshire Council	93.30	94.80	83.90	99.00	59.89
South Lanarkshire Council	98.45	85.57	76.52	South Lanarkshire Council	93.30	94.80	83.90	99.00	59.89
Stirling Council	98.47	85.45	75.78	Stirling Council	93.20	94.71	83.53	99.00	59.84
Tayside Contracts	98.45	85.57	76.52	Tayside Contracts	93.30	94.80	83.44	99.00	59.89
West Dunbartonshire Council	98.45	85.57	76.52	West Dunbartonshire Council	93.30	94.80	83.90	99.00	59.89
West Lothian Council	98.49	85.32	75.04	West Lothian Council	93.10	94.61	83.40	99.00	59.78
									* = Not Awarded

	Lot 3						Lot 4	
	Blue Machinery (Scotland) Ltd	CK International Ltd	Grade-All International Ltd	Ken Mills Engineering Ltd	Reconomy (UK) Ltd		Bergmann Direct Ltd	Reconomy (UK) Ltd
Aberdeen City Council	70.15	96.52	70.94	63.18	66.79	Aberdeen City Council	99.50	84.11
Aberdeenshire Council	70.15	96.52	70.94	63.18	66.50	Aberdeenshire Council	99.50	84.00
Angus Council	70.15	96.52	70.95	63.18	67.41	Angus Council	99.50	84.35
Argyll & Bute Council	70.15	98.75	No offer	64.84	67.86	Argyll & Bute Council	99.50	84.05
City of Edinburgh Council	70.15	96.46	71.31	64.84	67.71	City of Edinburgh Council	99.50	84.47
Clackmannanshire Council	70.15	96.46	71.31	64.84	67.71	Clackmannanshire Council	99.50	84.47
Comhairle nan Eilean Siar	70.15	98.75	No offer	64.84	63.14	Comhairle nan Eilean Siar	99.50	85.68
Dumfries & Galloway Council	70.15	96.46	71.31	64.84	67.08	Dumfries & Galloway Council	99.50	84.23
Dundee City Council	70.15	96.52	70.95	64.84	67.26	Dundee City Council	99.50	84.29
East Ayrshire Council	70.15	96.46	71.31	64.84	67.38	East Ayrshire Council	99.50	84.35
East Dunbartonshire Council	70.15	96.46	71.31	64.84	67.71	East Dunbartonshire Council	99.50	84.47
East Lothian Council	70.15	96.52	70.95	64.84	67.75	East Lothian Council	99.50	84.47
East Renfrewshire Council	70.15	96.46	71.31	64.84	67.56	East Renfrewshire Council	99.50	84.42
Falkirk Council	70.15	96.46	71.31	64.84	66.15	Falkirk Council	99.50	84.59
Fife Council	70.15	96.52	70.95	64.84	67.41	Fife Council	99.50	84.35
Glasgow City Council	70.15	96.46	71.31	64.84	67.38	Glasgow City Council	99.50	84.35
Highland Council	70.15	98.75	No offer	63.18	67.72	Highland Council	99.50	84.83
Inverclyde Council	70.15	96.46	71.31	64.84	67.56	Inverclyde Council	99.50	84.42
Midlothian Council	70.15	96.52	70.95	64.84	67.59	Midlothian Council	99.50	84.42
Moray Council	70.15	96.52	70.95	63.18	66.18	Moray Council	99.50	84.70
North Ayrshire Council	70.15	96.46	71.31	64.84	67.56	North Ayrshire Council	99.50	84.42
North Lanarkshire Council	70.15	96.46	71.31	64.84	67.56	North Lanarkshire Council	99.50	84.42
Orkney Islands Council	70.15	98.75	No offer	60.76	62.22	Orkney Islands Council	99.50	85.21
Perth & Kinross Council	70.15	96.52	70.95	64.84	67.59	Perth & Kinross Council	99.50	84.42
Renfrewshire Council	70.15	96.46	71.31	64.84	67.56	Renfrewshire Council	99.50	84.42
Scottish Borders Council	70.15	96.52	70.98	64.84	66.96	Scottish Borders Council	99.50	84.18
Shetland Islands Council	70.15	98.75	No offer	60.76	60.72	Shetland Islands Council	99.50	88.23
South Ayrshire Council	70.15	96.46	71.31	64.84	67.56	South Ayrshire Council	99.50	84.42
South Lanarkshire Council	70.15	96.46	71.31	64.84	67.56	South Lanarkshire Council	99.50	84.42
Stirling Council	70.15	96.52	70.95	64.84	67.75	Stirling Council	99.50	84.47
Tayside Contracts	70.15	96.52	70.95	64.84	67.59	Tayside Contracts	99.50	84.42
West Dunbartonshire Council	70.15	96.46	71.31	64.84	67.56	West Dunbartonshire Council	99.50	84.42
West Lothian Council	70.15	96.52	70.95	64.84	67.90	West Lothian Council	99.50	84.53

