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SCOTTISH PROCUREMENT AND PROPERTY DIRECTORATE
Procurement Services Division

SOURCING STRATEGY

Fund Management Services: Promise Partnership Fund (2022-2025)

Case Ref: 566679

Prepared By: Redacted 38(1)(b)

Date: 02/11/2021

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1. EXECUTIVE SUMMARY

Contract Title	Fund Management Services: Promise Partnership Fund (2022-2025)
Lead Procurement Officer	Redacted 38(1)(b)
Budget Value of Contract	£250k per annum for each financial year
Budget Approved	Yes
Initial Contract Duration (Months)	36 months beginning on 1 April 2022 to 31st March 2025.
Extension Options (Months)	NIL
Customer	Redacted 38(1)(b)
Current Contract Status	NCA placed for 12 months to 31 March 2022
Key Risks	Timescales
Procurement Route Recommendation	Open
eRDM Ref	CASE/566679

2. PURPOSE, BACKGROUND & SUMMARY OF REQUIREMENT

2.1. PURPOSE

The purpose of this document is to set out the intended approach to procurement for the provision of the aforementioned contract. It provides an overview of the process and offers a proposed route to market.

This sourcing strategy has been developed by Redacted 38(1)(b) in consultation with Redacted 38(1)(b).

This document contains commercially sensitive information and needs to be handled and circulated accordingly. In particular, this sourcing strategy should not be shared with suppliers as it discusses procurement options and makes recommendations for implementation. This documentation should be read as “Official – Sensitive: Commercial”.

2.2. BACKGROUND & SUMMARY OF REQUIREMENT

The Scottish Government has a requirement to place a contract with an external service provider for the provision of Fund Management Services: Promise Partnership Fund (2022-2025). The requirement is to undertake the administration of the “**Promise Partnership Fund**” (the Fund) - a grant fund to deliver change in line with Scotland’s commitment to creating capacity in the ‘care system’ to #KeepThePromise and provide holistic whole family support.

The contract will be for a period of 36 months from 1 April 2022 to 31 March 2025.

There is a need to commence the new contract in recognition of the various stages required prior to issue of any Funds, including advertising, assessment and approval.

3. MARKET ENGAGEMENT & CONSULTATION

It is intended to undertake an Open procurement exercise and not to restrict the number of suppliers in any way. The opportunity will be advertised on the UK Find a Tender Service and on Public Contracts Scotland.

4. STAKEHOLDER IDENTIFICATION & ENGAGEMENT

Table 1 below outlines the key stakeholders that have been identified for this procurement exercise, who will also form the Tender Evaluation Panel.

Stakeholder Name	Organisation	Business Area
Redacted 38(1)(b)	Scottish Government	Promise Implementation Support Team
Redacted 38(1)(b)	Scottish Government	Early Intervention Team Leader
Redacted 38(1)(b)	Scottish Government	Kinship Care Policy Officer
Redacted 38(1)(b)	Scottish Government	SGPT

Table 1: Internal and External Stakeholders

5. ROLES & RESPONSIBILITIES

The roles and responsibilities of those involved in this procurement project are outlined in [Annex A](#).

6. CURRENT CONTRACT STATUS

The requirement is currently being met by an NCA with CORRA Foundation. This was placed for the period 1 April 2020 to 31 March 2021.

7. SPEND ANALYSIS

The current spend on the fund management services is as follows:

Financial Year	
2000-2021	£95k
2021 - 2022	£150k

The spend on the fund management services under previous contracts has varied due to learning from the establishment of a new fund and the creation and support required around a care experienced decision making panel. The proposed budget for the next generation contract is up to £250k per annum for each financial year - totalling £750k

8. MARKET ANALYSIS

8.1. SUMMARY

There is a limited supply of potential suppliers with the required knowledge, skills and experience to meet the demands of this programme. It is anticipated that the Third Sector may well be best suited to deliver this contract, however in order to maximise interest in this tender opportunity an Open Procurement Procedure will be used.

The following Third Sector Organisations have been identified as potential suppliers for this contract:

- Impact Funding Partners Ltd
- Corra Foundation
- CAF - Charities Aid Foundation
- SCVO - Scottish Council for Voluntary Organisations
- Inspiring Scotland
- Advice Direct Scotland

8.2. SMALL AND MEDIUM ENTERPRISES (SMEs)

Due to the nature and scale of the new contract, it is envisaged that this will be more attractive to SMEs than larger suppliers. Within the Form of Tender, tenderers will be required to confirm whether they are a SME.

8.3. SUPPORTED BUSINESSES

Consideration has been given to how Supported Businesses could be included in this procurement exercise. Due to the nature of services required, no supported businesses have been identified as being able to deliver the requirement. However, bidders will be asked to consider using supported businesses within their supply chain as part of an overall question on 'Sustainability'.

8.4. THIRD SECTOR ORGANISATIONS

The current supplier is a registered charity with a board of trustees and therefore there is potential for prime contracting with a Third Sector organisation. Within the SPD (Qualification Envelope) and the Form of Tender, tenderers will be required to confirm they are a Third Sector organisation.

9. RISKS

9.1. RISK REGISTER

Table below outlines the key risks and proposed mitigating actions for this procurement exercise.

RISK	POSSIBLE CAUSE(S)	PROBABILITY	IMPACT	MITIGATING ACTIONS	OWNER
Timescales Slip	Difficulty in specifying the requirement and in evaluating the tender returns Late receipt of the evaluation outputs	Low	Medium	Procurement timetable will be monitored to ensure timescales are on track.	SGPT/ Customer
New supplier doesn't have enough time to implement new contract	Timescale slip	Low	Medium	Tenderers to be asked to describe in the tender response their proposed methodology to ensure able to meet the contract commencement date.	SGPT/ Customer
No bids are received	Specification does not provide enough information for suppliers to bid	Medium	Low	Opportunity to be advertised on PCS and UK Find a Tender Service.	SGPT/ Customer
Tendered prices too high	Specification not clear enough/ uncertainty from suppliers on how to price	Low	High	Detailed specification and clear pricing schedule and opportunities for post-tender clarifications.	SGPT/ Customer
Tenders not of sufficient quality	Uncertainty from contractors on requirements	Low	High	Robust selection and award criteria and comprehensive specification	SGPT/ Customer

Table 2: Risk Register**9.2. HEALTH & SAFETY**

In satisfaction of the Procurement Reform (S) Act 2014 section 15(5)(b)(iv). There are no significant health and safety risks that have been identified for this procurement exercise.

10. SUSTAINABLE CONSIDERATIONS**10.1. INNOVATION**

In satisfaction of the Procurement Reform (S) Act 2014 section 9(1)(a)(iii) consideration has been given to opportunities for innovation in this procurement. The following opportunities for innovation have been identified:

- a) Use of e-invoicing
- b) New technologies/standards or methods of service delivery

10.2. LIVING WAGE & FAIR WORK

The current service provider, CORRA foundation, is an accredited Living Wage supplier. We will expect any successful supplier to be able to demonstrate their application of fair work and that all service provider staff involved in the delivery of the contract will be paid at least the living wage. As a result, a question on “Fair Work Practices and Living Wage” will be included in the ITT however it will be scored the minimum 5% weighting, in accordance with SG policy. Information on the Scottish Government’s approach to “Fair Work Practices” will also be included in the specification as well as 2 non-scored questions on whether the bidder has Living Wage Accreditation and has signed up to the Scottish Business Pledge.

10.3. SUSTAINABLE PROCUREMENT TEST

The Procurement Journey incorporates this test as part of a suite of strategic documents to use in all regulated procurements above £50k. Not all elements of this test are relevant and proportionate to the procurement for this contract requirement.



Promise
Sustainability Test (00)

10.4. SERIOUS ORGANISED CRIME

N/A

10.5. COMMUNITY BENEFITS

Community benefits have been considered and are not directly related to the type of services required, although the overarching application of the Promise Partnership Fund aims to make an impact in this regard.

However, the standard information on the Scottish Government approach to community benefits will be inserted into the ITT and bidders will be asked to outline their approach to community benefits as a non-scored response. If successful, the winning bidder will be required to discuss the content of their community benefit proposal and agree a plan for the delivery of the agreed community benefits which will become a condition of the contract.

10.6. ENVIRONMENTAL BENEFITS

Following consultation of the Procurement Journey and the “Environmental Factors” therein, it has been determined that this procurement exercise is not best placed to deliver any of these environmental factors with a view towards benefit or improvement.

10.7. FAIR & ETHICALLY TRADED GOODS AND SERVICES

This sustainability consideration is not directly relevant and proportionate to this procurement due to the nature of the services being procured.

10.8. ELECTRONIC TENDERING

Electronic tendering will be used in this procurement exercise. Public Contracts Scotland will be used to issue the Contract Notice and advertise the opportunity. Public Contracts

Scotland – Tender will be used to issue and receive all SPD and ITT documentation and to manage clarifications.

10.9. EQUALITY ACT CONSIDERATIONS

Consistent with the SPPD equality guidance, the customer considered whether a new Equality Impact Assessment (EQIA) was appropriate for this requirement. It was determined that an EQIA was not required

10.10. CLIMATE EMERGENCY

Consideration has been given to how this requirement may support the climate emergency. The customer has completed the Climate Emergency form and the award criteria will include a non-scored Climate Emergency question. Areas that will be addressed in this procurement include potential carbon savings associated with travel for meetings and use and disposal of office equipment.



climate Emergency
proforma.xlsx

11. SAVINGS

There may be an opportunity to identify savings through open competition and comparing the winning tender value against the average of the other tenders.

12. DATA PROTECTION & CYBER SECURITY

Handling and processing sensitive personal data will not be a factor in this procurement exercise and the customer has completed a Data Protection Security Questionnaire as well as the Data Protection Schedule. As the form confirmed that the service/contract would not involve the processing of personal data/information by the service provider the Customer was advised that no further action was required.

13. SENSITIVE INFORMATION

Due to the nature of the services being procured, there is not likely to be any sensitive information contained within the Invitation to Tender or Contract Notice.

14. TUPE

Due to the nature of the services being procured, there are not likely to be any TUPE implications.

15. INTELLECTUAL PROPERTY

Provisions relating to non-disclosure and intellectual property rights will be included within the contract. The service provider will respect the confidentiality of any sensitive information they have access to as a result of the contract. All Intellectual Property Rights (IPR) created as a result of the contract will be the property of the Scottish Government.

16. TERMS AND CONDITIONS OF CONTRACT

The terms and conditions outlined in the Scottish Government Model Services Contract template will apply to any contract placed as a result of this procurement exercise.

17. OPTIONS APPRAISAL

17.1. ROUTE TO MARKET

Table 4 below provides an overview of the options available for this procurement exercise:

Route	Benefits	Risks	Decision	Reason
Use Existing Framework	<ul style="list-style-type: none"> Supplier thoroughly vetted to gain access to framework agreement Quick route to market Agreed Terms and Conditions Potential to identify savings (from Framework rates) 	<ul style="list-style-type: none"> Lack of opportunity and visibility of procurement process may lead to complaints/formal challenge from other suppliers in the market 	Not recommended	No framework available
Open (Light Touch Regime)	<ul style="list-style-type: none"> Allows for competition Allows for value for money to be demonstrated (quality and commercial) Removes barriers for suppliers to bid Removes need to follow former OJEU regs and timescales 	<ul style="list-style-type: none"> Potential to restrict 	Subsequently Not Recommended	<ul style="list-style-type: none"> Wider CPV codes to be used do not align
Open (over WTO GPA limit))	<ul style="list-style-type: none"> Allows for competition Allows for value for money to be demonstrated (both quality and financial considerations) Removes barriers for suppliers to bid 	<ul style="list-style-type: none"> Increased timescales if a high volume of tenders is received Increased procurement resource / costs over above options 	Recommended	<ul style="list-style-type: none"> Ensures no restrictions on the market
Restricted	<ul style="list-style-type: none"> Permits the restriction of tenderer numbers to only those suppliers who demonstrate expertise/ experience 	<ul style="list-style-type: none"> Increased timescales (2 months) Requires increased procurement and customer resources to evaluate 	Not recommended	<ul style="list-style-type: none"> Increased time and resources for no added value
Innovative Partnership	<ul style="list-style-type: none"> Allowing the development of new types of goods and services; 	<ul style="list-style-type: none"> Lengthy procedure Fairly new and therefore untested route to market. 	Not recommended	<ul style="list-style-type: none"> This is more suited to contracts where the

Route	Benefits	Risks	Decision	Reason
	<ul style="list-style-type: none"> • Market stimulation through the appointment of one or several partners competing to conduct separate research and development activities funded through the contract; • Allowing the choice of the most suitable partners for development contracts • Allowing the purchase of the innovative supplies and/or services through the Innovation Partnership 			specification has not been fully developed
Competition with Negotiation	<ul style="list-style-type: none"> • The entire marketplace is given the opportunity to participate • A good level of competition and value for money should be achieved • There is an opportunity to improve the offering through the negotiation process. • Suppliers are given the opportunity to contribute their ideas 	<ul style="list-style-type: none"> • Lengthy procedure • Has only been undertaken a few times in the Scottish public sector. • Risks attached to the negotiation process in terms of ensuring fairness and transparency. 	Not recommended	<ul style="list-style-type: none"> • Need to demonstrate fairness and transparency due to profile of the contract – this may be difficult to achieve
Competitive Dialogue	<ul style="list-style-type: none"> • Ideal route for innovative solutions where suppliers can input to the specification. • The entire marketplace is given the opportunity to participate • A good level of competition and value for money should be achieved 	<ul style="list-style-type: none"> • Lengthy procedure • Risks around the dialogue process in terms of ensuring fairness and transparency. • The route is only suited to highly complex and risky projects where bidders will have a major role in defining the solution. 	Not recommended	There is a clear specification for the services to be provided. With this as context and noting the risks involved, this is not the most effective procurement route for this exercise.

Table 3: Procurement Route Options Appraisal

17.2. LOTTING

Consideration has been given to whether it is appropriate to divide this contract into lots however, for this requirement it has been determined that lotting would not be suitable as:

- a) It would make the execution of the contract excessively technically difficult or expensive

- b) The need to co-ordinate the different contractors for the lots could seriously risk undermining the proper execution of the contract.

18. SELECTION & EVALUATION

18.1. SINGLE PROCUREMENT DOCUMENT (SPD) SCOTLAND CONSIDERATIONS

The SPD (Scotland) will be utilised via the Qualification Envelope on PCS-T. In addition to the mandatory exclusion grounds, the below sections of Part IV of the SPD (Scotland) will be used as selection criteria:

1. Section A: Suitability

- a. Professional or Trade Registers enrolment – N/A
- b. Authorisation/Membership to perform services – N/A

2. Section B: Economic and Financial Standing

- a. Turnover – N/A
- b. Financial Ratios – minimum of 1
- c. Minimum Insurance Levels - standard £5 million and £5 million public liability insurance and £2 million for professional liability insurance (in addition to £5 million Employers' Insurance legislative requirement)
- d. Any other economic or financial requirements – no contra indications

3. Section C: Technical and Professional Ability (to shortlist bidders)

- a. Works Contracts – n/a
- b. Supply/Service Contracts – examples of relevant experience in last 3 years
- c. Details of Technicians/Technical Bodies – n/a
- d. Technical Facilities and Measures for Ensuring Quality and the Study and Research Facilities Used – n/a
- e. Supply Chain Management/Tracking Systems Used – n/a
- f. Checks by Public Body/Official Body on Production Capacities/Technical Capacity – n/a
- g. Educational and Professional Qualifications – n/a
- h. Environmental Management Measures – n/a
- i. Average Annual Manpower (3 years) – n/a
- j. Number of Managerial Staff (3 years) – n/a
- k. Relevant tools, plant or technical equipment – n/a
- l. Proportion (%) to be Sub-Contracted – information only
- m. Samples, Descriptions or Photographs of Products (Supply Contracts) – n/a
- n. Certificates of Authenticity (Supply Contracts) – n/a
- o. Product Conformity Certificates from Official Quality Control Institutes/Agencies (Supply Contracts) – n/a

4. Section D: Quality Assurance Schemes and Environmental Management Standards

- a. Quality Management Procedures – n/a

- b. Health and Safety Procedures – n/a
- c. Environmental Management Systems/Standards Certificates – n/a

18.2. EVALUATION STRATEGY & CRITERIA

18.2.1. Price/Quality Ratio

The following Price/Quality weighting will be applied during the tender evaluation:

Evaluation Criteria	Weighting
Quality/Technical	70%
Price/Commercial	30%

Table 4: Price/Quality Weightings

The above PQR has been agreed with the customer.

Full details of the evaluation criteria (including any sub-weightings) and the scoring methodology will be made available to interested bidders in the Invitation to Tender documentation. The Procurement Journey Evaluation Matrix tool will be used to identify the best value for money tender, taking into account both the quality and price criteria.

18.2.2. Tender Evaluation Panel

The Tender Evaluation Panel (TEP) shall consist of:

Panel Member	Business Area	Role
Redacted 38(1)(b)	Promise Implementation Support Team	Quality/Technical
Redacted 38(1)(b)	Early Intervention Team Leader	Quality/Technical
Redacted 38(1)(b)	Kinship Care Policy Officer	Quality/Technical
Redacted 38(1)(b)	SGPT	Financial

Table 5: Tender Evaluation Panel

The primary purpose of the TEP is to ensure that:

- The contract award decision is objective
- The decision making process is fair, transparent and auditable
- Best value in the tender process can be demonstrated

All members of the TEP will be issued with a Declaration of Impartiality. On signing this declaration, each member undertakes to exercise an evaluator's responsibility honestly, fairly and objectively. In so doing, each TEP member asserts their independence from parties subject to evaluation. This process is designed to address any actual or apparent cases of conflict of interest. TEP members declare to treat all information in confidence.

18.2.3. Quality/Technical Evaluation

In assessing the Technical Envelope response, a mark will be awarded for each question up to a maximum of 4 marks, in accordance with the methodology detailed in Table 6 below.

0 Unacceptable	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
1 Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

Table 6: Technical Scoring Methodology

The Quality/Technical TEP members detailed in Table 5 in Section 18.2.2 will read and score the quality/technical aspects of all tenders independently using the pre-defined evaluation criteria and scoring system. The mark awarded will be based on the evidence submitted in response to each question and the moderated average score will subsequently be multiplied by the weighting.

A moderation meeting will take place where the evaluators will come together to agree final scores. The process to agree final scores will be transparent and documented.

No member of the evaluation panel will assess both the quality/technical elements and the pricing/commercial elements of the tender.

18.2.4. Price/Commercial Evaluation

The TEP member(s) identified in Table 5 of Section 18.2.2 as responsible for the Price/Commercial Evaluation will evaluate the pricing and commercial aspects of the tenders separately.

To allow a comparison of bids, a Tender Sum Total will be calculated as set out in the Pricing Schedule (Schedule 2), which Tenderers are to complete.

The lowest total tender price, determined as the Tender Sum Total following the methodology in the Pricing Schedule, will be awarded 100% of the marks available for Price. The Price Score for the remaining Tenderers will be determined by allocating a mark for each Tenderers' Tender Sum Total relative to the lowest total tender price using the formula:

$$(\text{Lowest Tender Sum Total} / \text{Tenderer's Tender Sum Total}) \times 100.$$

Scores will be rounded to 2 decimal places

19. TIMETABLE

[Annex B](#) provides an indicative timetable for this procurement exercise.

20. CONTRACT MANAGEMENT

20.1. CSM TRAINING PROGRAMME

The CSM Training Programme is a mandatory requirement for all Contract Managers. Further information can be found at the following [Saltire link](#).

Prior to the award of this contract, the following activities must be completed:

- Permanent Contract Manager identified;
- Contract Manager to complete mandatory CSM Training Programme and Training Needs Analysis.
- Contract Management Responsibility form to be completed and returned to the Contract & Supplier Management Team via CSMTGovernance@gov.scot

20.2. CONTRACT MANAGEMENT HANDBOOK

The Lead Customer and/or Contract Manager has been provided with the [Contract Management Handbook](#) and informed about the [support](#) available from the Contract & Supplier Management Team.

20.3. CONTRACT CATEGORISATION

The Contract Categorisation which is likely to apply to this Contract is as follows:

Transactional/Routine

20.4. ROLES & RESPONSIBILITIES

Overall responsibility for Contract Management activities resides with the Contract Manager within the local business area.

The table below denotes the key Contract Management activities and responsible Action Officer normally associated with managing a typical SG Contract.

Agreement between the customer and SGPT on the final contract management roles and responsibilities shall be determined prior to award of contract to ensure delivery of service and benefits achieved at contract award.

The successful service provider will also be required to appoint a contract manager to liaise directly with the SG contract manager and will be responsible for ensuring effective delivery of the services.

Activity	SRO / Programme Board	Contract Manager / Contract Owner	SPPD Buyer	Supplier	SPPD: CSM-T
Project & Programme Governance					
Sponsorship of CSM & Appointment of suitable Contract Manager	✓				
Business Case	✓				
Risk Management	✓	✓		✓	
Business Continuity Planning	✓	✓		✓	✓
Contract Contingency Planning	✓	✓		✓	✓
Finance & Budget					
Budget Management	✓	✓			
Invoice checking, administration and payments		✓		✓	
Supply chain payment monitoring		✓		✓	✓

Contract & Supplier Performance Monitoring					
Manage supplier relationship at senior and operational levels	✓	✓			✓
Supplier performance monitoring & review meetings		✓		✓	✓
KPI managements and analysis		✓			✓
Supplier performance reports via eProcurement Systems		✓			✓
Contract & Supplier Development		✓		✓	✓
Ethical supply chain checks		✓		✓	✓
Manage minor/operational contractual issues		✓			✓
Manage major/critical contractual issues	✓	✓			✓
Contract Administration					
Produce appropriate contract documentation, terms and conditions		✓	✓		
Contract Handover Documents			✓		
Contract Variations			✓		✓
Price Changes / Variations			✓		✓
Contract Extension			✓		✓
➢ Supplier finances		✓			✓
➢ Insurance					
➢ Business probity					
Benefit Realisation					
Savings reporting		✓			✓
Community Benefit reporting		✓			✓
Fair Work & Ethical contract monitoring		✓			✓
Recording lessons learned		✓			✓
Ensure value for money	✓	✓			✓

✓ Support can be provided by CSM-T if requested by the Contract Manager/Owner. Charges apply.

20.5. SERVICE LEVELS & KEY PERFORMANCE INDICATORS

The specification included in the ITT and final contract will outline any Service Levels/Key Performance Indicators that the service provider must meet.

20.6. MOBILISATION

As part of their tender response, bidders will be required to provide a mobilisation plan which outlines their proposed approach to ensuring that the services are up and running by the contract commencement date.

20.7. EXIT STRATEGY

An appropriate exit strategy will be agreed with the successful service provider and form part of the final contract documentation. The terms and conditions of the contract will be used to cover the return and handover of all documentation relating to the contract to the Scottish Government and/or a new service provider.

The successful service provider will be required to meet all of the exit requirements as stated in the contract.

21. PROCUREMENT RECHARGE

It is anticipated the cost of providing procurement support will be 25 days at £459 per day.

The overall anticipated fee charged to the customer will be £11,475 which is inclusive of a 20% management fee (**C band time to provide support, review and approval**).

The customer agrees to pay for the cost of dedicated procurement support. Costs will be monitored regularly throughout the procurement process and may be subject to review if

significantly more or less than anticipated. The customer will be advised in writing of any significant cost changes at the earliest opportunity.

Charging Guidance can be found in: [SGPT Charging Guidance](#)

22. LEGAL FEES

Over the course of the procurement, it may be necessary to seek legal advice from SGLD or partners. The customer agrees to pay for the cost of any legal fees.

23. QUALITY ASSURANCE REVIEW

In accordance with SGPT standard ways of working, a review of the following key documents will be undertaken by a buyer with appropriate Delegated Purchasing Authority.

Stage 1	Procurement Strategy
	Invitation to Tender/Contract Notice
Stage 2	Contract Award Recommendation Report
	/Debrief/Award Letters

This sourcing strategy has been peer reviewed by:

Buyer Name	Redacted 38(1)(b)
Job Title	Senior Portfolio Specialist
Date Review Completed	30/11/2021

24. CUSTOMER SIGN OFF

I accept and agree with the recommended sourcing strategy for Fund Management Services: Promise Partnership Fund (2022-2025).

Customer Name	Redacted 38(1)(b)
Job Title	Team Leader – Promise Implementation Support Team Strategy
Date Review Completed	30/11/2021

25. APPROVALS

This strategy has been developed by Redacted 38(1)(b)

For the purposes of Delegated Purchasing Authority approval, the strategy is approved by:

Name	Redacted 38(1)(b)
-------------	-------------------

Job Title	Head of Scottish Government Procurement
Date Review Completed	01/12/2021

ANNEX A – ROLES & RESPONSIBILITIES

ROLE/TASK	RESPONSIBILITY
Develop & Agree Sourcing Strategy	SGPT & CUSTOMER
Develop Invitation to Tender Documentation	SGPT & CUSTOMER
Issue Invitation to Tender	SGPT
Receive and Distribute Tenders	SGPT
Conduct Technical Evaluation	CUSTOMER
Conduct Commercial Evaluation	SGPT
Obtain Clarifications (where necessary)	SGPT & CUSTOMER
Participate in Evaluation Panel	SGPT & CUSTOMER
Prepare and Approve Contract Award Recommendation Report (CARR)	SGPT & CUSTOMER
Issue Outcome Letters	SGPT
Debrief Unsuccessful Bidders (where applicable)	SGPT & CUSTOMER
Finalise Contract and Issue to Successful Supplier	SGPT
Contract Management	CUSTOMER (FOLLOWING IMPLEMENTATION)

ANNEX B – INDICATIVE PROCUREMENT TIMETABLE

Task	Action by	Target Completion Date
Produce Draft Sourcing Strategy	SGPT	5 th November 2021
Sign-off Strategy	SGPT and Customer	15 th November 2021
Produce Draft Statement of Requirements	Customer	5 th November 2021
Produce Technical Envelope Questions	Customer	5 th November 2021
Draft ITT	SGPT and Customer	27 th November 2021
Checkpoint: SGPT Peer Review	SGPT	29 th November 2021
Checkpoint: Policy Team Approvals	Customer	30 th November 2021
Issue ITT and PCS-T, Find a Tender Advert	SGPT	1st December 2021
Deadline for Supplier Questions	All	15 th December 2021
Deadline for Answers	All	22nd December 2021
Tender Return	SGPT	17 th January 2022 31
Evaluation	SGPT and Customer	18 th January– 26th January 2022
Moderation Meeting	SGPT	27th January 2022
Period for Clarifications (if required)	SGPT	28 th January– 2nd February 2022
Prepare and submit Contract Award Recommendation Report	SGPT and Customer	3rd February 2022
Checkpoint: SGPT Peer Review	SGPT	3rd February 2022
Close Evaluation Peer Review (if required)	SGPT	
Approve Recommendation report	SGPT	4th February 2022
Customer Business Approval	Customer	5 th February 2022 – 9 th February 2022
Issue Successful/Unsuccessful Letters	SGPT	10 th – 21st February 2022
Contract Award (after Standstill)	SGPT	28 th February 2022

Promise Partnership Fund Non Competitive Action Application (for 1 year only) - Justification

Promise Partnership Fund Redacted – 30(b)(ii)

The Promise Partnership Fund (PPF) is a £4m p.a investment, paid out as grant awards, which is intended to deliver change in line with Scotland's commitment to creating capacity in the 'care system' to #KeepThePromise and provide holistic whole family support.

Redacted – 30(b)(ii)

A key priority for the PPF is that the voices of people with care experience are at the heart of decisions as to where the grants will be awarded. This saw The Corra Foundation create the care experienced Decision Makers Panel in 20-21. It has been realised that there is a significant higher cost implication with regards to managing this different approach to a panel and to ensure that this approach can continue to be taken the administration costs for this proposal 2-22 and the open procurement exercise 22-25 reflect this.

Due to the impact of COVID the 20-21 PPF administration and delivery was significantly delayed and the fund didn't launch until early 2021 with grant awards only being provided towards the very end of the financial year. This delay also impacted on our plans to begin a full procurement exercise to secure a long term contract for a 5 year period. It is however, still our intention to do this.

With the PPF losing ground during 2020-21 it is now vital that we regain momentum this year. There is however a significant risk that the Fund will not be fully delivered in 2021-22 if we were to stop using The Corra Foundation to administer the fund just now and open up a full procurement exercise.

We are therefore proposing that a one year NCA contract is put in place for The Corra Foundation to continue delivery in 21-22. Alongside this we intend to run a full open procurement exercise to allow a 3 year contract to be secured for the future delivery of the Fund from 2022-23 onwards

The Corra Foundation have a strong foundation with The Promise Scotland, which has helped to significantly evolve the structure around what was a new fund in 20-21. To further develop the structure and support that is already in place to deliver the fund and ensure full delivery in 21-22, The Corra Foundation are uniquely placed to continue to administer the fund this year, allowing assurance that grants will be provided to organisations within the current financial year. Further delay in waiting for an outcome of a procurement exercise could see the fund not being able to fully operate within the current financial year, as there would not be sufficient time to develop structures, criteria, and to establish and mentor a new care experienced decision makers panel. Having these structures already in place for 21-22 provides assurance that the Ministerial commitment to ensure that those in need of support to create capacity in the 'care system' will receive it with the clear understanding that

the longer term commitment of the Fund will be an open and fair process for wider organisations to apply to deliver.

Timeline

The proposal is that The Corra Foundation are awarded a 1 year contract via NCA to take forward the PPF in 21-22. This will provide critical stability during this first full year to allow current structures and relationships to evolve and allow for the learnings across the criteria, Decision Makers Panel and monitoring and evaluation to quickly develop. To appreciate the time constraints this year, and why we are asking to retain The Corra Foundation via a 1 year NCA, the timeline for the delivery of the 21-22 PPF fund is approximately:

August/Sept	Criteria and grant applications to the fund open
September/Oct	Applications close
November	Grants awarded

All grant awarded projects begin in 2021.

Full Procurement exercise

Having spoken with the Procurement Team, they have confirmed that a tender for the future multi-year contract will take approx. 3-6 months. Our Plan would therefore be:

September 2021	Full Procurement exercise begins
March 2022	Contract awarded
April 2022	Contract begins
March 2025	Contract ends

NCA request for The Promise Partnership Fund management

From: redacted 38(1)(b) @gov.scot

Cc: redacted 38(1)(b)@gov.scot; redacted 38(1)(b)@gov.scot

Thu 08/07/2021 16:07

Hi redacted 38(1)(b),

Thank you for your assistance with this NCA request. I'd like to provide you with some additional information /context which I hope will assist in us reaching a solution for Ministers and the business unit.

You helpful explained under the procurement legislation, the risks associated with NCA's and where other providers "could" challenge on such an approach.

I should re-emphasise that in addition to our NCA for this year, (which is a single bridging year solution) as you know, we are also committed to running a more full and open procurement this year for the multi-year Promise Fund contract, with the plan to have a contractor in place from April 2022.

To help mitigate against external challenge of our 1 year NCA request, we plan to issue a "prior information notice" to the market, to alert them of the forthcoming procurement for a multi-year contract.

We accept that the position we are in this year is not ideal, however, there is an exceptional level of Ministerial risk if we do not have a contractor in place to have the 2021-22 Promise Fund managed and opened up for bids by August of this year.

In hindsight we would have begun the procurement plans much earlier but delays due to covid and policy area focus on covid recovery, resulted in the time sensitive position we find ourselves in now.

Even an expedited procurement process to avoid an NCA could not achieve a contractor in place by August. Without an NCA the fund will be unacceptably delayed this year.

We have also explored the possibility of issuing a single year **grant** to the current fund manager, Corra, and discussed this with the Governance and Risk unit, however that is no longer an option, as we have identified managing the fund is a "service" and a Grant is no longer a viable method of paying for this service.

That only leaves us with procurement, which we have already identified is the correct thing to do.

Whilst there are levels of risk to proceeding with an NCA for 1 year, The Promise Fund and its progress has been supported very publicly by FM and the reputation risks of slippage/ delays are extremely high and should be avoided. We would ask that the NCA is allowed to proceed on the basis of our understanding of these risks.

If an NCA was to be refused in this case, we would have no other options.

So in summary.

- The business area understand and accept the risks associated with an NCA.
- We have explored the alternative of issuing a grant but that option is no longer viable, leaving only NCA as a solution for this immediate financial year.
- We are committed to procuring a multi-year contract for the The Promise fund which we will open up this calendar year.
- We will issue a prior information notice to the market to alert them of the forthcoming procurement for a multi-year contract to manage The Promise Fund from 2022 to 2025. This will also help to reduce the risk of challenge to an NCA for the current year 2021-22.

I hope this is helpful.

Cheers

Redacted 38(1)(b)

Redacted 38(1)(b)

[Directorate Finance Manager](#)

[Directorate for Children and Families](#)

M: Redacted 38(1)(b)





Scottish Government Procurement Team (SGPT)

**TENDER EVALUATION: Scottish Government
Promise Partnership Fund**

NAME OF TENDERER	Corra Foundation
NAME OF EVALUATOR	Redacted 38(1)(b)
EVALUATION DATE	20/01/2022
SIGNED	Redacted 38(1)(b)

Introduction

This document records individual evaluators' scores against the objective evaluation criteria for tender responses to the ITT for Scottish Government Promise Partnership Fund.

Tenders will be marked on the evidence submitted by tenderers demonstrating how they will deliver the requirement as detailed in our ITT.

Evaluators should award one score for each question. This score should be based on the score description from the relevant table below which is most relevant to the company's response. Note there is one scoring table for the (single) selection criterion and another for the award criteria.

It is imperative that all evaluators provide clear and concise evidence in the justification section to support the scores they award against every question.

Evaluators should note that the information they provide will be used as part of the tender debriefing process and may also be subject to Freedom of Information requests or be cited within court documents in the event of a challenge from an unsuccessful bidder.

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Award Criteria

Guidance to Evaluators

1. The marks awarded will be based on the evidence submitted in the tender submissions, including any relevant attachments.
2. Each evaluator will evaluate every submission in isolation of the other evaluators.
3. Each evaluator will award a mark for each question between 0 and 4, in accordance with the methodology in the table below:

0 Unacceptable	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
1 Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

4. Once each evaluator has independently evaluated each of the tender submissions, a moderation meeting will be held between the evaluators. Where individual evaluators' scores for particular questions differ from one-another, the scores and the tenderer's response to that question (and any other relevant information in the tenderer's bid) will be discussed at the moderation meeting. In the event that an evaluator realises that they have misread the tenderer's response, they may amend their original score for that question. Should no evaluator find fault with their original score, all original scores will stand.

OVERALL SCORES TO BE INSERTED BELOW:

Question No.	Score 0-4
Q. A1	Redacted 30(c)
Q. A2	Redacted 30(c)
Q. A3	Redacted 30(c)
Q. A4	Redacted 30(c)
Q. A5	Redacted 30(c)
Q. A6	Redacted 30(c)
Q. A7	Redacted 30(c)
Q. B1	Redacted 30(c)
Q. B2	Redacted 30(c)
Q. B3	Redacted 30(c)
Q. B4	Redacted 30(c)
Q. C1	Redacted 30(c)
Q. D1	<u>NOT SCORED</u>
Q. E1	<u>NOT USED</u>
Q. F1	Redacted 30(c)
Q. G1	<u>NOT SCORED</u>

SECTION A – UNDERSTANDING THE REQUIREMENT (Section Weighting – 55%)

Question A1 (Sub-weighting: 25%)

The Fund Management Service will be instrumental to the work around the fund criteria and the organisation must foster and maintain a good relationship with The Promise Scotland.

Please describe how you intend to deliver the fund management service and how you will use the required level of expertise to inform the future principles of the Fund that will support the implementation of The Promise (build and maintain relationships with organisations such as The Promise Scotland).

Your response should include a project plan and method statement on how this service will be delivered against the period of the fund and how the roles will be fulfilled.

Question A1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Redacted 30(c)

Question A2 (Sub-weighting: 10%)

The Business Requirement

Please describe how you will promote the fund to ensure maximum accessibility and how you will support organisations with little previous experience of applying for funding.

Question A2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

Redacted 30(c)

Question A3 (Sub-weighting: 20%)

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Scottish Government will expect all bids to be assessed by a care experienced panel with the right level of expert advice/ support to do so. Findings as to the relative merits of each application will be discussed with the Contract Manager at the regular review meetings,

Please describe how you will support the creation of a care experienced panel and continue this support throughout the development of the Fund Criteria and bid assessment process (Annex A) and how you will present your findings.

Question A3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

Redacted 30(c)

Question A4 (Sub-weighting: 15%)

Please describe your approach to financial monitoring of the funds allocated and the development of robust systems for monitoring of grant conditions.

Your response should outline the systems in place to ensure proper financial management, including robust audit processes and random financial spot checks. Please detail how you will ensure value for public funds as they relate to individual grant awards and how you would compile annual reviews taking account of organisation reports and any Scottish Government comments on progress.

Question A4 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Redacted 30(c)

Question A5 (Sub-weighting: 15%)

Please describe your approach to measuring the outcomes and impact of the Fund and embedding learning in the recipient organisation or collaborations.

Question A5 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A6 (Sub-weighting: 10%)

Please describe your approach to financial management of the funds transferred by the Scottish Government.

Your response should include a description of how you will ensure SG money is held and identified separately from all other funds held in the name of the supplier and your process for making grant payments to recipients.

Question A6 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A7 (Sub-weighting: 15%)

Please describe your approach to contract management and reporting on the progress of the contract to the Scottish Government

Your response should include details on how you will monitor your own performance against targets and milestones and what support and assistance projects will receive to ensure effective progress is made to achieve agreed outcomes and grant money is being used as agreed.

Question A7 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION B – STAFFING & RESOURCING (Section Weighting – 35%)

Question B1 (Sub-weighting: 35%)

Please provide details of your experience of delivering high quality fund administration services and how this will be applied to this contract.

Your response should include your knowledge and experience of advancing equality in the workplace and of the equality sectors and details of your experience of distributing funding on a similar scale to that of this contract to the third sector or other sectors and where this contract will fit in your overall portfolio of work.

Question B1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Redacted 30(c)

Question B2 (Sub-weighting: 35%)

Please provide details of the proposed delivery team including a copy of short CVs detailing how the available skills and expertise will be applied in the delivery of the contract in order to deliver high quality fund administration services.

The response should include an organisational chart, details of the Project Manager you propose to manage this contract, their experience of managing similar contracts and a copy of their CV.

Question B2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B3 (Sub-weighting: 15%)

Please provide details of your staff recruitment and retention policy and the internal systems you have in place for managing the absence of key staff and ensuring continuity of service in the event of staff absence in the delivery of this contract.

Question B3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c).

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B4 (Sub-weighting: 15%)

Please provide details of your proposed Mobilisation Plan to ensure readiness to deliver against the contract requirements.