Appendix 4 – Recommended Service Providers with Real Living Wage Status

Supplier	Accredited	Currently progressing through Real Living Wage accreditation process	Pay Real Living Wage to all employees, and committed to gaining accreditation over the initial 2 years of framework	Pay Real Living Wage to all employees, but not accredited	Neither accredited nor paying Real Living Wage, but do commit to pay the Real Living Wage to all employees over the initial 2 years of the framework	Neither accredited nor paying Real Living Wage
Bergmann Direct Ltd				Yes		
Blue Machinery (Scotland) Ltd				Yes		
CK International Ltd		Yes				
Forth Skip Repair and Refurbishers Ltd			Yes			
Grade-All International Ltd	Yes					
Ken Mills Engineering Ltd				Yes		
Reconomy (UK) Ltd				Yes		
Skip Units Limited				Yes		

Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

**Report
by
Director Scotland Excel**

Operating Plan Update 2019-20**1. Summary**

- 1.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy which is supported by annual operating plans. This report presents an update on the progress that the organisation has made towards delivering this five-year strategy, with specific reference to the commitments contained within the Operating Plan 2019-20.

2. Recommendations






- 2.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2019-20.
- 2.2 Fifty-two of the 64 activities in the operating plan are progressing in line with plans and are indicated as green within the report.
- 2.3 Five activities are progressing more slowly than anticipated, mainly due to external factors, and these are indicated as amber within the report. Scotland Excel is undertaking actions to mitigate these issues.
- 2.4 Three activities were completed during the first three quarters of the financial year and are indicated as black within the report.
- 2.5 Four activities indicated as white will commence in the fourth quarter of this financial year or during 2020-21. Most of these activities have dependencies on the outcome of other actions that are still in progress.

3. Background

- 3.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of

each quarter and submitted to Executive Sub-Committee meetings. Half yearly and annual reports are also submitted to Joint Committee meetings.

- 3.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate projects or activities which have not yet started, and projects or activities which have been completed:

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

- 3.3 The report also tracks performance against fourteen key performance indicators (KPIs) linked to strategic outcomes. A guide to the indicators is included below:

KPI	Description
Number of contracts delivered v plan	Number of contracts in the delivery plan that have been awarded to date against the total number set at the beginning of the financial year. The number due for delivery can vary from quarter to quarter.
Value of contract portfolio v target	Total awarded value of all live contracts in the portfolio against the target portfolio value set at the beginning of each year.
Number of PCIP assessments delivered v plan	Number of assessments delivered against those due to be delivered in the financial year as part of the current cycle of the national Procurement & Commercial Improvement Programme.
Number of Scotland Excel Academy courses v plan	Number of accredited programme modules, practitioner workshops and masterclasses delivered to date against the target set at the beginning of the financial year.
Tonnes of waste diverted from landfill through Scotland Excel contracts	Tonnes of organic waste collected through the Scotland Excel framework in the last recorded quarter. There is no target for this KPI as tonnage is generated by councils using the framework.
Number of community benefits realised to date	Number of community benefits realised to date. Updates to this information is collected twice each year

	and is also included in a more detailed report submitted to each Joint Committee. There is no target for this KPI as the benefits are generated by council spend on frameworks.
Number of Scottish suppliers & percentage SMEs	Number of suppliers located in Scotland and the percentage of these that fall into the UK definition of an SME (fewer than 250 employees). While there is no target for this KPI, it monitors Scotland Excel's efforts to encourage SME participation in tenders.
Number of business change initiatives delivered v plan	Number of change initiatives agreed with council procurement representatives that are in progress or have been delivered against the target set at the beginning of the financial year.
Media coverage v target	Number of positive media articles generated as a direct result of Scotland Excel marketing and communications efforts against the target set at the beginning of the financial year. This KPI provides an indication of the level of awareness of Scotland Excel.
Number of speaking engagements v target	Number of occasions when Scotland Excel is asked to share expertise at an external conference, seminar, workshop or event. This KPI provides an indication of the level of influence of Scotland Excel.
Percentage savings achieved across the portfolio v target	Rolling percentage savings figure currently being achieved across the portfolio against the target set within the five-year corporate strategy.
Savings achieved in the last quarter	Total estimated savings made by councils in the last reported quarter. These are calculated using spend figures from suppliers and the forecast savings percentage agreed with councils when each framework is awarded. Social care frameworks are excluded from this calculation.
Customer satisfaction scores v target	Overall customer satisfaction figure reported in Scotland's most recent customer survey. Surveys currently take place every three years.

- 3.4 In response to feedback from Executive Sub-Committee members, Scotland Excel is currently working on a new approach to reporting progress against its corporate strategy and operating plan commitments, and proposals will be brought to the committee in due course.













Operating Plan







2019 – 2020






Q3 Progress Report





Goal 1: Shaping the delivery of innovative public services

Strategic Objective	Commitment	RAG status	Progress summary
1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services	<ul style="list-style-type: none"> Continue to engage directly with local authority services to identify new collaborative procurement opportunities 		<ul style="list-style-type: none"> Scotland Excel's Operating Supplies and Services (OSS) team has been completed engagement meetings with procurement and services staff at councils to support the uptake of small value contracts and identify requirements for future frameworks. The information gathered from these meetings will inform contract delivery plans for 2020-21.
	<ul style="list-style-type: none"> Complete the tender process for a new build residential housing framework on behalf of participating local authorities and market this effectively to local authorities and housing associations 		<ul style="list-style-type: none"> A contract management strategy has agreed for the new build residential housing framework, and extensive marketing and engagement activity is continuing to promote uptake of the framework by councils and housing associations.
	<ul style="list-style-type: none"> Embed ownership for the National Care Home Contract (NCHC) within Scotland Excel and refresh the approach to this contract based on the implementation of the NCHC Cost Model © 		<ul style="list-style-type: none"> A contract review is underway with key local authority partners and COSLA. Figures produced by the NCHC Cost Model are being used in negotiations with care provider representatives to set care home rates for 2020-21.
	<ul style="list-style-type: none"> Complete the delivery of a framework for adult care and support services and secure sustainable funding for ongoing management of this contract 		<ul style="list-style-type: none"> The adult care and support framework tender closed in November 2019, and attracted significant interest from providers. Bids are currently being evaluated and award recommendations are expected to be made in January 2020.
	<ul style="list-style-type: none"> Complete the Scottish Government funded project to deliver guidance, procurement templates, and terms and conditions to support the expansion of early learning and childcare provision 		<ul style="list-style-type: none"> The procurement templates and model terms and conditions produced by Scotland Excel to help local authorities purchase early learning and childcare services have now been completed, and have already been used by nine councils. Scotland Excel is continuing to support councils with using this documentation, and discussions are ongoing with Scottish Government on further support that could be delivered through the programme.





	<ul style="list-style-type: none"> Continue to develop and deliver contract and supplier management (CSM) and key supplier management (KSM) programmes which monitor and enhance the performance of Scotland Excel contracts 		<ul style="list-style-type: none"> An exploratory meeting with council procurement leads and key supplier, Brakes, took place in December as part of work to develop a sector-wide KSM programme. Annual key supplier meetings will now be incorporated into CSM plans for relevant Scotland Excel frameworks, and a key supplier will be invited to meet with council procurement leads each quarter.
	<ul style="list-style-type: none"> Continue to identify opportunities to lead and/or participate in national cross-sector procurement opportunities and initiatives with partners in health, further and higher education, and central government 		<ul style="list-style-type: none"> The Scottish Government have set up a new portfolio team to manage cross-sector construction procurement opportunities. Scotland Excel is actively involved in working groups for this portfolio to represent the needs of the local government sector and ensure there is no duplication with Scotland Excel's construction portfolio.
	<ul style="list-style-type: none"> Continue to inform and support national procurement policy in consultation with the local government procurement community 		<ul style="list-style-type: none"> Regular engagement continues to take place with the Scottish Government to inform their decisions on Brexit preparations. In December 2019, Scotland Excel participated in a Health & Sport Committee round table at the Scottish Parliament, and will continue to be involved in providing evidence for their Social Care Inquiry.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Complete the second cycle of Procurement & Commercial Improvement Programme (PCIP) assessments for all local authorities 		<ul style="list-style-type: none"> Procurement & Commercial Improvement Programme (PCIP) assessments have now been completed for all councils.
	<ul style="list-style-type: none"> Develop and deliver a targeted programme of sector-wide change projects based on development needs identified by the second cycle of PCIP assessments 		<ul style="list-style-type: none"> Four of the six sector-wide change programmes targeted for this year are in progress, covering contract and supplier management, demand management, developing councils, and local suppliers. Further projects will be discussed with the Procurement Improvement Programme (PIP) steering group in 2020-21.