Question B4 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION C – FAIR WORK FIRST (Section Weighting – 5%) NOT SCORED BY EVALUATORS

Question C1 (Sub-weighting: 100%)

Question C1 (Score Awarded 0 to 4)

Redacted 30(c)

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION D – COMMUNITY BENEFITS – NOT SCORED

Question D1 (NOT SCORED)

SECTION E – NOT USED

SECTION F: BUSINESS CONTINUITY AND DISASTER RECOVERY (BCDR) – (Score Awarded 0 to 4)

Redacted 30(c)

Please describe any Business Contingency and Disaster Recovery (BCDR) Plans you will put in place to ensure ongoing delivery of Services/Goods, e.g. during the COVID-19 pandemic, these maybe but not limited to:

- Supply Chain
- Resources (Staff)
- Deliveries
- Use of IT
- IT failure
- Backups (on/off site servers)

Plans must also cover any mitigation actions you will put in place to ensure delivery. Please see table below:

Threat	H/M/L Risk	H/M/L Impact	Mitigation / Actions including timescales	Responsible Owner

Justification
Strengths (or positive evidence)
Redacted 30(c)
Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION G – CLIMATE EMERGENCY – NOT SCORED

Question G1 (NOT SCORED)



Scottish Government Procurement Team (SGPT)

**TENDER EVALUATION: Scottish Government
Promise Partnership Fund**

NAME OF TENDERER	Corra Foundation
NAME OF EVALUATOR	Redacted 38(1)(b)
EVALUATION DATE	23.01.2022
SIGNED	Redacted 38(1)(b)

Introduction

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OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Award Criteria

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OVERALL SCORES TO BE INSERTED BELOW:

Question No.	Score 0-4
Q. A1	<u>Redacted 30(c)</u>
Q. A2	<u>Redacted 30(c)</u>
Q. A3	<u>Redacted 30(c)</u>
Q. A4	<u>Redacted 30(c)</u>
Q. A5	<u>Redacted 30(c)</u>
Q. A6	<u>Redacted 30(c)</u>
Q. A7	<u>Redacted 30(c)</u>
Q. B1	<u>Redacted 30(c)</u>
Q. B2	<u>Redacted 30(c)</u>
Q. B3	<u>Redacted 30(c)</u>
Q. B4	<u>Redacted 30(c)</u>
Q. C1	<u>Redacted 30(c)</u>
Q. D1	<u>NOT SCORED</u>
Q. E1	<u>NOT USED</u>
Q. F1	<u>Redacted 30(c)</u>
Q. G1	<u>NOT SCORED</u>

SECTION A – UNDERSTANDING THE REQUIREMENT (Section Weighting – 55%)

Question A1 (Sub-weighting: 25%)

The Fund Management Service will be instrumental to the work around the fund criteria and the organisation must foster and maintain a good relationship with The Promise Scotland.

Please describe how you intend to deliver the fund management service and how you will use the required level of expertise to inform the future principles of the Fund that will support the implementation of The Promise (build and maintain relationships with organisations such as The Promise Scotland).

Your response should include a project plan and method statement on how this service will be delivered against the period of the fund and how the roles will be fulfilled.

Question A1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Question A2 (Sub-weighting: 10%)

The Business Requirement

Please describe how you will promote the fund to ensure maximum accessibility and how you will support organisations with little previous experience of applying for funding.

Question A2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A3 (Sub-weighting: 20%)

Scottish Government will expect all bids to be assessed by a care experienced panel with the right level of expert advice/ support to do so. Findings as to the relative merits of each application will be discussed with the Contract Manager at the regular review meetings,

Please describe how you will support the creation of a care experienced panel and continue this support throughout the development of the Fund Criteria and bid assessment process (Annex A) and how you will present your findings.

Question A3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A4 (Sub-weighting: 15%)

Please describe your approach to financial monitoring of the funds allocated and the development of robust systems for monitoring of grant conditions.

Your response should outline the systems in place to ensure proper financial management, including robust audit processes and random financial spot checks. Please detail how you will ensure value for public funds as they relate to individual grant awards and how you would compile annual reviews taking account of organisation reports and any Scottish Government comments on progress.

Question A4 (Score Awarded 0 to 4)	Redacted 30(c)
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Justification
Strengths (or positive evidence)
Redacted 30(c)
Weaknesses (or lack of evidence)
Redacted 30(c)
Comments / Clarifications required

Question A5 (Sub-weighting: 15%)

Please describe your approach to measuring the outcomes and impact of the Fund and embedding learning in the recipient organisation or collaborations.

Question A5 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

Question A6 (Sub-weighting: 10%)

Please describe your approach to financial management of the funds transferred by the Scottish Government.

Your response should include a description of how you will ensure SG money is held and identified separately from all other funds held in the name of the supplier and your process for making grant payments to recipients.

Question A6 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

Question A7 (Sub-weighting: 15%)

Please describe your approach to contract management and reporting on the progress of the contract to the Scottish Government

Your response should include details on how you will monitor your own performance against targets and milestones and what support and assistance projects will receive to ensure effective progress is made to achieve agreed outcomes and grant money is being used as agreed.

Question A7 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

SECTION B – STAFFING & RESOURCING (Section Weighting – 35%)

Question B1 (Sub-weighting: 35%)

Please provide details of your experience of delivering high quality fund administration services and how this will be applied to this contract.

Your response should include your knowledge and experience of advancing equality in the workplace and of the equality sectors and details of your experience of distributing funding on a similar scale to that of this contract to the third sector or other sectors and where this contract will fit in your overall portfolio of work.

Question B1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B2 (Sub-weighting: 35%)

Please provide details of the proposed delivery team including a copy of short CVs detailing how the available skills and expertise will be applied in the delivery of the contract in order to deliver high quality fund administration services.

The response should include an organisational chart, details of the Project Manager you propose to manage this contract, their experience of managing similar contracts and a copy of their CV.

Question B2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B3 (Sub-weighting: 15%)

Please provide details of your staff recruitment and retention policy and the internal systems you have in place for managing the absence of key staff and ensuring continuity of service in the event of staff absence in the delivery of this contract.

Question B3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

Question B4 (Sub-weighting: 15%)

Please provide details of your proposed Mobilisation Plan to ensure readiness to deliver against the contract requirements.

Question B4 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

SECTION C – FAIR WORK FIRST (Section Weighting – 5%) NOT SCORED BY EVALUATORS

Question C1 (Sub-weighting: 100%)

Question C1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Redacted 30(c)

Comments / Clarifications required

SECTION D – COMMUNITY BENEFITS – NOT SCORED

Question D1 (NOT SCORED)

SECTION E – NOT USED

SECTION F: BUSINESS CONTINUITY AND DISASTER RECOVERY (BCDR) – (Score Awarded 0 to 4)

Redacted 30(c)

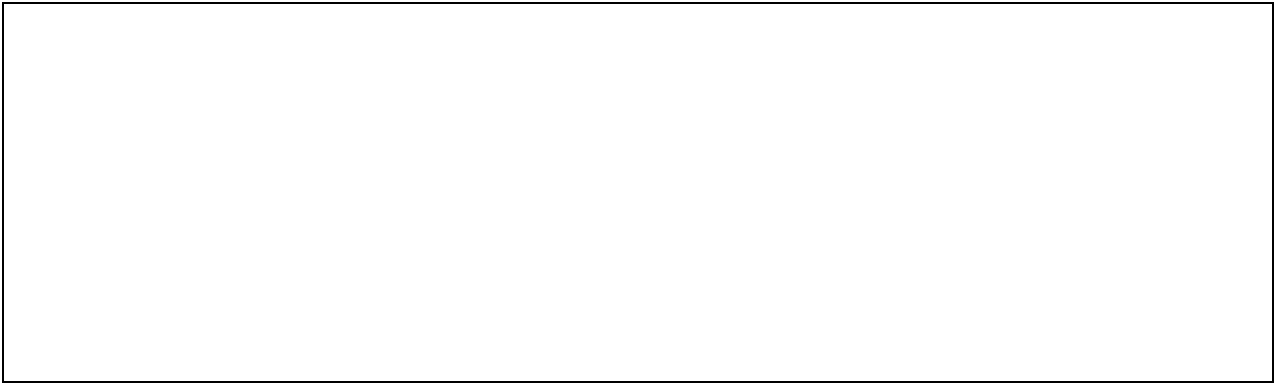
Please describe any Business Contingency and Disaster Recovery (BCDR) Plans you will put in place to ensure ongoing delivery of Services/Goods, e.g. during the COVID-19 pandemic, these maybe but not limited to:

- Supply Chain
- Resources (Staff)
- Deliveries
- Use of IT
- IT failure
- Backups (on/off site servers)

Plans must also cover any mitigation actions you will put in place to ensure delivery. Please see table below:

Threat	H/M/L Risk	H/M/L Impact	Mitigation / Actions including timescales	Responsible Owner

Justification
Strengths (or positive evidence)
Redacted 30(c)
Weaknesses (or lack of evidence)
Redacted 30(c)
Comments / Clarifications required



SECTION G – CLIMATE EMERGENCY – NOT SCORED

Question G1 (NOT SCORED)

CASE NO. 566679

SERVICES CONTRACT

-between-

(1) THE SCOTTISH MINISTERS (THE “PURCHASER”)

-and-

(2) CORRA FOUNDATION (THE “SERVICE PROVIDER”)

-relating to the supply of-

PROMISE PARTNERSHIP FUND MANAGEMENT SERVICES

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PREAMBLE:

- ONE The Purchaser requires the provision of services;
- TWO On 1 December 2021 the Purchaser's contract notice relating to the Services was published in the UK Find a Tender Service with reference number 675415;
- THREE On 14 January 2022 the Service Provider completed its SPD;
- FOUR On 1 December 2021 the Purchaser issued its ITT to potential Service Providers (including the Service Provider) in respect of the provision of services;
- FIVE On 7 February 2022 the Service Provider submitted its Tender;
- SIX On the basis of the Tender, the Purchaser has selected the Service Provider to supply the Services under the Contract;
- SEVEN The Contract establishes standard terms of supply for the provision of services;
- EIGHT The Contract also includes:
- a Specification setting out the Services that the Service Provider has undertaken to provide;
 - a Pricing Schedule setting out details of the pricing of the Services;
 - details of Key Individuals involved in the provision of the Services;
 - details of approved sub-contractors as at Contract award;
 - details of the Service Provider's information which is deemed to be Service Provider Sensitive Information;
 - Ordering Procedures prescribing the procedures for ordering particular Services; and
 - Management Arrangements for the strategic management of the relationship between the Parties.

SECTION A: INTRODUCTORY PROVISIONS

1. Definitions and Interpretation

1.1. In the Contract, unless the context otherwise requires, the following terms have the meanings given to them below:

“**Assignee**” has the meaning given in clause 32.2 (Assignment).

“**Baseline Personnel Security Standard**” means the pre-employment controls for all civil servants, members of the Armed Forces, temporary staff and government contractors generally.

“**Commencement Date**” has the meaning given in clause 4.1 (Period).

“**Contract**” means this Contract between the Parties consisting of clauses and 12 Schedules.

“**Contracting Authority**” has the meaning given in regulation 2 of the Public Contracts (Scotland) Regulations 2015;

“**Control**” has the meaning given in section 450 of the Corporation Tax Act 2010.

“**Data Controller**”, “**Data Processor**”, “**Data Subject**” and “**Data Subject Access Request**” have the meanings given in the Data Protection Laws.

“**Data Protection Laws**” means any law, statute, subordinate legislation, regulation, order, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements of any regulatory body which relates to the protection of individuals with regard to the processing of Personal Data to which a Party is subject including the Data Protection Act 2018 and any statutory modification or re-enactment thereof and the UK GDPR.

“**Default**” means any breach of the obligations of a Party (including material breach) or any negligent act, omission or statement of a Party in connection with or in relation to the Contract.

“**Deliverable**” means any thing to be delivered by the Service Provider to the Purchaser and identified as a deliverable in accordance with the Ordering Procedures.

“**Employee Liabilities**” means all claims (whether in delict, contract, under statute or otherwise), demands, actions, orders, complaints, proceedings and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment by way of settlement and costs and expenses and legal costs reasonably incurred in connection with any claim or investigation (including any investigation by the Equality and Human Rights Commission or other enforcement, regulatory, or supervisory body and of implementing any requirements which may arise from such investigation) including:

- claims for redundancy payments, unlawful deduction of wages, claims for equal pay, unfair, wrongful or constructive dismissal compensation; and
- compensation for discrimination on grounds of sex, sexual orientation, race, disability, religion or belief, gender reassignment, marriage or civil partnership, pregnancy and maternity and age or less favourable treatment of part-time workers or fixed term employees.

“**Employee Liability Information**” has the meaning given in TUPE.

“Environmental Information Regulations” means the Environmental Information (Scotland) Regulations 2004 (and any subordinate regulations made under them from time to time or any superseding or amending regulations) together with any guidance and/or codes or practice issued by the Information Commissioner, the Scottish Information Commissioner and/or any relevant government department in relation to such regulations.

“Equipment” means equipment, plant, tackle, materials and other items supplied and used by the Service Provider’s Representatives in the performance of the Service Provider’s obligations under the Contract.

“Exit Management” means the obligations and rights of the Parties to ensure a smooth transition of the Contract from the Service Provider to the Purchaser or any Replacement Service Provider as set out in Clause 59 (Exit Management) and Schedule 10 (Exit Management).

“Exit Plan” means the exit management plan developed by the Service Provider and approved by the Purchaser in accordance with Clause 59 (Exit Management).

“Exit Management Date” means each of the following:

- (a) the date of a Termination Notice; and
- (b) if no Termination Notice has been served in relation to this Contract except for any Partial Termination, the expiry of the later of the Initial Term and any extension of the Contract agreed in writing.

“FOISA” means the Freedom of Information (Scotland) Act 2002 and any subordinate legislation made under this Act from time to time or any superseding or amending enactments or regulations, together with any guidance and/or codes of practice issued by the Information Commissioner, the Scottish Information Commissioner and/or any relevant government department in relation to such legislation.

“Force Majeure” means any event or occurrence which is outside the reasonable control of the Party concerned and which is not attributable to any act or failure to take preventative action by that Party, including industrial action, fire, flood, violent storm, pestilence, explosion, malicious damage, armed conflict, acts of terrorism, nuclear, biological or chemical warfare, or any other disaster, natural or man-made.

“Good Industry Practice” means standards, practices, methods and procedures conforming to legal and regulatory requirements and the degree of skill and care, diligence, prudence and foresight which would reasonably and ordinarily be expected from a skilled and experienced person or body engaged in a similar type of undertaking as the Service Provider under the same or similar circumstances.

“Information Commissioner” means the Commissioner as set out in Part 5 of the Data Protection Act 2018.

“Intellectual Property Rights” means patents, inventions, trade marks, service marks, logos, design rights (whether registerable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, trade or business names, moral rights and other similar rights or obligations whether registerable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off.

“ITT” means the Purchaser’s invitation to tender dated 1 December 2022.

“Judicial Order” means an ineffectiveness order or an order shortening the duration of the contract made in relation to the Contract under Chapter 6 of the Public Contracts (Scotland) Regulations 2015.

“Key Individuals” means the Service Provider Representatives identified as being key individuals for the provision of the Services as set out in Schedule 5.

“Law” means:

(a) any applicable statute or proclamation or any delegate or subordinate legislation;

(b) any enforceable right forming part of retained EU law within the meaning of the European Union (Withdrawal) Act 2018;

(c) any applicable guidance, direction, determination, or regulations with which the Purchaser and/or the Service Provider is bound to comply;

(d) any applicable judgment of a relevant court of law which is a binding precedent in Scotland; and

(e) and requirements of any regulatory body;

in each case in force during the period of the Contract in Scotland.

“Management Arrangements” means the arrangements for the strategic management of the relationship between the Parties, including arrangements for monitoring of the Service Provider’s compliance with the Specification, , the Ordering Procedures and the terms of the Contract, set out in Schedule 4.

“Milestone” means any event or task which must be completed by a particular date, such as the delivery of a Deliverable, identified as a milestone in accordance with the Ordering Procedures.

“Order” means an order for particular Services placed in accordance with the Ordering Procedures.

“Ordering Procedures” means the procedures for ordering particular Services set out at Schedule 3.

“Party” means either of the Purchaser or the Service Provider.

“Personal Data” has the meaning given in the Data Protection Laws.

“Pricing Schedule” means the details of the pricing of the Services set out in Schedule 2.

“Processing” has the meaning given in the Data Protection Laws and cognate expressions shall be construed accordingly.

“Purchaser” means the Scottish Ministers

“Purchaser Property” means any corporeal moveable property issued or made available to the Service Provider by the Purchaser in connection with the Contract.

“Purchaser Protected Information” means any information provided by the Purchaser to the Service Provider which:

- carries a protective marking such as “Official”, “Secret” or “Top Secret”; or
- is exempt information as set out in Part 2 of FOISA (disregarding for that purpose whether a provision of Part 2 does not confer absolute exemption within the meaning of section 2(2) of FOISA).

“Relevant Transfer” has the meaning given in regulation 2(1) of TUPE.

“Replacement Service Provider” means any third party service provider appointed to perform the Services by the Purchaser from time to time.

“Request for Information” means a request for information within the meaning of section 8 of FOISA or the Environmental Information Regulations and any attempted or apparent such request.

“Schedule” means a schedule annexed to, and forming part of, the Contract.

“Service Provider” means CORRA Foundation.

“Service Provider Representatives” means all persons engaged by the Service Provider in the performance of its obligations under the Contract including:

- its employees and workers (including persons employed by a third party but working for and under the control of the Service Provider);
- its agents, Service Providers and carriers; and
- any sub-contractors of the Service Provider (whether approved under clause 34 (Sub-contracting) or otherwise) and any employees of and workers of any such sub-contractors wholly or mainly assigned to carrying out activities in provision of the Services under the Contract.

“Service Provider Sensitive Information” means any information provided by the Service Provider to the Purchaser (disregarding any protective marking or assertion of confidentiality) which:

- is specified as Service Provider Sensitive Information in Schedule 7 and has not lost its sensitivity according to the justifications and durations set out in that Schedule; and
- is exempt information pursuant to sections 33(1) or 36, 38 or 39 of FOISA (having regard for that purpose to the public interest there might be in disclosing such information as referred to in section 2(1)(b) of FOISA).

“Services” means the Services as are to be supplied by the Service Provider to the Purchaser as set out in the Specification and as may be ordered in accordance with the Ordering Procedures.

“SPD” means the Single Procurement Document completed by the Service Provider and sent to the Purchaser on 14 January 2022.

“Specification” means the Purchaser’s general requirements for the provision of services set out in Schedule 1.

“Staffing Information” means such information as the Purchaser may request in an anonymised format or otherwise including:

- ages;
- dates of commencement of employment or engagement;
- sex;
- job or role descriptions and objectives of role;
- details of whether they are employed, self employed contractors or consultants, agency workers or otherwise;
- the identity of the employer or relevant contracting party;
- their relevant contractual notice periods and any other terms relating to termination of employment including redundancy procedures and redundancy payments;
- their wages, salaries and profit sharing arrangements as applicable;
- details of other employment-related benefits including (without limitation) medical insurance, life assurance, pension or other retirement benefit schemes, share option schemes and company car schedules applicable to them;
- any outstanding or potential contractual, statutory or other liabilities in respect of such individuals (including in respect of personal injury claims);
- details of any such individuals on long term sickness absence, parental leave, maternity leave or other authorised long term absence;
- copies of all relevant documents and materials relating to such information, including copies of relevant contracts of employment (or relevant standard contracts if applied generally in respect of such employees); and
- any other Employee Liability Information.