	<ul style="list-style-type: none"> Continue to deliver the chargeable consultancy projects and transformation programmes for Fife Council, East Renfrewshire Council and the Tayside councils, and respond to any further requests for these types of services 		<ul style="list-style-type: none"> The consultancy programmes and projects for Fife Council, East Renfrewshire Council and the Tayside councils are all progressing in line with plans. A new project has commenced for East Lothian Council, and a project for Dumfries & Galloway Council has been approved and will begin in early 2020.
	<ul style="list-style-type: none"> Continue to develop and deliver accredited work-based learning programmes through the Scotland Excel Academy 		<ul style="list-style-type: none"> The Academy currently has 221 learners across 17 accredited programme cohorts, and a further 7 cohorts are being planned.
	<ul style="list-style-type: none"> Develop and deliver a programme of non-accredited practice workshops through the Scotland Excel Academy 		<ul style="list-style-type: none"> Scotland Excel has delivered four practice workshops to date. Demand for programmed workshops has been limited, and customers are being surveyed to understand if a demand-led schedule would better meet their needs.
	<ul style="list-style-type: none"> Continue to develop Scotland Excel Academy online resources to support learning programmes and create a community platform for sharing best practice 		<ul style="list-style-type: none"> Following the refresh of the Academy online platform in August, the operating system was upgraded in December 2019 to boost its functionality. Content is continually evolving as new programmes and cohorts are introduced, and information from events and practitioner workshops is shared with the wider procurement community.
1.3 Harness the potential of digital technology and data insight to support the delivery of public services	<ul style="list-style-type: none"> Continue to provide ICT procurement services for the Digital Office for Scottish Local Government, engaging proactively with stakeholders to accelerate a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> Scotland Excel is continuing to support the Digital Office with the development of their new business plan, and is currently researching market intelligence on artificial intelligence and robotics for a digital partnership project. A new care case management framework was approved in November 2019. A number of queries have since arisen relating to this award and an appropriate course of action is being considered.
	<ul style="list-style-type: none"> Continue to develop data analytic tools and resources to support the expansion of the contract portfolio and provide management information to the sector 		<ul style="list-style-type: none"> Scotland Excel's project to develop spend data resources and BI tools is entering its final phase, with a targeted launch date of June 2020.




	<ul style="list-style-type: none"> Complete negotiations with providers on rates of return to enable implementation of the NCHC Cost Model © which supports the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> Scotland Excel is continuing to lead negotiations with Scottish Care, the representative body for independent care home providers. Agreement has not yet been reached on using the NCHC Cost Model for setting care home rates, with providers requesting further movement on a number of commercial aspects. COSLA is continuing to support negotiations.
	<ul style="list-style-type: none"> Continue to develop and share access to Indexation Modelling to track market influences on costs 		<ul style="list-style-type: none"> Scotland Excel is continuing to use Indexation Modelling across its contract portfolio and is delivering indexation workshops for councils on request. A workshop was held for Renfrewshire Council in November 2019.
	<ul style="list-style-type: none"> Develop plans to roll out data analytic tools to staff across the organisation 		<ul style="list-style-type: none"> Power BI data analytics tools will be rolled out to staff once the development of data resources has been completed in 2020-21.
1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery	<ul style="list-style-type: none"> Continue to work with the Scottish Government, COSLA and other partners to support the development and/or delivery of national policy in social care 		<ul style="list-style-type: none"> Scotland Excel is continuing to participate as a member of the Scottish Government's Leadership Alliance for the reform of adult social care, and has established a Social Care Steering Group for local government stakeholders to provide a platform for the sector to influence the review.
	<ul style="list-style-type: none"> Continue to work with the Scottish Government and other partners to support the development and/or delivery of education policies such as early learning provision, pupil attainment funding, and food procurement for school meals 		<ul style="list-style-type: none"> Scotland Excel attended a round table meeting with the Deputy First Minister in November 2019 to discuss the new School Nutrition Act, and is continuing to support council catering with sourcing new products which are compliant with the Act.