“Tender” means the tender submitted by the Service Provider to the Purchaser in response to the ITT dated 7 February 2022.

“Third country” means a country or territory outside the United Kingdom.

“Transparency Information” means the Transparency Reports and the content of this Contract.

“Transparency Reports” means a report in accordance with Schedule 7 Part 1 (Transparency Reports) containing the contract information as set out in the table for that Part for publication by the Purchaser in the interests of transparency

“TUPE” means the Transfer of Undertakings (Protection of Employment) Regulations 2006.

“UK GDPR” means Regulation (EU) 2016/679 of the European Parliament and of the Council of 27th April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation) as it forms part of the law of England and Wales, Scotland and Northern Ireland by virtue of section 3 of the European Union (Withdrawal) Act 2018 and

as amended by the Data Protection, Privacy and Electronic Communications (Amendments etc) (EU Exit) Regulations 2019.

“**Working Day**” means a day other than a Saturday, Sunday or bank holiday in Scotland, within the meaning of the Banking and Financial Dealings Act 1971.

“**Working Hour**” means an hour between 0900 hours and 1700 hours on a Working Day.

- 1.2. The interpretation and construction of the Contract is subject to the following provisions:
 - 1.2.1. words importing the singular meaning include, where the context so admits, the plural and vice versa;
 - 1.2.2. words importing the masculine include the feminine and neuter;
 - 1.2.3. reference to a clause is a reference to the whole of that clause unless stated otherwise;
 - 1.2.4. references to any statute, enactment, order, regulation or other similar instrument are construed as a reference to the instrument as amended by any subsequent instrument or re-enacted;
 - 1.2.5. references to any person include natural persons and partnerships, firms and other incorporated bodies and all other legal persons of whatever kind and however constituted and their successors and permitted assignees or transferees;
 - 1.2.6. reference to “expiry or termination” of the Contract includes the making of a Judicial Order;
 - 1.2.7. the words “include”, “includes” and “including” are to be construed as if they were immediately followed by the words “without limitation”; and
 - 1.2.8. headings are included in the Contract for ease of reference only and do not affect the interpretation or construction of the Contract.

2. Condition Precedent: Requirement for a Parent Company Guarantee

It shall be a condition of this Contract that, if required by the Purchaser, the Service Provider shall deliver a validly executed parent company guarantee in the form set out in Schedule 8 to this Contract. The rights and obligations of the Parties shall have no force or effect unless the parent company guarantee has been properly executed and delivered to the Purchaser. The parties acknowledge that if this condition has not been fulfilled any performance of this Contract by the Service Provider shall be at the risk of the Service Provider and the Purchaser shall not be liable for and the Service Provider irrevocably waives any entitlement to payment of any fees, expenses or other payments in relation to such performance. Where the Service Provider has failed to fulfil this condition within 14 days of the date of last subscription of the Contract the Purchaser shall have the right to terminate the Contract by notice in writing to the Service Provider.

3. Nature of the Contract

- 3.1. The Contract is a public services contract within the meaning of regulation 2(1) of the Public Contracts (Scotland) Regulations 2015.
- 3.2. Save to the extent specifically provided for in this Contract, the Service Provider acknowledges that it is not the exclusive Service Provider of the Services to the Purchaser and as such no guarantee of work or volume of work has been granted by the Purchaser.

4. Period

- 4.1. The period of the Contract is from and including 1 April 2022 (the “**Commencement Date**”) to and including 31 March 2025 unless it is terminated earlier or extended under clause **Error! Reference source not found.**

5. Break

The Purchaser may terminate the Contract at any time by giving not less than 3 months' notice to the Service Provider.

6. Specification

The Service Provider must comply with the Specification.

7. Pricing Schedule

- 7.1. The Pricing Schedule sets out details of the pricing of the Services.
- 7.2. The prices in the Pricing Schedule are not to be increased for the period of the Contract.
- 7.3. Accordingly, the Service Provider may not unilaterally increase the prices in the Pricing Schedule. But nothing in the Contract prevents the Service Provider from improving on the prices in the Pricing Schedule for the purposes of a particular Order.

8. Ordering Procedures and Management Arrangements

- 8.1. The Ordering Procedures may be invoked by the Purchaser at any time during the period of the Contract.
- 8.2. The Parties must comply with the Ordering Procedures.
- 8.3. The Service Provider must maintain the capacity to supply the Services throughout the period of the Contract.
- 8.4. The Parties must comply with the Management Arrangements.

SECTION B: MISCELLANEOUS PROVISIONS INCLUDING THOSE RELATING TO PRICE, PAYMENT AND INFORMATION

9. Service Provider's Status

At all times during the period the Service Provider is an independent service provider and nothing in the Contract establishes a contract of employment, a relationship of agency or partnership or a joint venture between the Parties or between the Purchaser and any Service Provider Representative. Accordingly, neither Party is authorised to act in the name of, or on behalf of, or otherwise bind the other Party save as expressly permitted by the terms of the Contract.

10. Notices

10.1. Any notice or other communication which is to be given by a Party to the other under the Contract must be:

10.1.1. given in writing;

10.1.2. addressed in accordance with clause 10.3; and

10.1.3. sent by letter (delivered by hand, first class post or by recorded delivery or special delivery), fax or e-mail.

10.2. Provided the relevant communication is not returned or rejected as undelivered, the notice or communication is deemed to have been given:

10.2.1. 2 Working Days after the day on which the letter was posted; or

10.2.2. 4 Working Hours after the communication was sent, in the case of fax or email.

10.3. For the purposes of this clause, the address of each Party is:

10.3.1. For the Purchaser:

For the attention of: redacted 33(1)(b)

Tel: redacted 33(1)(b)

Mob: redacted 33(1)(b)

E-mail: redacted 33(1)(b)@gov.scot

10.3.2. For the Service Provider:

For the attention of: Elaine Wilson

Tel: redacted 33(1)(b)

E-mail: Elaine@corra.scot

10.4. Either Party may change its address details by serving a notice in accordance with this clause.

10.5. Notices under clause 58.1 (Termination on Insolvency or Change of Control) may be sent to the Purchaser's trustee, receiver, liquidator or administrator, as appropriate.

11. Price

11.1. In consideration of the Service Provider's performance of its obligations relating to an Order, the Purchaser must pay:

11.1.1. the price due in accordance with the Pricing Schedule and the Ordering Procedures; and

11.1.2. a sum equal to the value added tax chargeable at the prevailing rate.

- 11.2. The Service Provider may not suspend the provision of services if it considers that the Purchaser has failed to pay the price due.

12. Payment and Invoicing

- 12.1. The Purchaser must pay all sums due to the Service Provider within 30 days of receipt of a valid invoice.
- 12.2. The Service Provider must render invoices monthly.
- 12.3. The Service Provider must ensure that each invoice contains appropriate Contract and Order references and a detailed breakdown of the Services provided. The Service Provider must supply such other documentation reasonably required by the Purchaser to substantiate any invoice.
- 12.4. Value added tax, where applicable, must be shown separately on all invoices as a strictly net extra charge.
- 12.5. Interest is payable on the late payment of any undisputed sums of money in accordance with the Late Payment of Commercial Debts (Interest) Act 1998. In the case of sums due by the Purchaser, the sums referred to in this clause must be properly invoiced by the Service Provider.
- 12.6. In this clause 12, 'valid invoice' includes an electronic invoice meeting all the requirements set out in regulation 70A of the Public Contracts (Scotland) Regulations 2015 or regulation 44A of the Concession Contracts (Scotland) Regulations 2016.

13. Recovery of Sums Due

- 13.1. Wherever under the Contract any sum of money is recoverable from or payable by the Service Provider to the Purchaser, the Purchaser may deduct that sum from any sum due to the Service Provider whether under the Contract or otherwise.
- 13.2. The Service Provider must make any payments due to the Purchaser without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Service Provider has a valid court order requiring an amount equal to such deduction to be paid by the Purchaser to the Service Provider.

14. Data Protection

- 14.1. The Service Provider acknowledges that Personal Data described in the scope of Schedule 9 (Data Protection) may be Processed in connection with the Services under this Contract. For the purposes of any such Processing, Parties agree that the Service Provider acts as the Data Processor and the Purchaser acts as the Data Controller.
- 14.2. Both Parties agree to negotiate in good faith any such amendments to this Contract that may be required to ensure that both Parties meet all their obligations under Data Protection Laws. The provisions of this clause 14 are without prejudice to any obligations and duties imposed directly on the Service Provider under Data Protection Laws and the Service Provider hereby agrees to comply with those obligations and duties.
- 14.3. The Service Provider will, in conjunction with the Purchaser and in its own right and in respect of the Services, make all necessary preparations to ensure it will be compliant with Data Protection Laws.

- 14.4. The Service Provider will provide the Purchaser with the contact details of its data protection officer or other designated individual with responsibility for data protection and privacy to act as the point of contact for the purpose of observing its obligations under the Data Protection Laws.
- 14.5. The Service Provider must:
- 14.5.1. process Personal Data only as necessary in accordance with obligations under the Contract and any written instructions given by the Purchaser (which may be specific or of a general nature), including with regard to transfers of Personal Data to a third country other than within the European Economic Area unless required to do so by European Union or domestic law or Regulatory Body to which the Service Provider is subject; in which case the Service Provider must, unless prohibited by that law, inform the Purchaser of that legal requirement before processing the Personal Data only to the extent, and in such manner as is necessary for the performance of the Service Provider's obligations under this Contract or as is required by the Law;
 - 14.5.2. subject to clause 14.5.1 only process or otherwise transfer any Personal Data in or to any third country other than within the European Economic Area with the Purchaser's prior written consent;
 - 14.5.3. take all reasonable steps to ensure the reliability and integrity of any Service Provider Representatives who have access to the Personal Data and ensure that the Service Provider Representatives:
 - (a) are aware of and comply with the Service Provider's duties under this clause;
 - (b) are subject to appropriate confidentiality undertakings with the Service Provider or the relevant Sub-contractor;
 - (c) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Purchaser or as otherwise permitted by this Contract; and
 - (d) have undergone adequate training in the use, care, protection and handling of Personal Data.
 - 14.5.4. implement appropriate technical and organisational measures including those in accordance with Article 32 of the UK GDPR to protect Personal Data against unauthorised or unlawful Processing and against accidental loss, destruction, damage, alteration or disclosure, such measures being appropriate to the harm which might result from any unauthorised or unlawful Processing accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected.
- 14.6. The Service Provider shall not engage a sub-contractor to carry out Processing in connection with the Services without prior specific or general written authorisation from the Purchaser. In the case of general written authorisation, the Service Provider must inform the Purchaser of any intended changes concerning the addition or replacement of any other sub-contractor and give the Purchaser an opportunity to object to such changes.
- 14.7. If the Service Provider engages a sub-contractor for carrying out Processing activities on behalf of the Purchaser, the Service Provider must ensure that same data protection obligations as set out in this Contract are imposed on the sub-contractor by way of a written and legally binding contract, in particular providing sufficient guarantees to implement appropriate technical and organisational measures. The Service Provider shall remain fully liable to the Purchaser for the performance of the sub-contractor's performance of the obligations.

14.8. The Service Provider must provide to the Purchaser reasonable assistance including by such technical and organisational measures as may be appropriate in complying with Articles 12-23 of the UK GDPR.

14.9 The Service Provider must notify the Purchaser if it:

- (a) receives a Data Subject Access Request (or purported Data Subject Access Request);
- (b) receives a request to rectify, block or erase any Personal Data;
- (c) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Laws;
- (d) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Contract; or
- (e) receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by law or regulatory order;

and such notification must take place as soon as is possible but in any event within 3 business days of receipt of the request or any other period as agreed in writing with the Purchaser from time to time.

14.10 Taking into account the nature of the Processing and the information available, the Service Provider must assist the Purchaser in complying with the Purchaser's obligations concerning the security of personal data, reporting requirements for data breaches, data protection impact assessments and prior consultations in accordance with Articles 32 to 36 of the UK GDPR. These obligations include:

- (a) ensuring an appropriate level of protection through technical and organisational measures that take into account the circumstances and purposes of the processing as well as the projected probability and severity of a possible infringement of the law as a result of security vulnerabilities and that enable an immediate detection of relevant infringement events.
- (b) notifying a Personal Data breach to the Purchaser without undue delay and in any event no later than 24 hours after becoming aware of a Personal Data breach;
- (c) assisting the Purchaser with communication of a personal data breach to a Data Subject;
- (d) supporting the Purchaser with preparation of a data protection impact assessment;
- (e) supporting the Purchaser with regard to prior consultation of the Information Commissioner .

14.11 At the end of the provision of Services relating to processing the Service Provider must, on written instruction of the Purchaser, delete or return to the Purchaser all Personal Data and delete existing copies unless European Union or domestic law requires storage of the Personal Data.

14.12 The Service Provider must:

- (a) provide such information as is necessary to enable the Purchaser to satisfy itself of the Service Provider's compliance with this clause 14;
- (b) allow the Purchaser, its employees, auditors, authorised agents or advisers reasonable access to any relevant premises, during normal business hours, to

inspect the procedures, measures and records referred to in this clause 14 and contribute as is reasonable to those audits and inspections;

- (c) inform the Purchaser, if in its opinion, an instruction from the Purchaser infringes any obligation under Data Protection Laws.

14.13 The Service Provider must maintain written records including in electronic form, of all Processing activities carried out in performance of the Services or otherwise on behalf of the Purchaser containing the information set out in Article 30(2) of the UK GDPR .

14.14 If requested, the Service Provider must make such records referred to clause 14.13 available to the Information Commissioner on request and co-operate with the Information Commissioner in the performance of its tasks.

14.15 Parties acknowledge that the inspecting party will use reasonable endeavours to carry out any audit or inspection under clause 14.14 with minimum disruption to the Service Provider's day to day business.

- 14.16 To comply with section 31(3) of the Public Services Reform (Scotland) Act 2010, the Purchaser publishes an annual statement of all payments over £25,000. In addition, in line with openness and transparency, the Scottish Government publishes a monthly report of all payments over £25,000. The Service Provider should note that where a payment is made in excess of £25,000 there will be disclosure (in the form of the name of the payee, the date of the payment, the subject matter and the amount of payment) in the both the monthly report and the annual Public Services Reform (Scotland) Act 2010 statement.

15. Transparency and Freedom of Information

15.1 The Service Provider acknowledges that the Purchaser is subject to the requirements of FOISA and the Environmental Information Regulations. The Service Provider shall:

- (a) provide all necessary assistance and cooperation as the Purchaser may reasonably request to enable the Purchaser to comply with its obligations under FOISA and Environmental Information Regulations;
- (b) transfer to the Purchaser all Requests for Information relating to this Contract that the Service Provider receives as soon as practicable and in any event within 2 Working Days of receipt;
- (c) provide the Purchaser with a copy of all information held on behalf of the Purchaser which is requested in a Request For Information and which is in the Service Provider's possession or control. The information must be provided within 5 Working Days (or such other period as the Purchaser may reasonably specify) in the form that the Purchaser requires.
- (d) not respond directly to a Request For Information addressed to the Purchaser unless authorised in writing to do so by the Purchaser.

15.2 If the Request for Information appears to be directed to information held by the Purchaser, the Service Provider must promptly inform the applicant in writing that the Request for Information can be directed to the Purchaser.

15.3 If the Purchaser receives a Request for Information concerning the Contract, the Purchaser is responsible for determining at its absolute discretion whether the information requested is to be disclosed to the applicant or whether the information requested is exempt from disclosure in accordance with FOISA or the Environmental Information Regulations.

15.4 The Service Provider acknowledges that the Purchaser may, acting in accordance with the Purchaser's Code of Practice on the Discharge of Functions of Public Authorities issued under section 60(5) of FOISA (as may be issued and revised from time to time), be obliged under FOISA or the Environmental Information Regulations to disclose information requested concerning the Service Provider or the Contract:

15.4.1 in certain circumstances without consulting the Service Provider, or

15.4.2 following consultation with the Service Provider and having taken its views into account.

15.5 Where 15.4.1 applies the Purchaser must take reasonable steps, if practicable, to give the Service Provider advance notice of the fact of disclosure or, failing that, draw the fact of disclosure to the attention of the Service Provider after such disclosure to the extent that it is permissible and reasonably practical for it to do.

15.6 Where a Request for Information concerns Service Provider Sensitive Information specified in Schedule 7 (having regard to the justifications and durations set out there), the Purchaser must take reasonable steps, where practicable, to consult with the Service Provider before disclosing it pursuant to a Request for Information.

15.7 The Service Provider acknowledges that Transparency Reports and the content of this Contract including any Amendments, agreed from time to time, (together the "Transparency Information") are not Service Provider Sensitive Information. However, if the Purchaser believes that publication of any element of the Transparency Information should be treated as Service Provider Sensitive Information the Purchaser may, in its discretion exclude such information from publication.

15.8 Notwithstanding any other provision of this Contract, the Service Provider hereby gives consent for the Purchaser to publish to the general public, the Transparency Information in its entirety. The Purchaser shall, prior to publication, consult with the Service Provider on the manner and format of publication and to inform its decision regarding any redactions but shall have the final decision in its absolute discretion.

15.9 The Service Provider shall assist and co-operate with the Purchaser to enable the Purchaser to publish the Transparency Information including the preparation of Transparency Reports.

15.10 The Purchaser shall publish the Transparency Information in a format that assists the general public in understanding the relevance and completeness of the information being published to ensure the public obtain a fair view on how the Contract is being performed, having regard to the context of the wider commercial relationship with the Service Provider.

15.11 The Service Provider agrees that any further Information it holds that is not included in the Transparency Reports but is reasonably relevant to or that arises from the provision of the Services shall be provided to the Purchaser upon request, unless the cost of doing so would exceed the appropriate limit prescribed under section 12 of FOISA. The Purchaser may disclose such information under FOISA and the EIRs and may (except for Commercially Sensitive Information, Confidential Information (subject to clause 17.3.3) publish such Information. The Service Provider shall provide to the Purchaser within 5 working days (or such other period as the Purchaser may reasonably specify) any such Information requested by the Purchaser.

16. Purchaser Protected Information

16.1. The Service Provider must:

- 16.1.1. treat all Purchaser Protected Information as confidential and safeguard it accordingly, implementing appropriate technical and organisational measures to protect Purchaser Protected Information against disclosure;
 - 16.1.2. only use the Purchaser Protected Information for the purposes of performing its obligations under the Contract;
 - 16.1.3. only disclose the Purchaser Protected Information to such Service Provider Representatives that are directly involved in the performance of the Contract and need to know the information; and
 - 16.1.4. not disclose any Purchaser Protected Information without the prior written consent of the Purchaser.
- 16.2. The Service Provider must immediately notify the Purchaser of any breach of security concerning the Purchaser Protected Information. The Service Provider must fully cooperate with the Purchaser in any investigation that the Purchaser considers necessary to undertake as a result of any such breach of security.
- 16.3. Clause 16.1 does not apply to the extent that:
- 16.3.1. disclosure is required by law or by order of any competent court or tribunal;
 - 16.3.2. information is in the possession of the Service Provider without restriction as to its disclosure prior to its disclosure by the Purchaser;
 - 16.3.3. information is obtained from a third party (who lawfully acquired it) without restriction as to its disclosure;
 - 16.3.4. information is already in the public domain at the time of disclosure otherwise than by a breach of the Contract; or
 - 16.3.5. information is independently developed without access to the Purchaser Protected Information.
- 16.4. Breach of this clause or the Official Secrets Acts 1911 to 1989 by the Service Provider is a material breach for the purposes of clause 57.1.3 (Termination Rights).