	<ul style="list-style-type: none"> Continue to work with the Scottish Government, Association of Local Authority Chief Housing Officers (ALACHO) and other partners to support the development and/or delivery of national policy in affordable housing 		<ul style="list-style-type: none"> Discussions are continuing with the Scottish Government, Scottish Federation of Housing Associations (SFHA) and West of Scotland Housing Association on options for embedding procurement policy within the affordable housing sector. The Chief Executive of SFHA, Sally Thomas, was a keynote speaker at Scotland Excel's affordable housing conference in October 2019.
	<ul style="list-style-type: none"> Continue to work with the Scottish Government, Zero Waste Scotland and other partners to support the development and/or delivery of national environmental policy 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with partners to support national environmental policy, and is currently assessing the feasibility of a number of projects that would support Scottish Government and Zero Waste Scotland policy aims.
	<ul style="list-style-type: none"> Develop and deliver a calendar of communications activities which promotes our knowledge and experience in support of our policy and public affairs goals 		<ul style="list-style-type: none"> A social care round table in association with Holyrood magazine is being planned for May 2020. The event will bring together senior figures involved in care policy and delivery to discuss the future sustainability of care services. Work is underway on the Scotland Excel Conference which will take place in February 2020. The conference theme is Inclusive Growth and will cover a wide range of key policy topics from expert speakers.
	<ul style="list-style-type: none"> Explore the feasibility of becoming a Scottish Credit & Qualifications Framework (SCQF) Credit Rating Body to support the expansion of the Scotland Excel Academy and position it as a future provider of Graduate Apprenticeships 		<ul style="list-style-type: none"> The Academy team submitted a proposal to the Scottish Credit & Qualifications Framework Partnership (SCQFP) to become a credit rating body in November 2019. Feedback is expected in late January, and the SCQFP review team will visit the Academy in February 2020.






Goal 2: Being sustainable in everything we do







Strategic Objective	Commitment	RAG status	Progress summary
2.1 Deliver positive and measurable social value through our contracts and services	<ul style="list-style-type: none"> Continue to monitor the proportion of Scotland Excel suppliers paying their staff the Real Living Wage and identify any opportunities to increase this 		<ul style="list-style-type: none"> Information is captured in all tenders and monitored through contract management. Around 80% of Scotland Excel's suppliers have confirmed payment of the Real Living Wage. Figures are provided to the Scottish Government for inclusion in Minister's annual report on procurement.
	<ul style="list-style-type: none"> Continue to embed community benefit models which enable councils to achieve direct benefits for their areas 		<ul style="list-style-type: none"> Data has been gathered on community benefits for the six month period to the end of September 2019, and the figures were reported to the Joint Committee in December.
	<ul style="list-style-type: none"> Continue to support opportunities for disabled/disadvantaged workers through community benefits and/or the participation of supported businesses and the third sector within our supply chain 		<ul style="list-style-type: none"> Scotland Excel presented at the BASE Scotland forum meeting in November 2019 to encourage the participation of supported businesses in the upcoming renewal of the domestic furniture and furnishings framework. Further meetings have since taken place with supported businesses that have expressed an interest. Supported business, Scotland's Bravest Manufacturing Company and social enterprise, Hey Girls have both been shortlisted as finalists in the Scotland Excel Supplier Excellence Awards 2020.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> Continue to work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs 		<ul style="list-style-type: none"> In October 2019, SDP supported Scotland Excel with the delivery of a webinar for providers interested in tendering for the care and support framework. During Q3, Scotland Excel delivered a training session in Dunfermline on behalf of SDP, and attended the Meet the Buyer (National) event in Glasgow and local Meet the Buyer events in Dumfries and Dunfermline.



	<ul style="list-style-type: none"> Continue to increase direct and supply chain opportunities for Scottish SMEs and contractors within Scotland Excel contracts, particularly within the construction portfolio 		<ul style="list-style-type: none"> Opportunities to encourage Scottish SMEs participation continue to be considered during strategy development for all contracts.
	<ul style="list-style-type: none"> Continue to encourage housing associations to consider the local economic impact they can deliver through the use of Scotland Excel contracts 		<ul style="list-style-type: none"> Housing associations which become associate members of Scotland Excel are being encouraged to use Scotland Excel contracts to access community benefits for their area.
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Continue to encourage suppliers to Scotland Excel contracts to consider opportunities to increase recycling of their products and packaging and/or reduce their carbon footprint 		<ul style="list-style-type: none"> All Scotland Excel tender documents incorporate environmental considerations including, where appropriate, the weighting and scoring of emissions. Scotland Excel has recently published a report on the opportunities and challenges of reducing plastic waste within the supply chain, which is being shared with stakeholders.
	<ul style="list-style-type: none"> Continue to consider 'whole life' costing within tender evaluations 		<ul style="list-style-type: none"> All Scotland Excel tender documents include appropriate cost evaluation to ensure that overall value is assessed.
	<ul style="list-style-type: none"> Develop plans for assessing and mitigating the environmental impact of Scotland Excel's activities 		<ul style="list-style-type: none"> Scotland Excel continues to follow environmentally friendly office practices across the organisation including recycling and agile working. During Q3, an environmental risk was added to the Scotland Excel Strategic Risk Register to raise environmental awareness across the organisation.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Produce an annual report on 2018-19 procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014 		<ul style="list-style-type: none"> An Annual Procurement Report for 2018-19 has been published in line with the requirements of the Procurement Reform (Scotland) Act 2014.
	<ul style="list-style-type: none"> Monitor the progress and publication of annual procurement reports within the local government sector, providing support and guidance to councils as required 		<ul style="list-style-type: none"> Scotland Excel is continuing to liaise with the Scottish Government and councils to support the publication of Annual Procurement Reports. Status updates on publication have been circulated to the sector, and support is being provided to progress outstanding reports.