17. Service Provider Sensitive Information

- 17.1. The Purchaser must:
- 17.1.1. treat all Service Provider Sensitive Information as confidential and safeguard it accordingly; and
 - 17.1.2. not disclose any Service Provider Sensitive Information to any other person without the prior written consent of the Service Provider.
- 17.2. Clause 17.1 does not apply to the extent that:
- 17.2.1. disclosure is required by law or by order of any competent court or tribunal;
 - 17.2.2. information is in the possession of the Purchaser without restriction as to its disclosure prior to its disclosure by the Service Provider;
 - 17.2.3. information is obtained from a third party (who lawfully acquired it) without restriction as to its disclosure;

- 17.2.4. information is already in the public domain at the time of disclosure otherwise than by a breach of the Contract; or
 - 17.2.5. information is independently developed without access to the Service Provider Sensitive Information.
- 17.3. Nothing in this Contract prevents the Purchaser from disclosing any Service Provider Sensitive Information or any other information concerning the Service Provider or the Contract:
- 17.3.1. pursuant to a Request for Information concerning the information (see clause 15 (Transparency and Freedom of Information));
 - 17.3.2. in accordance with the Purchaser's publication scheme (within the meaning of section 23 of FOISA) as reviewed from time to time;
 - 17.3.3. in accordance with the requirements of Part 3 of the Public Services Reform (Scotland) Act 2010;
 - 17.3.4. in accordance with any future policies of the Purchaser concerning the routine disclosure of government information in the interests of transparency;
 - 17.3.5. to any consultant, Service Provider or other person engaged by the Purchaser, for example to conduct a gateway review;
 - 17.3.6. in response to a Parliamentary Question from a Member of the Scottish Parliament, a member of the United Kingdom Parliament, or any other department, office or agency of Her Majesty's Government in Scotland or the United Kingdom, and their servants or agents, and when disclosing such information to either the Scottish Parliament or the United Kingdom Parliament it is recognised and agreed by both parties that the Purchaser shall if the Purchaser sees fit disclose such information but is unable to impose any restrictions upon the information that the Purchaser provides to Members of the Scottish Parliament or Members of the United Kingdom Parliament; or
 - 17.3.7. for the purpose of any examination by any auditors of the Purchaser (including Audit Scotland, the Auditor General for Scotland and the Scottish Parliament) of the economy, efficiency and effectiveness with which the Purchaser has used its resources.
- 17.4. The Service Provider consents to the publication of the Contract by the Purchaser, subject to such redactions as the Purchaser may decide to make. The Purchaser may consult with the Service Provider to inform its decisions concerning redaction (for example to exclude any Service Provider Sensitive Information) but any decisions taken by the Purchaser are final and conclusive.

18. Audit and Records Management

- 18.1 In this Clause 18, the following terms have the following meanings:-

The 'Act' means the Public Records (Scotland) Act 2011; and

'Records Management Plan' means the plan prepared by the Purchaser and approved by the Keeper of the Records of Scotland under section 1 of the Act.

- 18.2 The Service Provider must retain and maintain until 5 years after the end of the Contract period full and accurate records of the Contract including the Orders placed, the Services provided and payments made and reimbursed under it.

- 18.3 The Service Provider must on request, and without any charge to the Purchaser, afford the Purchaser, or the Purchaser's representatives, such access to those records as may reasonably be requested by the Purchaser in connection with the Contract.
- 18.4 The Service Provider shall, for the duration of the Contract, provide the Purchaser with all assistance requested by the Purchaser acting reasonably to assist the Purchaser in complying with its obligations under the Act and with the Purchaser's Records Management Plan where such compliance is in respect of records created or to be created by the Service Provider on behalf of the Purchaser in terms of this Contract. This assistance will be at no cost to the Purchaser.
- 18.5 At the end of the Contract, the Service Provider shall transfer the records in question to the Purchaser, such transfer to include full ownership of the records including all Intellectual Property Rights in relation thereto. The transfer shall be at no cost to the Purchaser. The Service Provider shall ensure that all relevant information reasonably required to locate individual items within the records, including metadata and database schema, are also offered to the Purchaser on the same terms.
- 18.6 If the Service Provider shall become bankrupt (whether voluntarily or compulsorily), unable to pay its debts, insolvent or make arrangements with its creditors or if any resolution is adopted for the winding up of any party, or if a receiver, administrator or administrative receiver is appointed over the whole or any part of its assets or if either party goes into liquidation (whether voluntarily or compulsorily), otherwise than for the purposes of amalgamation or reconstruction or any form of execution levied upon its assets, then immediately upon the occurrence of any of these events, the records which would, in terms of clause 18.5 fall to be offered to the Purchaser shall be deemed to be held on trust by the Service Provider on behalf of the Purchaser. The Service Provider shall thereafter, if and when so required by the Purchaser, transfer the records in question to the Purchaser, such transfer to be on the same terms as would apply to a transfer made in terms of clause 18.5.]

19. Publicity

The Service Provider must not make any press announcement or otherwise publicise the Contract in any way, except with the written consent of the Purchaser.

SECTION C: PROVISION OF SERVICES

20. Provision of the Services

- 20.1. The Service Provider must provide the Services:
 - 20.1.1. in accordance with the Specification the Service Levels and the Ordering Procedures;
 - 20.1.2. in accordance with the particular requirements of each Order; and
 - 20.1.3. to the satisfaction of the Purchaser acting reasonably.
- 20.2. The Service Provider acknowledges that the Purchaser relies on the skill, care, diligence and judgment of the Service Provider in the supply of the Services and the performance of its obligations under the Contract.
- 20.3. For each Order for the provision of services, subject to any contrary requirements of the Purchaser communicated in accordance with the Ordering Procedures, the provisions of this Section C apply.
- 20.4. The period for any Order agreed in accordance with the Ordering Procedures may be brought to an earlier end upon 3 months' notice by the Purchaser.

21. Deliverables and Milestones

- 21.1. The Service Provider must provide the Services, including any Deliverables:
 - 21.1.1. at the date(s), time(s) and location(s) required by the Purchaser; and
 - 21.1.2. in good time to meet any Milestones required by the Purchaser.
- 21.2. When the Service Provider believes acting reasonably that it has provided any Deliverable or completed any Milestone in accordance with the Contract it must notify the Purchaser.
- 21.3. The Purchaser may thereafter by notice to the Service Provider:
 - 21.3.1. accept the provision of the Deliverable or the completion of the Milestone (as appropriate), having regard to any acceptance criteria communicated in accordance with the Ordering Procedures; or
 - 21.3.2. providing reasons, reject the provision of the Deliverable or the completion of the Milestone.
- 21.4. Where the Purchaser rejects the completion of a Milestone or provision of a Service or Deliverable in accordance with clause 21.3.2, the Service Provider must at its expense immediately rectify or remedy any defects and/or delays.
- 21.5. Risk and ownership in any Deliverables that are corporeal moveables and in any physical media in which any Deliverables are delivered vests in the Purchaser upon acceptance in accordance with this clause.
- 21.6. Whether the defect or delay is due to the Purchaser or not, the Service Provider shall deploy all additional resources to address the consequences of the default or delay. Where such default or delay is solely due to the Purchaser, any additional costs in respect of the said additional resources shall be agreed between the parties both acting reasonably.

SECTION D: STAFF INVOLVED IN THE PROVISION OF SERVICES

22. Key Individuals

- 22.1. The Service Provider acknowledges that the Key Individuals are essential to the proper provision of the Services to the Purchaser.
- 22.2. The Key Individuals must not be released from providing the Services without the approval of the Purchaser, except by reason of long-term sickness, maternity, paternity, adoption or parental leave, termination of employment or equivalent extenuating circumstances. Where such extenuating circumstances arise or are foreseeable, the Service Provider must immediately give notice of that fact to the Purchaser.
- 22.3. The Service Provider may propose a replacement to a Key Individual (and must do so when a Key Individual is to be released from providing the Services), in which case:
 - 22.3.1. appropriate arrangements must be made to minimise any adverse impact on the Contract which could be caused by the change in Key Individuals (including, wherever possible, a transfer period of sufficient duration to allow for the transfer of know-how and skills); and
 - 22.3.2. the replacement must be of at least equal status and of equivalent qualifications, experience, training and skills to the Key Individual being replaced and must be fully competent to carry out the responsibilities of that person in relation to the Services.
- 22.4. Any proposed replacement to a Key Individual is subject to the approval of the Purchaser. Subject to the Service Provider's compliance with this clause, the Purchaser must not unreasonably withhold such approval.

23. Offers of Employment

- 23.1. For the duration of the Contract and for a period of 12 months thereafter the Service Provider must not employ or offer employment to any of the Purchaser's employees who have been associated with the Contract and/or the contract management of the Contract without the Purchaser's prior approval.
- 23.2. This clause does not prevent the Service Provider from employing or offering employment to any person who has applied for employment in response to an advertisement placed in the normal course of business and not placed with the objective of soliciting the Purchaser's employees.

24. Staff transfer at commencement

- 24.1. The Parties agree that the commencement of the provision of the Services by the Service Provider does not involve a Relevant Transfer.

25. Information about employees

- 25.1. The Purchaser may at any time by notice require the Service Provider to disclose such information as the Purchaser may require to the Purchaser or at the direction of the Purchaser to any prospective Replacement Service Provider relating to the manner in which the Services are organised or about any employee who is wholly mainly assigned to carrying out activities in provision of the Services, whether employed by the Service Provider or Service Provider Representatives ("**Assigned Employee**"). The information required by the Purchaser about Assigned Employees may include Employee Liability Information and/or Staffing Information.

- 25.2. The Service Provider must disclose by notice all such information as is required by the Purchaser under clause 25.1, within such reasonable period specified by the Purchaser. The Service Provider acknowledges that the Data Protection Laws do not prevent the disclosure of anonymised data that is not Personal Data.
- 25.3. The Service Provider warrants for the benefit of the Purchaser and any Replacement Service Provider that all information provided pursuant to this clause shall be true and accurate in all material respects at the time of providing the information. The Purchaser may at any time require the Service Provider to confirm whether information provided under this clause remains true and accurate in all material respects or ask it to provide updated information.
- 25.4. The Purchaser shall be permitted to use and disclose all of the information provided by the Service Provider under this clause for the purpose of rendering the Services and/or inviting bids from any prospective Replacement Service Provider.

26. Staff transfer on expiry or termination

- 26.1. The Parties agree that the ceasing of the provision of the Services by the Service Provider does not involve a Relevant Transfer.

27. Security

- 27.1 The Service Provider must comply with the Purchaser's policies concerning Baseline Personnel Security Standard clearance and such modifications to those policies or replacement policies as are notified to the Service Provider from time to time.
- 27.2 The Service Provider must notify the Purchaser of any matter or other change in circumstances which might adversely affect future Baseline Personnel Security Standard clearance.

SECTION E: PROVISIONS RELATING TO INTELLECTUAL PROPERTY AND GOVERNANCE

28. Parties' pre-existing Intellectual Property Rights

Except as expressly provided for in the Contract, neither Party acquires any interest in or license to use the other Party's Intellectual Property Rights as they subsist at the Commencement Date or as developed independently of the Contract.

29. Specially Created Intellectual Property Rights

- 29.1. All Intellectual Property Rights in Deliverables and any reports, guidance, specification, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs or other material prepared by or for the Service Provider on behalf of the Purchaser for use, or intended use, in relation to the performance by the Service Provider of its obligations under the Contract belong to the Purchaser.
- 29.2. The Service Provider assigns to the Purchaser, with full title guarantee, all Intellectual Property Rights which may subsist in the materials referred to in clause 29.1. This assignation takes effect on the Commencement Date or as an assignation of future rights that will take effect immediately on the coming into existence of the Intellectual Property

Rights produced by the Service Provider. The Service Provider must execute all documentation necessary to effect this assignation.

30. Licences of Intellectual Property Rights

- 30.1. The Service Provider grants to the Purchaser a royalty-free, irrevocable and non-exclusive licence (with a right to sub-licence) to use any Intellectual Property Rights owned or developed prior to the Commencement Date and which the Purchaser reasonably requires in order to enjoy the benefit of the Services.
- 30.2. The Service Provider grants to the Purchaser a perpetual, royalty-free, irrevocable and exclusive license to use all Intellectual Property Rights referred to in clause 29.1 above (Specially Created Intellectual Property Rights).
- 30.3. The Service Provider must ensure that the third party owner of any Intellectual Property Rights that are or which may be used to perform the Contract grants to the Purchaser a royalty-free, irrevocable and non-exclusive licence or, if itself a licensee of those rights, grants to the Purchaser an authorised and equivalently wide sub-licence, to use, reproduce, modify, develop and maintain the Intellectual Property Rights. Such licence or sub-licence must be non-exclusive, perpetual, royalty free and irrevocable.

31. Claims relating to Intellectual Property Rights

- 31.1. The Service Provider must not infringe any Intellectual Property Rights of any third party in providing the Services or otherwise performing its obligations under the Contract and must ensure that the provision of the Services and the use or possession of the Deliverables does not infringe such Intellectual Property Rights.
- 31.2. The Service Provider must promptly notify the Purchaser if any claim or demand is made or action brought against the Service Provider for infringement or alleged infringement of any Intellectual Property Right which may affect the use or possession of the Deliverables or which may affect the provision of the Services.
- 31.3. Where a claim to which this clause applies is made, the Service Provider must, at its expense, use its best endeavours to:
 - 31.3.1. modify the Services or Deliverables or substitute alternative Services or Deliverables (in any case without reducing performance or functionality) so as to avoid the infringement or alleged infringement of the Intellectual Property Rights; or
 - 31.3.2. procure the grant of a licence or licences from the pursuer, claimant or complainer, on terms acceptable to the Purchaser, so as to avoid the infringement or alleged infringement of the Intellectual Property Rights of the pursuer, claimant or complainer.
- 31.4. The Service Provider must not without the consent of the Purchaser make any admissions which may be prejudicial to the defence or settlement of any claim to which this clause applies.

32. Assignation

- 32.1. The Service Provider may not assign its interest in the Contract or any part of it without the prior written consent of the Purchaser.

32.2. Notwithstanding clause 32.1, the Service Provider may assign to another person (an "**Assignee**") the right to receive the price due to the Service Provider under the Contract subject to:

32.2.1. deduction of sums in respect of which the Purchaser exercises its right of recovery under clause 13 (Recovery of Sums Due); and

32.2.2. all the related rights of the Purchaser under the Contract in relation to the recovery of sums due but unpaid.

32.3. The Service Provider must notify or ensure that any Assignee notifies the Purchaser of any variations to the arrangements for making payments or for handling invoices, in each case in good time to enable the Purchaser to redirect payments or invoices accordingly. In the absence of such notification the Purchaser is under no obligation to vary its arrangements for making payments or for handling invoices.

32.4. Subject to clause 32.6, the Purchaser may assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof to:

(a) any Contracting Authority; or

(b) any other body established by the Crown or under statute in order substantially to perform any of the functions that had previously been performed by the Purchaser; or

(c) any private sector body which substantially performs the functions of the Purchaser,

provided that any such assignment, novation or other disposal shall not increase the burden of the Service Provider's obligations under the Contract.

32.5 Any change in the legal status of the Purchaser such that it ceases to be a Contracting Authority shall not, subject to clause 32.6, affect the validity of the Contract. In such circumstances, the Contract shall bind and inure to the benefit of any successor body to the Purchaser.

32.6 If the rights and obligations under the Contract are assigned, novated or otherwise disposed of pursuant to clause 32.4 to a body which is not a Contracting Authority or if there is a change in the legal status of the Purchaser such that it ceases to be a Contracting Authority (in the remainder of this clause both such bodies being referred to as the "**Transferee**"):

(a) the rights of termination of the Purchaser in clauses 57 (Termination Rights) and 58 (Termination on Insolvency and Change of Control) shall be available to the Service Provider in the event of respectively, the bankruptcy or insolvency, or Default of the Transferee; and

(b) the Transferee shall only be able to assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof with the prior consent in writing of the Service Provider.

32.7 The Purchaser may disclose to any Transferee any Confidential Information of the Service Provider which relates to the performance of the Service Provider's obligations under the Contract. In such circumstances the Purchaser shall authorise the Transferee to use such Confidential Information only for purposes relating to the performance of the Service Provider's obligations under the Contract and for no other purpose and shall take all reasonable steps to ensure that the Transferee gives a confidentiality undertaking in relation to such Confidential Information.

33. Change of Control

The Service Provider must notify the Purchaser:

- 33.1. whenever it proposes to undergo a change of Control, or a change of control is likely to occur; and
- 33.2. immediately following a change of Control that has occurred.

34. Sub-Contracting

- 34.1. The Purchaser approves the appointment of the sub-contractors specified in Schedule 6 (Approved Sub-contractors) in respect of the obligations specified in that Schedule.
- 34.2. The Service Provider may not sub-contract its obligations under the Contract to other sub-contractors without the prior written consent of the Purchaser. Sub-contracting of any part of the Contract shall not relieve the Service Provider of any obligation or duty attributable to the Service Provider under the Contract. The Service Provider shall be responsible for the acts and omissions of its sub-Service Providers as though they are its own.
- 34.3. Where the Service Provider enters into a sub-contract the Service Provider must ensure that a provision is included which:
 - 34.3.1. requires payment to be made of all sums due by the Service Provider to the sub-contractor within a specified period not exceeding 30 days from the receipt of a valid invoice as defined by the sub-contract requirements and provides that, where the Purchaser has made payment to the Service Provider in respect of Services and the sub-contractor's invoice relates to such Services then, to that extent, the invoice must be treated as valid and, provided the Service Provider is not exercising a right of retention or set-off in respect of a breach of contract by the sub-contractor or in respect of a sum otherwise due by the sub-contractor to the Service Provider, payment must be made to the sub-contractor without deduction;
 - 34.3.2. notifies the sub-contractor that the sub-contract forms part of a larger contract for the benefit of the Purchaser and that should the sub-contractor have any difficulty in securing the timely payment of an invoice, that matter may be referred by the sub-contractor to the Purchaser;
 - 34.3.3. requires that all contracts with subcontractors and suppliers which the subcontractor intends to procure, and which the subcontractor has not before the date of this Contract, already planned to award to a particular supplier are advertised through the Public Contracts Scotland procurement portal (www.publiccontractsscotland.gov.uk) and awarded following a fair, open, transparent and competitive process proportionate to the nature and value of the contract; and
 - 34.3.4. is in the same terms as that set out in this clause 34.3 (including for the avoidance of doubt this clause 34.3.4) subject only to modification to refer to the correct designation of the equivalent party as the Service Provider and sub-contractor as the case may be.
- 34.4. The Service Provider shall also include in every sub-contract:
 - 34.4.1. a right for the Service Provider to terminate that sub-contract if the relevant sub-contractor fails to comply in the performance of its contract with legal obligations in the fields of environmental, social or employment law or if any of the termination events (involving substantial modification of the Contract or contract award despite

the existence of exclusion grounds) specified in clause 57.3 (Termination Rights) occur; and

34.4.2 a requirement that the sub-contractor includes a provision having the same effect as 34.4.1 in any sub-contract which it awards.

In this clause 34.4, 'sub-contract' means a contract between two or more service providers, at any stage of remoteness from the Purchaser in a sub-contracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Contract.

34.5 Where requested by the Purchaser, copies of any sub-contract must be sent by the Service Provider to the Purchaser as soon as reasonably practicable.

34.6 Where the Service Provider proposes to enter into a sub-contract it must:

34.6.1 advertise its intention to do so in at least one trade journal, [at least one newspaper circulating in [*refer to locality*]] and the Public Contracts Scotland Portal; and

34.6.2 follow a procedure leading to the selection of the sub-contractor which ensures reasonable competition following principles of equal treatment, non-discrimination and transparency and which ensures that such procedure is accessible by small and medium enterprises.

34A. Supply Chain Transparency and Protections

Knowledge of the supply chain

34A.1. In performing its role as a reseller, the Service Provider will use its reasonable endeavours to ensure that the suppliers operating in its supply chain (the "Service Provider's Suppliers") prepare and maintain a written supplier code of conduct or supplier policy that addresses the following.

- child labour,
- forced labour,
- working hours,
- wages,
- discrimination,
- health and safety,
- freedom of association,
- collective bargaining,
- disciplinary practices,
- humane treatment of workers,
- training,
- engagement with NGOs, and
- worker grievance procedures .

The Service Provider will provide the Purchaser with a copy of the Service Provider's suppliers codes of conduct or supplier policies on request.

34A.2. The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers prepare and maintain appropriate policies and procedures to identify, manage and mitigate labour and human rights risks in their supply chains relevant to this Contract (the "Service Provider Supply Chain").

34A.3. The Service Provider will, within 20 Working Days of the Contract Commencement Date,

provide the Purchaser with the names, locations and details of the roles of suppliers (including details of the factories used by suppliers and specific components produced in each factory) within the Service Provider Supply Chain. The Service Provider will notify the Purchaser of any changes as soon as reasonably practicable.

34A.4. Not used.

Supply chain working conditions

34A.5. The Service Provider will submit an annual written report to the Purchaser outlining the Service Provider's objectives, targets and specific actions for monitoring and improving labour standards and working conditions within the Service Provider Supply Chain.

34A.6. The Service Provider will take all reasonable steps to ensure that all Goods supplied under this Contract are produced in accordance with all International Labour Organisation (ILO) conventions that have been ratified by the country of their origin.

34A.7. In respect of the Service Provider Supply Chain and the Service Provider's Suppliers, the Service Provider must ensure the following:

34A.7.1. forced, bonded (including debt bonded) or indentured labour, involuntary or exploitative prison labour, slavery or trafficking of persons is not permitted;

34A.7.2. child labour is not used in any stage of manufacturing or in the provision of services or supplies;

34A.7.3. workers do not undertake excessive working hours. For the purposes of this Contract, working hours must not exceed the maximum set by local law; a working week must not be more than 60 hours per week, including overtime, except in emergency or unusual situations and workers shall be allowed at least one day off every seven days;

34A.7.4. compensation paid to workers shall comply with all applicable wage laws, including those relating to minimum wages, overtime hours and legally mandated benefits; in compliance with local laws, workers shall be compensated for overtime at pay rates greater than regular hourly rates; that deductions from wages as a disciplinary measure shall not be permitted; that for each pay period, workers shall be provided with a timely and understandable wage statement that includes sufficient information to verify accurate compensation for work performed; and that all use of temporary, dispatch and outsourced labour will comply with local laws;

34A.7.5. all workers must have the right to form and join trade unions, of their own choosing, to bargain collectively and to engage in peaceful assembly and the right of workers to refrain from such activities must be respected;

34A.7.6. workers must not be subject to any harsh or inhumane treatment, including any sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse of workers; nor is there to be the threat of any such treatment;

34A.7.7. workers must not be subject to harassment or unlawful discrimination; and

34A.7.8. workers must be provided with safe and healthy working conditions.

34A.8. In respect of the Service Provider Supply Chain and the Service Provider's Suppliers, the Service Provider will use its reasonable endeavours to ensure the following:

34A.8.1. compliance with all applicable whistleblowing laws, statutes and regulations in force from time to time in the jurisdiction where the Goods are manufactured;

34A.8.2. implementation of an appropriate (e.g. anonymous) whistleblowing policy which encourages openness and ensures support and protection from detrimental treatment for workers which raise genuine concerns.

Managing risks in the supply chain

34A.9. The Service Provider will use its reasonable endeavours to require the Service Provider's Suppliers to audit, evaluate and report in writing to the Service Provider not less than once every twelve (12) months on performance against the Service Provider's Suppliers' codes of conduct and or supplier policies and their policies on labour and human rights impacts in respect of the Service Provider Supply Chain. The Service Provider shall provide the Purchaser on request with a copy of any such reports in so far as they relate to the Service Provider Supply Chain.

34A.10. The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers undertake a defined program of supply-chain audits. Audits must be undertaken by third party accredited certification bodies and independently verified. These audits must either include or be supplemented by external consultation and engagement with local labour unions or civil society organisations/NGOs, and off-site worker interviews to gain a more accurate understanding of working conditions. The Service Provider shall provide the Purchaser on request with a copy of any such audits, and supplementary evidence where relevant, in its possession or control in so far as they relate to the Service Provider Supply Chain.

Corrective and preventive measures to ensure social responsibility in the supply chain

34A.11. The Service Provider will use its reasonable endeavours to ensure the outcomes of the Service Provider's Suppliers supply-chain audits are subject to corrective actions by the Service Provider's Suppliers in a timely manner. The Service Provider shall provide the Purchaser on request with details in its possession or control of any actions taken or proposed to be taken in so far as they relate to the Service Provider Supply Chain .

34A.12. The Service Provider will use its reasonable endeavours to actively engage with the Service Provider Supply Chain to ensure continuous improvement in labour and human rights standards and supplier compliance with such standards .

34A.13. The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers communicate and publicly report progress in addressing labour and human rights issues within the Service Provider Supply Chain not less than once every twelve (12) months .

Measures to control the supply chain

34A.14. The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers' sourcing policies address labour and human rights impacts during the extraction phase of production and include the use of conflict free smelters in accordance with the [Responsible Minerals Initiative](#). The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers provide and maintain a written list of tantalum, tin, tungsten, and gold smelters/refiners reported by the Service Provider Supply Chain and provide the Purchaser on request with details.

34A.15. The Service Provider will use its reasonable endeavours to ensure that the Service Provider's Suppliers implement and adhere to the OECD Due Diligence

Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (as the same may be updated from time to time) and produce a publicly viewable annual summary of their due diligence and risk management measures consistent with this guidance.

34A.16. The Service Provider will use its reasonable endeavours to provide the Purchaser on request with evidence of direct and ongoing collaboration by the Service Provider's Suppliers with external organisations (such as NGOs, civil society organisations and governments) to address labour and human rights impacts on the Service Provider Supply Chain.

Supply chain contract termination

34A.17. The Service Provider will use its reasonable endeavours to ensure that all contracts in the Service Provider Supply Chain give the Purchaser a right to terminate the sub-contract if the supplier fails to comply with legal obligations in the fields of environmental, social, labour or human rights law.

35. Amendment

35.1. The Contract may be amended only by the written agreement of both Parties. Accordingly, the Service Provider may not unilaterally amend the Contract.

SECTION F SERVICE PROVIDER CONDUCT REQUIREMENTS

36. Compliance with the Law etc.

In providing the Services and otherwise when performing the Contract, the Service Provider must comply in all respects with:

- 36.1. all applicable law;
- 36.2. any applicable requirements of regulatory bodies;
- 36.3. Good Industry Practice; and
- 36.4. Schedule 11 (Cyber Security Requirements).

37. Official Secrets Acts

The Service Provider undertakes to abide and procure that the Service Provider's employees abide by the provisions of the Official Secrets Acts 1911 to 1989.

38. Service Provider's responsibility for staff etc.

38.1. The Service Provider is responsible for the acts and omissions of all Service Provider Representatives relating to the Contract as though such acts and omissions are the Service Provider's own.

38.2. The Service Provider must ensure that all Service Provider Representatives:

- 38.2.1. are appropriately experienced, skilled, qualified and trained;
- 38.2.2. carry out their activities connected with the Contract faithfully and diligently and with all with due skill, care and diligence; and

38.2.3. obey all lawful and reasonable directions of the Purchaser when carrying out activities under the Contract.

39. Access to the Purchaser's premises

- 39.1. Any access to, or occupation of, the Purchaser's premises which the Purchaser may grant the Service Provider from time to time is on a non-exclusive licence basis free of charge. The Service Provider must use the Purchaser's premises solely for the purpose of performing its obligations under the Contract and must limit access to the Purchaser's premises to such individuals as are necessary for that purpose.
- 39.2. The Service Provider must comply with the Purchaser's policies concerning Baseline Personnel Security Standard clearance and such modifications to those policies or replacement policies as are notified to the Service Provider from time to time.
- 39.3. At the Purchaser's written request, the Service Provider must provide a list of the names and addresses of all persons who may require admission to the Purchaser's premises in connection with the Contract, specifying the capacities in which they are concerned with the Contract and giving such other particulars as the Purchaser may reasonably request.
- 39.4. The Service Provider must ensure that any individual Service Provider Representative entering the Purchaser's premises has completed the process for obtaining Baseline Personnel Security Standard clearance. The Service Provider acknowledges that the Purchaser has the right to deny entry to any individual that has not completed the process for obtaining Baseline Personnel Security Standard clearance.
- 39.5. In accordance with the Purchaser's policies concerning visitor access, entry to the Purchaser's premises may be granted to individual Service Provider Representatives for the purposes of meetings, notwithstanding that the process for obtaining Baseline Personnel Security Standard clearance has not commenced or completed.
- 39.6. The Purchaser may, by notice to the Service Provider, refuse to admit onto, or withdraw permission to remain on, the Purchaser's premises any Service Provider Representative whose admission or continued presence would, in the opinion of the Purchaser acting reasonably, be undesirable.
- 39.7. The Purchaser must provide advice and assistance acting reasonably to the Service Provider to facilitate the Service Provider's compliance with this clause.
- 39.8. All decisions of the Purchaser under this clause are final and conclusive.

40. Service Provider's Equipment

- 40.1. The Service Provider must provide all Equipment necessary to perform any required activities on the Purchaser's premises or otherwise necessary for the provision of Services.
- 40.2. But the Service Provider must not, without the Purchaser's approval:
 - 40.2.1. bring Equipment onto the Purchaser's premises; or
 - 40.2.2. leave Equipment on the premises.
- 40.3. Any Equipment brought onto the Purchaser's premises:
 - 40.3.1. remains the property of the Service Provider; and

- 40.3.2. is at the Service Provider's own risk and the Purchaser has no liability for any loss of or damage to the Equipment unless the Service Provider is able to demonstrate that such loss or damage was caused or contributed to by the Purchaser's Default.
- 40.4. The Service Provider must keep all Equipment brought onto the Purchaser's premises in a safe, serviceable and clean condition. The Purchaser may at any time require the Service Provider to remove from the Purchaser's premises any Equipment which in the opinion of the Purchaser acting reasonably is either hazardous, noxious or not in accordance with the Contract and substitute proper and suitable Equipment at the Service Provider's expense as soon as reasonably practicable.
- 40.5. On completion of any required activities on the Purchaser's premises or at the end of a Working Day (as appropriate), the Service Provider must at its own expense:
 - 40.5.1. remove all Equipment; and
 - 40.5.2. leave the premises in a clean, safe and tidy condition, clearing away all rubbish arising out of the Service Provider's activities.
- 40.6. The Service Provider is solely responsible for making good any damage to the Purchaser's premises or any objects contained therein, other than wear and tear, which is caused by the Service Provider.

41. Purchaser Property

- 41.1. Where the Purchaser issues Purchaser Property to the Service Provider, the Purchaser Property remains at all times the property of the Purchaser.
- 41.2. The Service Provider undertakes the safe custody of the Purchaser Property and to that end must:
 - 41.2.1. keep the Purchaser Property in good order and condition (excluding wear and tear);
 - 41.2.2. comply with any particular security requirements communicated to the Purchaser in relation to the Purchaser Property;
 - 41.2.3. use any Purchaser Property solely in connection with the Contract and for no other purpose; and
 - 41.2.4. store the Purchaser Property separately and ensure that it is clearly identifiable as belonging to the Purchaser.
- 41.3. The Purchaser Property is deemed for the purposes of clause 41.2.1 to be in good order and condition when received by the Service Provider unless the Service Provider notifies the Purchaser otherwise within 5 Working Days of receipt.
- 41.4. The Service Provider must not:
 - 41.4.1. modify or replace the Purchaser Property;
 - 41.4.2. use the Purchaser Property as security for a loan or other obligation;
 - 41.4.3. sell, or attempt to sell or part with possession of the Purchaser Property; or
 - 41.4.4. allow anyone to obtain a lien over, or right to retain, the Purchaser Property.

- 41.5. The Service Provider licences the Purchaser to enter any premises of the Service Provider during Working Hours on reasonable notice to recover any Purchaser Property.
- 41.6. The Service Provider undertakes the due return of the Purchaser Property and as such is liable for all loss of, or damage to, the Purchaser Property (excluding wear and tear), unless such loss or damage was caused or contributed to by the Purchaser's Default. The Service Provider must notify the Purchaser promptly and, in any event within 2 Working Days, upon becoming aware of any defects appearing in or losses or damage occurring to the Purchaser Property.

42. Health and Safety etc.

- 42.1. While on the Purchaser's premises, the Service Provider must comply with the Purchaser's policies concerning health and safety and fire and such modifications to those policies or replacement policies as are notified to the Service Provider from time to time.
- 42.2. The Service Provider must immediately inform the Purchaser in the event of any incident occurring in the performance of its obligations under the Contract on the Purchaser's premises where that incident causes any personal injury or damage to property which could give rise to personal injury. The Service Provider must then promptly notify the Purchaser of that fact.
- 42.3. The Purchaser must promptly notify the Service Provider of any health and safety hazards which may exist or arise at the Purchaser's premises and which may affect the Service Provider in the performance of its obligations under the Contract.
- 42.4. The Service Provider must promptly make available its statutory health and safety policy statement to the Purchaser on request.

43. Offences

- 43.1. The Service Provider must not commit or attempt to commit any offence:
- 43.1.1. under the Bribery Act 2010;
 - 43.1.2. of fraud, uttering, or embezzlement at common law; or
 - 43.1.3. of any other kind referred to in regulation 58(1) of the Public Contracts (Scotland) Regulations 2015.
- 43.2. Breach of clause 43.1 is a material breach for the purposes of clause 57.1.3 (Termination Rights).

43A. Compliance with Anti-Slavery and Human Trafficking Laws

43A.1. In performing its obligations under this Contract, the Service Provider shall:

43A.1.1. comply with all applicable anti-slavery and human trafficking laws, statutes, regulations and codes from time to time in force, including the Modern Slavery Act 2015 and the Human Trafficking and Exploitation (Scotland) Act 2015;

43A.1.2. not engage in any activity, practice or conduct that would constitute an offence under the Human Trafficking and Exploitation (Scotland) Act 2015 if such activity, practice or conduct were carried out in the UK;

43A.1.3. include in contracts with its direct subcontractors and contractors provisions

which are at least as onerous as those set out in this clause;

43A.1.4. notify the Purchaser as soon as it becomes aware of any actual or suspected slavery or human trafficking in a supply chain which has a connection with this Contract;

43A.1.5. maintain a complete set of records to trace the supply chain of all Goods and Services provided to the Purchaser; and

43A.1.6. provide the Purchaser and its third party representatives access to such records.

43A.2 The Service Provider represents and warrants that it has not been convicted of any offence involving slavery and human trafficking nor has it been the subject of any investigation, inquiry or enforcement proceedings regarding any offence or alleged offence of or in connection with slavery and human trafficking.

43A.3. The Service Provider shall prepare and deliver to the Customer, each year, an annual slavery and human trafficking report setting out the steps it has taken to ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its business.

43A.4. The Purchaser may terminate this Contract with immediate effect by giving written notice to the Service Provider if the Service Provider commits a breach of this clause.

44. Tax Arrangements

44.1 Where the Service Provider is liable to be taxed in the UK in respect of consideration received under this contract, it shall at all times comply with the Income Tax (Earnings and Pensions) Act 2003 (ITEPA) and all other statutes and regulations relating to income tax in respect of that consideration.

44.2 Where the Service Provider is liable to National Insurance Contributions (NICs) in respect of consideration received under this contract, it shall at all times comply with the Social Security Contributions and Benefits Act 1992 (SSCBA) and all other statutes and regulations relating to NICs in respect of that consideration.

44.3 The Purchaser may, at any time during the term of this contract, request the Service Provider to provide information which demonstrates how the Service Provider complies with sub-clauses 44.1 and 44.2 above or why those clauses do not apply to it.

44.4 A request under sub-clause 44.3 above may specify the information which the Service Provider must provide and the period within which that information must be provided.

44.5 The Purchaser may supply any information which it receives under clause 44 to the Commissioners of Her Majesty's Revenue and Customs for the purpose of the collection and management of revenue for which they are responsible.

44.6 The Service Provider shall take all reasonable steps to ensure the observance of the provisions of this clause 44 by all of their servants, employees, agents, consultants and sub-contractors.

44.7 Where the Service Provider enters into any sub-contract with any of its servants, employees, agents, consultants and/or sub-contractors, the Service Provider must ensure that a provision is included which is in the same terms as this clause 44 subject only to modification to refer to the correct designation of the equivalent party as the Service Provider.

45. Discrimination

The Service Provider must not unlawfully discriminate against any person within the meaning of the Equality Act 2010 in its activities relating to the Contract or any other contract with the Purchaser.

46. Blacklisting

The Service Provider must not commit any breach of the Employment Relations Act 1999 (Blacklists) Regulations 2010 or section 137 of the Trade Union and Labour Relations (Consolidation) Act 1992, or commit any breach of the Data Protection Laws by unlawfully processing personal data in connection with any blacklisting activities. Breach of this clause is a material default which shall entitle the Purchaser to terminate the Contract.

47. Sustainability etc.

Not used

48. Conflicts of interest

- 48.1. The Service Provider must take appropriate steps to ensure that the Purchaser is not placed in a position where, in the reasonable opinion of the Purchaser, there is an actual or potential conflict between the interests of the Service Provider and the duties owed to the Purchaser under the Contract.
- 48.2. The Service Provider must disclose by notice to the Purchaser full particulars of any actual or potential conflict of interest which may arise and must take such steps as are necessary to avoid or remove the conflict of interest.
- 48.3. Breach of this clause by the Service Provider is a material breach for the purposes of clause 57.1.3 (Termination Rights).

SECTION G FINAL PROVISIONS

49. Warranties and Representations

The Service Provider warrants and represents that:

- 49.1. it has full capacity and authority and all necessary consents (including where its procedures so require, the consent of its parent company) to enter into and perform its obligations under the Contract and that the Contract is executed by a duly authorised individual;
- 49.2. in entering the Contract it has not committed any offence under the Bribery Act 2010 or of fraud or uttering at common law or any other kind referred to in the Public Contracts (Scotland) Regulations 2015;
- 49.3. it has not committed any breach of the Employment Relations 1999 Act (Blacklists) Regulations 2010 or or section 137 of the Trade Union and Labour Relations (Consolidation) Act 1992, or committed any breach of the Data Protection Laws by unlawfully processing personal data in connection with any blacklisting activities;
- 49.4. as at the Commencement Date, all information contained in the SPD and Tender remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Purchaser prior to execution of the Contract;
- 49.5. no claim is being asserted and no litigation, alternative dispute resolution procedure or administrative proceeding is presently in progress or, to the best of

its knowledge and belief, pending or threatened against it or any of its assets which will or might have a material adverse effect on its ability to perform its obligations under the Contract;

- 49.6. it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under the Contract;
- 49.7. no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Service Provider or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Service Provider's assets or revenue;
- 49.8. it owns, has obtained or is able to obtain, valid licences for all Intellectual Property Rights that are necessary for the performance of its obligations under the Contract;
- 49.9. in the 3 years prior to the Commencement Date:
 - 49.9.1. it has conducted all financial accounting and reporting activities in compliance in all material respects with the generally accepted accounting principles that apply to it in any country where it files accounts;
 - 49.9.2. it has been in full compliance with all applicable securities and tax laws and regulations in the jurisdiction in which it is established;
- 49.10. it has not done or omitted to do anything which could have a material adverse effect on its assets, financial condition or position as an ongoing business concern or its ability to fulfil its obligations under the Contract;
- 49.11. it has made appropriate inquiries (for example as regards the Purchaser's premises) so as to be satisfied in relation to all matters connected with the performance of its obligations under the Contract;
- 49.12. it is familiar with the Purchaser's policies concerning Baseline Personnel Security Standard clearance and health and safety and fire as they apply at the Commencement Date;
- 49.13. it has in place appropriate technical and organisational measures to safeguard any Purchaser Protected Information provided by the Purchaser;
- 49.14. there are no actual or potential conflicts between the interests of the Service Provider and the duties owed to the Purchaser under the Contract, save as may have been specifically disclosed in writing to the Purchaser prior to execution of the Contract; and
- 49.15. it is deemed to have inspected any premises at which the services are to be performed as set out in the Specification (the 'Premises') before tendering so as to have understood the nature and extent of the Services to be carried out and is deemed to be satisfied in relation to all matters connected with the Services and the Premises.