	<ul style="list-style-type: none"> Continue to work with national partners on the development of sustainable procurement guidance and tools 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage with national partners through the Scottish Government's Best Practice Working Group. The current focus is on developing practical, proportional guidance for sustainable procurement, and a number of Scotland Excel staff have attended a national Sustainable Procurement Tools Development Workshop.
	<ul style="list-style-type: none"> Continue to develop opportunities to increase the local government sector's sustainable procurement knowledge and capability through the Scotland Excel Academy 		<ul style="list-style-type: none"> Sustainable procurement principles and practices are embedded throughout the Chartered Institute of Procurement & Supply (CIPS) accredited programmes offered by the Scotland Excel Academy, and are incorporated into procurement practitioner workshops. Sustainable procurement was a key theme at this year's Scotland Excel Annual Conference.
	<ul style="list-style-type: none"> Develop and implement plans to promote sustainable procurement to elected members and senior officers to support a 'whole organisation' approach 		<ul style="list-style-type: none"> Plans to promote sustainable procurement to elected members and senior officers will form part of senior stakeholder engagement plans which will be developed in Q4. In the meantime, senior officers and elected members are being invited to Scotland Excel conferences and events which include presentations on sustainable procurement.






Goal 3: Placing people at the heart of our business






Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> Continue to develop Scotland Excel's account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for councils 		<ul style="list-style-type: none"> Scotland Excel's Project and Account Managers continue to provide a wide range of support to council procurement teams including quarterly business reviews, change projects, PCIP assessments and workshops.
	<ul style="list-style-type: none"> Continue to explore further opportunities to use digital technologies to engage with and/or provide online 'self-service' to customers, incorporating the findings into Scotland Excel's ICT strategy and roadmap 		<ul style="list-style-type: none"> A new report detailing spend with local suppliers has been launched for customers. A new report is in development which will provide corporate procurement staff with the ability to carry out more detailed analysis of their own council's spend.
	<ul style="list-style-type: none"> Explore the feasibility of providing additional services requested by customers, incorporating the findings into future operational plans 		<ul style="list-style-type: none"> Scotland Excel's Senior Management Team has identified a range of new business opportunities which will be assessed during the first six months of 2020. Customer feedback will also be used to inform new opportunities, and an internal innovation forum is being established to support the development of new services.
	<ul style="list-style-type: none"> Embed the outputs of Scotland Excel's stakeholder engagement project into all engagement plans and activities, ensuring that these reflect the organisation's expanding customer base 		<ul style="list-style-type: none"> Work to expand and refresh customer and stakeholder mapping across the organisation was completed in Q2. The outputs have been reviewed to inform the development of senior stakeholder engagement plans which will be implemented during Q4. Further work to embed stakeholder management activity across the organisation will take place during 2020-21.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Continue to incorporate community engagement, where appropriate, into the development of procurement strategies 		<ul style="list-style-type: none"> Scotland Excel's sustainable procurement strategy has been updated with an enhanced focus on community engagement. Opportunities for stakeholder participation, including wider community engagement, are considered within all procurement strategies.