50. Indemnity

50.1 The Service Provider shall indemnify the Purchaser against all claims, proceedings, actions, damages, costs, charges, expenses and any other liabilities which may arise out of, or in consequence of, any Default of the Service Provider.

50.2 The Purchaser shall indemnify the Service Provider in respect of all claims, proceedings, actions, damages, fines, costs, expenses or other liabilities which may arise out of, or in consequence of, a breach of the Data Protection Laws where the breach is the direct result of the Service Provider acting in accordance with the Purchaser's specific written instructions. This indemnity provision shall not apply if the Service Provider-

(a) acts on the Purchaser's specific written instructions but fails to notify the Purchaser in accordance with clause 14.12(c) of this Contract;

(b) fails to comply with any other obligation under the Contract.

51. Limitation of Liability

51.1. Neither Party is liable to the other Party under the Contract for any:

51.1.1. loss of profits, business, revenue or goodwill; or

51.1.2. indirect or consequential loss or damage.

51.2. But clause 51.1 does not exclude any liability of the Service Provider for additional operational, administrative costs or expenses or wasted expenditure resulting from the Default of the Service Provider.

51.3. The liability of either Party under the Contract for Defaults is limited to the maximum contract value. .

51.4. But neither Party excludes or limits liability to the other Party for:

51.4.1. death or personal injury caused by its negligence;

51.4.2. misrepresentation;

51.4.3. any breach of any obligations implied by section 12 of the Sale of Goods Act 1979 or sections 2 or 11B of the Supply of Goods and Services Act 1982; or

51.4.4. any breach of any obligations under Data Protection Laws.

52. Insurances

52.1. The Service Provider must effect and maintain with a reputable insurance company:

52.1.1. public liability insurance in the sum of not less than £5 million ;

52.1.2. professional indemnity insurance in the sum of not less than £5 million; and

52.1.3. employer's liability insurance in accordance with any legal obligation for the time being in force.

52.2. Such insurance must be maintained for the duration of the Contract and for a minimum of 5 years following the expiry or termination of the Contract.

- 52.3. The Service Provider must give the Purchaser, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.

53. Force Majeure

- 53.1. Neither Party is liable to the other Party for any delay in performing, or other failure to perform, its obligations under the Contract to the extent that such delay or failure is a result of Force Majeure. Nonetheless, each Party must use all reasonable endeavours to continue to perform its obligations under the Contract for the duration of such Force Majeure. However, if Force Majeure prevents either Party from performing its material obligations under the Contract for a period in excess of 3 months, either Party may terminate the Contract with immediate effect by notice.
- 53.2. Any delay or other failure by the Service Provider in performing its obligations under the Contract which results from any failure or delay by a Service Provider Representative is only to be regarded as due to Force Majeure if that Service Provider Representative is itself impeded by Force Majeure from complying with an obligation to the Service Provider.
- 53.3. If either Party becomes aware of Force Majeure which gives rise to, or is likely to give rise to, any delay or failure on its part as described in clause 53.1, it must immediately notify the other Party of the Force Majeure and the estimated period for which the failure or delay is to continue.
- 53.4. The only events that afford relief from liability for failure or delay under the Contract are Force Majeure events.

54. Dispute Resolution

- 54.1. The Parties must attempt in good faith to resolve any dispute between them arising out of or in connection with the Contract.
- 54.2. Any dispute or difference arising out of or in connection with the Contract, including any question regarding its existence, validity or termination, which cannot be resolved in accordance with the Management Arrangements, shall be determined by the appointment of a single arbitrator to be agreed between the Parties, and failing agreement within 14 days after either Party has given to the other a written request to concur in the appointment of an arbitrator, by an arbitrator to be appointed by the Scottish Arbitration Centre on the written application of either Party. The seat of the arbitration shall be in Scotland. The language used in the arbitral proceedings shall be English.
- 54.3. Any arbitration under clause 54.2 is subject to the Arbitration (Scotland) Act 2010.

55. Severability

If any provision of the Contract is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision is severed and the remainder of the provisions of the Contract continue in full force and effect as if the Contract had been executed with the invalid, illegal or unenforceable provision eliminated.

56. Waiver and Cumulative Remedies

- 56.1. Any failure of either Party to insist upon strict performance of any provision of the Contract, or the failure of either Party to exercise, or any delay in exercising, any right or remedy

does not constitute a waiver of that right or remedy and does not cause a diminution of the obligations established by the Contract.

- 56.2. Accordingly, no waiver is effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with clause 10 (notices).
- 56.3. A waiver of any Default is not a waiver of any subsequent Default.
- 56.4. The rights and remedies provided by the Contract are cumulative and may be exercised concurrently or separately, and the exercise of any one remedy is not to be deemed an election of such remedy to the exclusion of other remedies.

57. Termination Rights

- 57.1. The Purchaser may terminate the Contract by notice to the Service Provider with immediate effect if the Service Provider commits a Default and:
 - 57.1.1. the Service Provider has not remedied the Default to the satisfaction of the Purchaser within 20 Working Days, or such other period as may be specified by the Purchaser, after issue of a notice specifying the Default and requesting it to be remedied;
 - 57.1.2. the Default is not in the opinion of the Purchaser, capable of remedy; or
 - 57.1.3. the Default is a material breach of the Contract.
- 57.2. The Purchaser may terminate the Contract in the event that:
 - (a) the Contract has been subject to substantial modification which would have required a new procurement procedure in accordance with regulation 72(9) (modification of contracts during their term) of the Public Contracts (Scotland) Regulations 2015; or
 - (b) the Service Provider has, at the time of contract award, been in one of the situations referred to in regulation 58(1) (exclusion grounds) of the Public Contracts (Scotland) Regulations 2015, including as a result of the application of regulation 58(2) of those regulations, and should therefore have been excluded from the procurement procedure.
- 57.3. The Purchaser may also terminate the Contract in the event of a failure by the Service Provider to comply in the performance of the Services with legal obligations in the fields of environmental, social or employment law.
- 57.4. The Purchaser may also terminate the Contract where, at any time before the term of the Contract, the Service Provider or any person falling within the description set out in paragraph (2) of regulation 58 of the Public Contracts (Scotland) Regulations 2015 commits an offence referred to in paragraph (1) of that regulation.

58. Termination on Insolvency and Change of Control

- 58.1. The Service Provider shall notify in writing immediately, and the Purchaser may terminate the Contract with immediate effect by notice, where in respect of the Service Provider:
 - 58.1.1. a proposal is made for a voluntary arrangement within Part I of the Insolvency Act 1986 or of any other composition scheme or arrangement with, or assignment for the benefit of, its creditors;

- 58.1.2. a shareholders' meeting is convened for the purpose of considering a resolution that it be wound up or a resolution for its winding-up is passed (other than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation);
 - 58.1.3. a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator or a creditors' meeting is convened pursuant to section 98 of the Insolvency Act 1986;
 - 58.1.4. a receiver, administrative receiver or similar officer is appointed over the whole or any part of its business or assets;
 - 58.1.5. an application order is made either for the appointment of an administrator or for an administration order, an administrator is appointed, or notice of intention to appoint an administrator is given;
 - 58.1.6. it is or becomes insolvent within the meaning of section 123 of the Insolvency Act 1986;
 - 58.1.7. being a "small company" within the meaning of section 382 of the Companies Act 2006, a moratorium comes into force pursuant to schedule A1 to the Insolvency Act 1986;
 - 58.1.8. a debt relief order is entered into; or
 - 58.1.9. any event similar to those listed above occurs under the law of any other jurisdiction.
- 58.2. The Purchaser may terminate the Contract by notice with immediate effect within 6 months of:
- 58.2.1. being notified that a change of Control has occurred in accordance with clause 33.2 (Change of Control); or
 - 58.2.2. where no such notification has been given, the date that the Purchaser becomes aware of the change of control.
- 58.3. But the Purchaser may not terminate the Contract under clause 58.2 where approval of the change of control has been granted by notice by the Purchaser.

59. Exit Management

The Service Provider shall perform its relevant Exit Management obligations as part of the Contract whether applicable on either the expiry or early termination of this Contract.

- 59.1 The Service Provider agrees that if it breaches (or attempts or threatens to breach) its obligation to provide Exit Management, the Purchaser and their respective customers and stakeholders shall be irreparably harmed. In such circumstance, the Service Provider agrees that the Purchaser may proceed directly to court notwithstanding anything to the contrary in the dispute resolution procedure outlined in Clause 54 (Dispute Resolution). If a court of competent jurisdiction finds that the Service Provider has breached (or attempted or threatened to breach) any such obligation, the Service Provider agrees that without any additional findings of irreparable injury, or other conditions to interdict, the Service Provider shall not oppose the entry of an appropriate order compelling performance by the Service Provider and restraining the Service Provider from any further breaches or attempted or threatened breaches of its obligations in relation to Exit Management.

- 59.2 A draft of the Exit Plan shall be produced by the Service Provider and supplied to the Purchaser within three (3) months after the Commencement Date and shall include or address the matters specified in Clause 59.3. The Purchaser shall provide to the Service Provider the Purchaser's comments on the plan within one (1) month of the Purchaser's receipt of the plan. The Service Provider shall take into account the comments and suggestions of the Purchaser and shall issue the final version of the Exit Plan to the Purchaser within ten (10) Working Days of receipt of the Purchaser's comments.
- 59.3 The Service Provider shall throughout the period of the Contract review, maintain and continuously update the Exit Plan which shall include:
- 59.3.1 the activities required to enable the Purchaser to re-tender the Purchaser Requirements and/or the provision of the Services;
 - 59.3.2 the activities necessary to support any Replacement Service Provider or the Purchaser in carrying out any necessary due diligence relating to all or part of the Services;
 - 59.3.3 details of the Exit Management to be provided by the Service Provider prior to the Exit Management Date;
 - 59.3.4 support for the Replacement Service Provider or the Purchaser during their preparation of any relevant plan for the transition of the System to the Replacement Service Provider or Purchaser, including prior to and during such transition period;
 - 59.3.5 the maintenance of a 'business as usual' environment for the Purchaser during the period when Exit Management obligations are applicable; and
 - 59.3.6 all other necessary activities to support the preparation for, and execution of, a smooth and orderly Exit Management and transfer of all or part of the Services to either a Replacement Service Provider or the Purchaser.
- 59.4 No amendment of the Exit Plan shall be made without prior written consent of the Purchaser.

60. Consequences of Expiry or Termination

- 60.1. Where the Purchaser terminates the Contract under clause 57 (Termination Rights) and makes other arrangements for the provision of services, the Service Provider indemnifies the Purchaser against all costs incurred in making those arrangements.
- 60.2. Where the Purchaser terminates the Contract under clause 5 (Break), the Purchaser indemnifies the Service Provider against any unavoidable losses directly resulting from the termination of the Contract (excluding loss of profit).
- 60.3. Any indemnity given by the Purchaser under clause 60.2 is subject to the Service Provider:
- 60.3.1. taking all reasonable steps to mitigate its loss;
 - 60.3.2. taking all reasonable steps to recover its losses under any insurance policies held by it; and
 - 60.3.3. submitting a fully itemised and costed list of losses which it seeks to recover from the Purchaser together with supporting evidence.

- 60.4. Except as provided for in clauses 50 (General Indemnity), 60.1 and 60.2, no indemnity is given or special payment is to be made by either Party to the other Party on expiry or termination of the Contract.
- 60.5. On expiry or termination of the Contract the Service Provider must:
- 60.5.1. immediately return to the Purchaser all Purchaser Property and Purchaser Protected Information in its possession; and
- 60.5.2. destroy or delete any copies of Purchaser Protected Information (whether physical or electronic) in its possession.
- 60.6. The following provisions survive the expiry or termination of the Contract:
- 60.6.1. clause 1 (Definitions and Interpretation);
- 60.6.2. clause 13 (Recovery of Sums Due);
- 60.6.3. clause 0 (Data Protection);
- 60.6.4. clause 15 (Transparency and Freedom of Information);
- 60.6.5. clause 16 (Purchaser Protected Information);
- 60.6.6. clause 17 (Service Provider Sensitive Information);
- 60.6.7. clause **Error! Reference source not found.** (Audit and Records Management);
- 60.6.8. clause 19 (Publicity);
- 60.6.9. clause 23 (Offers of Employment);
- 60.6.10. clause 25 (Information about Service Provider Employees);
- 60.6.11. clause 26 (Staff transfer on expiry or termination);
- 60.6.12. clause 28 (Parties' pre-existing Intellectual Property Rights);
- 60.6.13. clause 29 (Specially Created Intellectual Property Rights);
- 60.6.14. clause 30 (Licences of Intellectual Property Rights);
- 60.6.15. clause 31 (Claims relating to Intellectual Property Rights);
- 60.6.16. clause 37 (Official Secrets Acts);
- 60.6.17. clause 40 (Service Provider's Equipment);
- 60.6.18. clause 41 (Purchaser Property);
- 60.6.19. clause 44 (Tax arrangements);
- 60.6.20. [clause 47 (Sustainability)];
- 60.6.21. clause 49 (Warranties and Representations);
- 60.6.22. clause 50 (Indemnity);
- 60.6.23. clause 51 (Limitation of Liability);
- 60.6.24. clause 52 (Insurances);
- 60.6.25. clause 54 (Dispute Resolution);
- 60.6.26. clause 56 (Waiver and Cumulative Remedies);
- 60.6.27. this clause 60;
- 60.6.28. clause 62 (Governing Law and Jurisdiction); and
- 60.6.29. paragraph 2 (Service Provider's Warranty) of Schedule 11 (Cyber Security Requirements)
- 60.7. Immediately upon termination of the Contract for any reason whatsoever the Service Provider shall render such reasonable assistance to the Purchaser or third party nominated by the Purchaser, if requested, as may be necessary to effect an orderly assumption by a Replacement Service Provider of the Services previously performed by the Service Provider under the Contract. The Service Provider shall be entitled to charge for such termination services in accordance with the rates in the Pricing Schedule.

61. Entire Agreement

- 61.1. The Contract constitutes the entire agreement between the Parties in respect of the matters dealt with herein. The Contract supersedes all prior negotiations between the Parties and all representations and undertakings made by one Party to the other, whether

written or oral, except that this clause does not exclude liability in respect of any misrepresentation (whether in the SPD or Tender or otherwise).

61.2. In the event of, and only to the extent of, any conflict between the clauses of the Contract, the Schedules and any document referred to in the Contract, the following order of precedence applies:

61.2.1. the clauses of the Contract;

61.2.2. the Schedules; and

61.2.3. any other document referred to in the Contract.

62. Governing Law and Jurisdiction

The Contract is governed by and interpreted in accordance with Scots law and, subject to clause 54 (Dispute Resolution), the Parties submit to the exclusive jurisdiction of the Scottish courts.

IN WITNESS WHEREOF these presents typewritten on this and the 42 preceding pages together with the 12 Schedules annexed are executed as follows:

SIGNED for and on behalf of the Scottish Ministers **SIGNED** for and on behalf of CORRA Foundation

At.....Glasgow.....

At..Glasgow

On.....1 April 2022.....

On.29/03/2022

Signature..... Redacted 38(1)(b)

Signature Redacted 38(1)(b)

Full name Redacted 38(1)(b)..... Full name.Carolyn Sawers

Position Head of Scottish Government Procurement. Position.Acting Chief Executive

Address.4 Atlantic Quay , Glasgow.....Address.502 Gorgie Road, Edinburgh

In the presence of

In the presence of

Signature: Redacted 38(1)(b)

Signature

Full name: Redacted 38(1)(b)

Full name. Redacted 38(1)(b)

Address: 4 Atlantic Quay, Glasgow

Address 502 Gorgie Road, Edinburgh

This and the following 5 pages comprise Schedule 1 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 1 – SPECIFICATION OF REQUIREMENT

1. BACKGROUND

The Scottish Government Strategy, GIRFEC and Promise Division is seeking a suitably qualified and experienced Supplier to undertake the administration of the “**Promise Partnership Fund**” (the Fund) - a grant fund to deliver change in line with Scotland’s commitment to creating capacity in the ‘care system’ to #KeepThePromise and provide holistic whole family support. The annual Fund value is £4m with the annual contract price to administer the fund not to exceed £250k per annum.

The Contract will cover the administration of a 3 year funding period of April 2022 to March 2025 and associated pre and post-funding activities as outlined in the scope element of this specification. The Contract will cover the administrative functions also set out in the scope element of this specification, working in partnership with the Promise Scotland, to develop and evolve the fund in line with the implementation of The Promise and alongside the Scottish Government who will retain overall management of the Fund.

The Supplier (the Administrator) will make the necessary arrangements to ensure that the full value of available funding is appropriately spent in each financial year of the agreement. The Administrator will ensure a diligent approach to the fund to ensure that the Scottish Government audit needs are fully met. This will include the issue of Grant Offer Letters (including Conditions of Grant).

This is a continuation of an existing Fund established in 2020-2021. In 2021, the Deputy First Minister (DFM) confirmed that the fund would continue at £4m p.a until the end of financial year 2024-2025.

The Funding is being made available to support the delivery of activities which contribute towards the delivery of the National Outcome for children and young people, to enable them to grow up loved, safe and respected, so that they realise their full potential.

The Fund is intended to deliver change in line with Scotland’s commitment to creating capacity in the ‘care system’ to #KeepThePromise and provide holistic whole family support. The voice of people with care experience must be at the heart of decisions being made with regard to awarding grants and be part of the process to help identify the yearly fund criteria striving to support the implementation of The Promise. This requires the establishment of a Panel made up solely of people with care experience (and they must be provided with the necessary support and advice structures to enable them to fulfil this role to its full potential.

The Fund will provide support to organisations to deliver the outcomes above by providing awards as follows:

The main objectives/expected outcomes of the Grant are to support and coordinate the development and delivery of The Promise Partnership Fund. The function of the Promise Partnership Fund is to help support those with responsibility towards children and families to deliver the change needed to #KeepThePromise. The change required is comprehensive, holistic, and radical and it is therefore not possible to single out one specific element of holistic family support to focus on. The approach of The Promise Partnership Fund and the work of The Promise Scotland will assist organisations in systemic thinking/planning, giving them skills to scope other areas of service

design/delivery and to create capacity for them to do what is needed to #KeepThePromise. The scope and approach to the development of the fund must be led by the requirements for implementing The Promise and this will evolve year on year to align with the priorities most requiring support for change.