	<ul style="list-style-type: none"> Continue to engage directly with service users, where appropriate, to ensure their needs are considered within service design 		<ul style="list-style-type: none"> Adults and young people with lived experience of the care system were involved during the development of the new secure care framework which is expected to be awarded in February 2020.
	<ul style="list-style-type: none"> Continue to work with educational partners and/or suppliers to promote the benefits of procurement to pupils 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with educational charity, Founders4Schools by attending career fairs and holding mock interviews for pupils. Discussions are underway with Glasgow Caledonian University with a view to offering placements for students with autism.
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Review Scotland Excel's representation activities to ensure that these are targeted where they can have the greatest impact 		<ul style="list-style-type: none"> An updated map of Scotland Excel's wider public sector stakeholder landscape has been completed, and further in-depth workshops assessing the impact of external stakeholder relationships on the care and construction portfolios are taking place. All findings will be reviewed in early 2020-21 to prioritise and develop plans which strengthen the influence of Scotland Excel on behalf of the local government sector.
	<ul style="list-style-type: none"> Establish a model for undertaking representation activities, including a clear feedback loop for customers and/or communities 		<ul style="list-style-type: none"> The model will be developed on completion of the review of national engagement activity. Outputs will be discussed with key stakeholders including the Scottish Local Government Procurement Forum (SLGPF).
	<ul style="list-style-type: none"> Continue to build on relationships with the Convention of Scottish Local Authorities (COSLA) and/or elected members to represent customers and communities in appropriate policy and political matters 		<ul style="list-style-type: none"> Scotland Excel is continuing to liaise with COSLA in key strategic areas such as social care. The recent stakeholder mapping exercise has identified a number of opportunities to strengthen operational level relationships with COSLA.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Refresh Scotland Excel's organisational development strategy to incorporate feedback from Investors in People, involving staff in the development of plans, policies and initiatives where appropriate 		<ul style="list-style-type: none"> A project to refresh Scotland Excel's organisational development strategy began in December. The strategy will be informed by the recent Investors in People report and will incorporate working groups for staff development and innovation.

	<ul style="list-style-type: none"> • Develop and implement talent management initiatives to inspire and develop staff, increase Scotland Excel's capability, and support succession planning 		<ul style="list-style-type: none"> • Scotland Excel is continuing to identify and develop new approaches to support staff development, workforce planning, organisational development, succession planning and talent management.
	<ul style="list-style-type: none"> • Complete and embed plans for agile working to create a productive working environment that benefits staff, Scotland Excel, and customers 		<ul style="list-style-type: none"> • Scotland Excel now supports a fully agile workforce where employees can work remotely with full access to email and files held centrally. Hot desking is now available within the Scotland Excel headquarters in Paisley, allowing remote workers to base themselves there as required.

Goa1 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> Continue to implement appropriate funding models to support the delivery of new and existing services, monitoring income and providing regular reports to the joint committee 		<ul style="list-style-type: none"> Income is being accrued through Academy programmes, consultancy revenue and associate membership fees. The new build residential housing framework is expected to accrue income from 2020-21, and all new frameworks are now being reviewed for rebate potential. An income board meets on a monthly basis to monitor revenue against targets, and indications suggest that the overall income target for 2019-20 will be met.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Continue to monitor Scotland Excel's business infrastructure to ensure it can support the organisation's growth ambitions, developing plans for continuous improvement and to address any gaps in capacity and/or capability 		<ul style="list-style-type: none"> Scotland Excel's Senior Management Team has agreed priority ICT projects for the forthcoming 18 months and an implementation plan is in development. A refresh of the organisational development strategy is underway.
	<ul style="list-style-type: none"> Develop a risk model for evaluating new business opportunities to assess their impact on internal resources and/or existing customers 		<ul style="list-style-type: none"> Scotland Excel's Senior Management Team is continuing to assess a range of new business opportunities as part of ongoing horizon scanning meetings.
	<ul style="list-style-type: none"> Continue to implement technology solutions which increase efficiency, support agile working and offer scalability for business growth 		<ul style="list-style-type: none"> Work is to assess and strengthen the organisation's cyber resilience has been completed, including awareness training for all staff. Work is continuing on the development of business apps which increase staff communication and/or efficiency, and a resource monitoring app was launched in October 2019 to capture project hours.
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Review collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel is currently evaluating new growth opportunities through regular horizon scanning meetings and will undertake a competitive review of the markets for existing and potential new products during 2020-21.

	<ul style="list-style-type: none"> Continue to deliver procurement support to housing associations and implement plans to market additional services to this sector 		<ul style="list-style-type: none"> Scotland Excel is continuing to provide procurement support to housing associations on request. The Scottish Government has indicated that they will fund a further programme of work for the housing sector, but agreement on the content and start date has not yet been reached.
	<ul style="list-style-type: none"> Continue to develop and market Scotland Excel's associate membership programme to maximise its commercial potential for the organisation and the benefits it provides to members 		<ul style="list-style-type: none"> Four new associate members joined Scotland Excel in Q3, generating £6,029 in annual membership fees. Income is also being generated through chargeable projects for associate members. A Scotland Excel staff member has been appointed to a business development role for six months with a remit to increase associate membership.
	<ul style="list-style-type: none"> Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities 		<ul style="list-style-type: none"> A comprehensive marketing campaign to promote the new build residential framework took place during September and October 2019, with a second wave of activity being planned for March and April 2020. Further campaigns to promote the Academy are being planned for early next year.
	<ul style="list-style-type: none"> Continue to identify opportunities arising for staff development through new business opportunities, fostering an understanding of commercial and entrepreneurial approaches across the organisation 		<ul style="list-style-type: none"> A number of staff are working on external consultancy projects as full-time team members while others are providing support for projects in specific areas. Staff are being encouraged to get involved in projects during Performance Review & Development (PRD) discussions, supported by an email sent out to all staff in December 2019.
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> Continue to explore opportunities to work in partnership with other public sector bodies to increase internal efficiency and/or improve service delivery for customers, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel's partnership with the Improvement Service to deliver a qualification in project management was recognised with a Public Service Award in December 2019. Scotland Excel is continuing to pursue a meeting with Skills Development Scotland to discuss partnership opportunities, and is considering other partnerships as part of the stakeholder engagement project.

	<ul style="list-style-type: none"> Continue to manage Scotland Excel's partnership with Crown Commercial Service (CCS) to ensure it is delivering against customer expectations, and explore opportunities to extend this partnership 		<ul style="list-style-type: none"> Scotland Excel's partnership with CCS is continuing to progress well. Recent partnership activities include the co-development of fleet category strategies and joint hosting of a local authority fleet forum in December 2019. Further collaborative opportunities are being discussed, including the delivery of eAuctions.
	<ul style="list-style-type: none"> Continue to provide procurement support to SEEMiS in line with the partnership agreement 		<ul style="list-style-type: none"> As part of the project plan to support Phase II of the Next Generation management information system for schools, Scotland Excel is working on a tender to procure a solution for booking supply teachers, and is exploring procurement options for SMS messaging and cybersecurity.

Key Performance Indicators

Outcomes	Key Performance Indicators	Q3 Status
Our services shape the effective and efficient delivery of public services	<ul style="list-style-type: none"> Number of contracts delivered v plan¹ Value of contract portfolio v target 	<ul style="list-style-type: none"> 32 of 38 contracts delivered £1.88bn against £1.9bn target
Our expertise leads continuous improvement in commercial performance	<ul style="list-style-type: none"> Number of PCIP assessments delivered v plan Number of Scotland Excel Academy courses v plan² 	<ul style="list-style-type: none"> 7 of 7 assessments delivered 71 of 88 courses delivered
Our services facilitate the delivery of national and local policy priorities	<ul style="list-style-type: none"> Tonnes of waste diverted from landfill through Scotland Excel contracts Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> 76,685 tonnes (Jul-Sep 2019) 546 Scottish suppliers of which 76% are SMEs
Our services enable positive and sustainable outcomes for people and communities	<ul style="list-style-type: none"> Number of community benefits realised to date Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> 821 jobs 275 apprenticeships 192 work placements 67,184 hours work experience 6,362 hours volunteering/mentoring £1,462m value of other initiatives
Our insight and knowledge underpins innovative solutions for our customers	<ul style="list-style-type: none"> Number of business change initiatives delivered v plan 	<ul style="list-style-type: none"> 4 of 6 initiatives in progress
Our activities are recognised as leading the way in public procurement	<ul style="list-style-type: none"> Media coverage v target Number of speaking engagements v target 	<ul style="list-style-type: none"> 61 of 60 media items published 19 of 20 speaking engagements
Our customers receive a measurable return on investment through savings	<ul style="list-style-type: none"> Percentage savings achieved across the portfolio v target³ Savings achieved in the last quarter 	<ul style="list-style-type: none"> 3.3% against 2.5% savings target £1.9m (Jul-Sep 2019)
Our customers are satisfied with our services and how we deliver them	<ul style="list-style-type: none"> Customer satisfaction scores v target⁴ 	<ul style="list-style-type: none"> 80% of respondents

Report issued: February 2020

¹ Contracts developed, renewed or extended

² Programmes, workshops and masterclasses

³ Average savings during the strategy period (2018-23) excluding social care contracts

⁴ Percentage of respondents reporting 'good' or 'very good' overall satisfaction in the most recent customer satisfaction survey (currently 2017)