2. EVALUATION

The Administrator will be required to develop, and implement an overarching evaluation framework. The framework will capture key and relevant information both for audit purposes and for evaluation of impact of the projects undertaken by the Fund recipients at an individual, local and collective level. The evaluation should include an approach to ensuring funds are spent appropriately, assessment of capacity to scale up implementation of The Promise, outputs, level of engagement from children and young people, and how children, young people and families feel about the changes being implemented.

3. SCOPE

- The fund Administrator will be required to manage and market the fund (value of circa £4,000,000 per annum) and work proactively to ensure applications for funding are received.
- The fund Administrator will work proactively to support interest in the fund while the fund is open, including, and not limited to, running information sessions.
- The fund Administrator will form a good working relationship with The Promise Scotland to ensure a knowledgeable understanding of the intricacies, priorities and gaps in terms of the progress of the implementation of The Promise.
- The fund Administrator will work with The Promise Scotland, a care experienced decision making panel and the Scottish Government to develop the criteria for funding. They will ensure a fair assessment of applications against the criteria and ensure alignment with The Promise.
- The fund Administrator will create a governance structure to support the decisions surrounding the creation and scope of the fund and grant awards, ensuring the right level of expertise and the voice of people with care experience. This may include an expert advisory group and must include a care experiences decision making panel and will be agreed by the Scottish Government.
- As part of this structure, the fund Administrator will create and support a care experienced decision making panel solely comprised of people and/or family members with experience of the 'care system'.
- The fund Administrator will fully support a care experienced decision making panel to assess bids for funding and approve them, as appropriate, according to the agreed Fund criteria, and objectives of the fund and to be supported by people with a good knowledge of the 'care system'.
- The fund Administrator will provide funding to projects in a secure and timely manner to ensure projects can proceed;
- The fund Administrator will work in collaboration with projects that receive funding to monitor progress and make connections across projects to support good practice in delivering objectives and ensure appropriate use of fund monies to support the implementation of The Promise and create the capacity required within organisations to make the required transformational change.

4. MONITORING AND EVALUATION

The fund Administrator shall:

- ensure that projects align and support the core principles of the implementation of The Promise and subsequent Plans and Change Programmes.
- Develop an evaluation framework that captures all relevant information which will include the impact of projects at a local and collective level across but not limited to spending, capacity, engagement of children, young people and families and impact on implementing The Promise - to be agreed with the Scottish Government.
- Evaluate the programmes to measure success. This shall include a mid-point review to establish how each project is working towards its objectives.
- Gather best practice/lessons learned and disseminate good practice, including at least one learning/collaboration event to which all funding recipients are invited.
- In addition to any reports required during the project, the fund administrator will ensure an appropriate level of reporting from projects including interim and final reports.
- The fund Administrator shall provide advice to funded projects and shall ensure appropriate use of project funds to demonstrate positive impacts and value for money, including through the approach to assessment, monitoring and evaluation. It is not the responsibility of the fund Administrator to run or project manage funded projects.

5. KNOWLEDGE & EXPERIENCE

We require an experienced fund administrator to demonstrate they have robust processes in place and to ensure staff with the requisite skills are available to deliver the objectives of the fund.

We require a fund administrator to demonstrate experience of administering funds with similar objectives as the Promise Partnership Fund. We require bidders to demonstrate this competence within their bid proposals.

Specifically, prospective fund administrators shall demonstrate:

- experience of administering funds that have an impact on people/families with care experience.
- Knowledge of the 'care system' and an understanding of the complexities involved in supporting children, young people and families with care experience;
- understanding of The Promise and the transformational change required to implement The Promise.

The fund Administrator shall ensure that there is a sufficient level of trained and competent staff so as to comply with the fund administrator's obligations under this Specification and Contract at all times and ensure that an adequate reserve of trained and competent staff is available during holidays, sickness and/or any other absence to cover all eventualities.

6. CONTRACT PERIOD

The contract shall cover the period 1st April 2022 to 31st March 2025.

7. GEOGRAPHICAL AREA COVERED

The contract is open to fund administrators that can deliver their services across Scotland. There are no geographical restrictions across Scotland. Services may be provided at a single location or many across Scotland.

8. DELIVERY TIMESCALES & REPORTING MILESTONES

The Scottish Government and the fund administrator will agree on delivery timescales, key milestones and reporting requirements as part of their introductory meeting, and will include, but not be restricted to:

- A quarterly report on all projects that have received funding. The report will include an overview of progress for each project, the funding amount, the geographical area covered, the sector, what the project aims to achieve and has achieved and any agreed variation in objectives during that period.
- At the end of each funding period, a report detailing the activity, the impact and financial performance of each funded project, comparing their actual performance against their approved objectives with a narrative to support any variations.
- The fund Administrator shall run at least one learning/collaboration event, inviting projects that received funding through grant awards from the fund.
- The fund Administrator, if requested by the Scottish Government, will provide information on projects for publicity activities, Ministerial requests and/or events.

9. KEY DELIVERABLES

The fund Administrator will deliver all business, organisational and operational requirements of the Fund. As part of this, the fund Administrator will:

- Carry out marketing and promotion of the Fund to raise awareness across Scotland.
- Develop and/or refine, in conjunction with a care experienced decision making panel, The Promise Scotland and the Scottish Government, the Fund criteria and documentation.
- Assist potential Fund applicants with queries about their application to the Fund and ensure information is published to support other organisations with similar queries. - this may include hosting information session(s) to help identify the key level of support required.
- As part of the governance structure develop an appropriate level of assessment including but not limited to a group with the right level of expertise across the 'care sector' and a care experienced decision making panel.
- Provide a high level of support for the care experienced panel to review and assess, criteria setting, application assessment ensuring the right level of training and support is provided to allow them to do so effectively.
- Record applications that meet the criteria and oversee and support the assessment of applications for funding using an appropriate assessment structure and ensure that successful applicants meet the Eligibility Criteria.
- Provide written feedback to unsuccessful applicants when requested.
- Monitor the progress of approved projects, complying with all requirements set out by the Scottish Government (under the monitoring and evaluation section).
- Arrange for payments to be made, in a timely manner, to fund recipients in order to deliver awarded contracts.
- Provide all reports as required by the Contract Management arrangements.

10. KEY RISKS & RESPONSIBILITIES

A key risk identified is that funding is not efficiently used or is used for purposes not intended by the fund. It is expected that the fund Administrator will have sufficient processes to ensure the efficient and appropriate use of funding and the Scottish Government would expect this to be demonstrated in the tender response.

11. PERFORMANCE MANAGEMENT & REPORTING

The fund administrator will take all reasonable steps to ensure that all staff are trained appropriately for all aspects of service delivery.

Key performance indicators will be agreed in final form between the Contract Manager and the fund Administrator prior to the Commencement Date that will include, as a minimum:

- Evidence of how funds will be stored by the fund Administrator and distributed to funded projects – evidence of sound financial management.
- A quarterly report as defined in Section 8 above.
- The Contract Manager and the fund Administrator will meet quarterly at a location to be agreed by both parties (which may be by virtual/electronic means). Discussions will be focused mainly on the fund Administrator's progress as detailed in their quarterly report.
- An end report detailing how the fund has helped provide value for money to the Scottish Government and as defined in Section 8 above.

12. END OF CONTRACT AND EXIT ARRANGEMENTS

The fund Administrator will comply with the Exit Management terms and conditions as set out in the Invitation to Tender.

At the end of the contract the fund Administrator will be expected to collate reports from all projects that received grant funding through the Fund. The nature and content of those reports will be agreed by the Strategy, GIRFEC and Promise Division within the Scottish Government in a meeting with the fund Administrator following commencement of the contract and will include but not be restricted to, data recording (in line with General Data Protection Regulations requirements) on how the funding has been successfully used.

The fund Administrator will be expected to provide a final report at the end of the contract period detailing the funding recipient, activity and financial performance of each funded project, comparing their actual performance against their approved objectives with a narrative to support any variations.

13. SUSTAINABLE PROCUREMENT

Where possible, we would encourage the successful supplier to make positive environmental or socio-economic impacts with this contract, e.g. waste reduction, recycling, energy efficiency, efficient use of resources and transport options, apprenticeships, work placements, local sub-contract opportunities.

We would seek to appoint a Fund manager who is a fair work employer in particular one that:

- shows a commitment to their workers skills and training;

- demonstrates that they do not use inappropriate use of zero hour contracts;
- take action to address their gender pay gap; and
- pay the real living wage to their workers.

Further guidance is available within the Evaluation and Award Criteria.

14. INVOICING & PAYMENT

As per the terms and conditions payment will be made to the Service Provider within 30 days of receipt of a valid invoice, anticipated to be submitted on a monthly basis.

If funding is not efficiently used or used for purposes not intended by the fund. It is expected that the fund administrator will have sufficient processes to ensure the efficient and appropriate use of funding and the Scottish Government would expect this to be demonstrated in the tender response.

15. CONTRACT MANAGER CONTACT DETAILS

Redacted 38(1)(b)

Unit Head (Joint)/Family Unit/Scottish Government

Redacted 38(1)(b)

Scottish Government
Victoria Quay 1
Leith Docks,
Edinburgh
EH6 6QQ

This and the following 4 pages comprise Schedule 2 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 2 - PRICING SCHEDULE

1. Introduction

- 1.1 Tenderers must provide their proposed price for the delivery of the service and a breakdown of the price, as detailed, by completing and uploading their submission within the Public Contracts Scotland-Tender.
- 1.2 The Purchaser will pay the Service Provider the Contract Charges as outlined within the Price Schedule for the provision of the Services in accordance with the Specification and Service Levels (Schedule 5.1) and the rest of the Contract.
- 1.3 Service fees shall be fixed (i.e. not subject to change) for the period commencing from the Services Commencement Date until the end of the contract.
- 1.4. 1 Tenderers are required to submit a fixed price for the service detailed in Schedule exclusive of VAT. All costs appropriate to the proposal must be included or summarised here.
- 1.6. Payment will be made in accordance with the Terms and Conditions of Agreement.

2. Indexation

- 2.1. The charges for the service provision, as detailed within Section 3 of this Schedule shall be fixed for the 3 year term of contract (i.e. not subject to indexation).

3. CONTRACT PRICE

- 3.1 The Contract Charges quoted shall be based on a total fee per annum to provide the services required (including all costs to provide the service, e.g. staff costs, travel, overheads), as stated within Schedule 1 and shall be in Pounds Sterling (£) exclusive of any VAT which may be chargeable and are inclusive of the complete performance of the Services outlined within the Specification (Schedule 1) and the performance of all other Service Provider obligations under the Contract and include all costs associated with the performance of the Contract.
- 3.2 The agreed contract price(s) forms the basis on which all subsequent payments will be calculated.
- 3.3 Costs which appear elsewhere in the tenderers proposals but which are not summarised within the Pricing Schedule submitted with the Tender (as outlined in 3.1 above), will be presumed to have been waived.

3.4. Tenderers are required to complete the Pricing Schedule in the tables below:

4. PRICING

Note: Tenderers must state whether or not their tender is based on TUPE applying and provide details of the relative effect this has on their bid and tendered price.

TUPE

The stated prices *are not* based on TUPE applying (please indicate accordingly).

Description of Service	Year 1 1/4/2022 to 31/3/2023 £	Year 2 1/4/2023 to 31/3/2024 £	Year 3 1/4/2024 to 31/3/2025 £
Set Up Costs (If applicable)			
Annual Fund Management cost¹	Redacted 33(1)(b)	Redacted 33(1)(b)	Redacted 33(1)(b)
Annual Fund Administration cost	Redacted 33(1)(b)	Redacted 33(1)(b)	Redacted 33(1)(b)
Annual Fund Staff cost	Redacted 33(1)(b)	Redacted 33(1)(b)	Redacted 33(1)(b)
Other Costs	Redacted 33(1)(b)	Redacted 33(1)(b)	Redacted 33(1)(b)
TOTAL PER ANNUM	£249,491	£249,952	£249,840
Total Price for years 1 to 3 This is the price that will be used for the Commercial Evaluation			£749,283

Notes to costing

¹ This relates to Corra's management fees

5. Breakdown of Costs

Tenderers must also provide a breakdown of the staff costs and applicable overheads involved in providing the competencies required in the contract specification outlined in Schedule 1. The applicable competencies may include the following (unlimited):

- Set Up/Development Costs
- Fund Management Duties:
 - Staff Costs
 - Staff Development
 - Capacity Building
 - Management of a Care Experienced Decision Maker Panel
 - Management of Fund Closure

- Other

Redacted 33(1)(b)

Redacted 33(1)(b)

This and the following page comprises Schedule 3 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 3 – ORDERING PROCEDURES

Purchase Order options and Invoicing Requirements

1. The Purchaser uses PECOS as the Purchase-to-Pay (P2P) system. Further information can be accessed through the following link:

<http://www.gov.scot/Topics/Government/Procurement/eCommerce>

2. PECOS supports the following options for transmitting approved Purchase Orders (POs) to suppliers:

- **cXML** - PECOS can issue a cXML PO directly to a supplier's back office system. This allows the PO to be automatically captured by the supplier's system, thereby removing the need to manually enter the PO and reducing potential errors. There is a one-off charge to configure cXML ordering from PECOS. The charge is £1415 + VAT per connection for cXML PO transmission. This is a one off cost for the supplier as once the connection is bought it can be used indefinitely with all PECOS customers. If an established live connection already exists then the one- off charge is not applicable.
- **PDF Email** – PECOS will send the supplier an emailed PO to a predetermined address with a PDF attachment.
- **Secure Email** – PO's be secure emails are used when sending personal information ie interim managers names, home addresses etc.. There is no cost for this set-up.

3. The Purchaser can accept invoices through the following options:
 - Paper invoice to Accounts Payable, Victoria Quay, Edinburgh EH6 6QQ
 - Email with a PDF attachment invoice
4. To ensure compliance with the EU eInvoicing Directive – effective from April 2019, the Purchaser is working with suppliers with a high volume of invoices annually to use an electronic format such as cXML or PDF for all invoices and credit notes. There are no costs to suppliers to issue an invoice or credit note via the Purchaser's eInvoicing solution.
5. All invoices submitted – regardless of format – must be HMRC compliant and include the following data:
 - PO number
 - Product or service item number if used (invoice should reflect any item number used on the PO)
 - Line item detail – such as price, unit of measure and description
 - Invoice period
 - Supplier details include relevant tax information
 - Buyers details
 - Delivery details
 - Payment instructions
 - Allowance or charge information
 - Invoice totals
 - VAT breakdown (if applicable)
6. It is critical the invoice issued matches the information within the Purchasing System; the data must be correctly mapped to the invoice processing environment.

This and the following 3 pages comprise Schedule 4 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 4 – MANAGEMENT ARRANGEMENTS

1. Contract Managers

- 1.1. Sarah Gledhill based at Victoria Quay 1 is the Purchaser Contract Manager and will be the point of contact for the Service Provider and liaise with the Service Provider on all operational and contractual issues, including complaints and dispute resolution.
- 1.2. The Service Provider will also appoint an individual (“Service Provider Contract Manager”) to be the main point of contact for the Purchaser on all operational and contractual issues, including complaints and dispute resolution.

2. Reporting Requirements

- 2.1. The Service Provider will be required to provide reports as described in Schedule 1 – Specification (“Performance Reports”) to the Purchaser in an electronic format. Performance Reports must be clear and concise, and provide a top level summary of performance with supporting documents.
- 2.2. Performance Reports must provide the Purchaser with robust information on the service delivery described in Schedule 1 and must include the Service Provider’s performance against any objectives and agreed Key Performance Indicators.
- 2.3. Performance Reports must include a detailed written analysis of the performance of all Services undertaken in the time period which the Performance Report covers. The Service Provider must also undertake trend analyses across these time periods and this must be presented in the form of a written report and tables.
- 2.4. The detail provided must be sufficient to measure the performance of the Contract against all KPIs and objectives. Where the Performance Report shows a negative trend, the Service Provider will be expected to provide quantitative analysis or narrative explanation, as appropriate, to accompany the Performance Report along with a mitigation / improvement plan.
- 2.5. The Performance Report must be submitted to the Purchaser within 15 working days of the end of each reporting period and, in addition to the requirements detailed above, must include:
 - Executive summary;
 - A summary of overall monthly / quarterly / yearly performance;
 - Compliance with any administrative, quality assurance, ethical, sustainability and financial requirements of the Contract.
- 2.6. The Service Provider must ensure the quality of all Performance Reports such that the Purchaser is able to use the Performance Reports without the need for rigorous review each time.
- 2.7. The Performance Reports must be fully transferable by secure email exchange between the Service Provider and the Purchaser.
- 2.8. The Purchaser may give the Service Provider an opportunity to comment on any Performance Report in respect of the Service Provider’s operation and, in

particular to highlight any mitigating circumstances in respect of any failure. The Service Provider must give due regard to any comments made by Purchaser but the findings of any outcome, after having such regard, are final.

- 2.9. The ownership of any material and/or Performance Reports and any other outputs produced as a result of this Contract will rest with the Purchaser.

3. Dispute resolution

- 3.1. The Parties shall attempt to resolve any dispute between them arising out of, or in connection with, the Contract within 20 Working Days of either Party notifying the other of the dispute and such efforts shall involve the escalation of the dispute as follows.
- 3.2. Any dispute will, in the first instance, be presented to the Service Provider Contract Manager and Purchaser Contract Manager for resolution.
- 3.3. If the Service Provider Contract Manager and Purchaser Contract Manager cannot agree on a resolution, then a separate meeting will be held between the senior management of the Service Provider and the Purchaser for resolution.
- 3.4. If the dispute cannot be resolved by the Parties pursuant to this paragraph, the Parties shall refer it to arbitration pursuant to the procedure in terms of clause 54 (Dispute Resolution) of the Contract.
- 3.5. The obligations of the Parties under the Contract shall not be suspended, cease or be delayed by the reference of a dispute to arbitration in terms of clause 54 (Dispute Resolution) of the Contract and the Service Providers shall comply fully with the requirements of the Contract at all times.

4. Data handling

- 4.1. All data and reports which are supplied electronically will be supplied in a format which is compatible with the software utilised by the Purchaser. The Service Provider must ensure all electronic files to be submitted to the Purchaser are free of viruses. The Service Provider must provide data and reports to the Purchaser in an editable electronic format, on request.

5. Meetings

- 5.1. Monthly contract meetings will usually be held at the Purchaser's office at Atlantic Quay. However, occasions may arise where meetings will be held at the Service Provider's offices or remotely. Any change to the location of a meeting will be communicated by the Purchaser with as much notice as reasonably practicable.
- 5.2. The meetings will cover, amongst other topics, the most recently submitted Performance Report. The Purchaser reserves the right to alter the agenda of any meeting but will endeavour to give attendees as much notice as reasonably practicable.
- 5.3. The Purchaser will determine who must attend from the Service Provider's Key Personnel.
- 5.4. All costs incurred by the Service Provider in attending such meetings will be the responsibility of the Service Provider.

6. Quality assurance

- 6.1. The Service Provider must comply with any relevant legislation, rules or regulations as in force at the time in the delivery of the Services.

7. Continuous service improvement

- 7.1. Both Parties acknowledge the need for continuous improvement over the duration of this Contract.

- 7.2. The Service Provider must put in place appropriate policies, processes, tools, methodologies and/or resources to continuously improve the service throughout the duration of the Contract and provide improved value for money.

- 7.3. During the period of the Contract, the Service Provider shall be required to make proposals to the Purchaser which will:

- a) improve the Services;
- b) improve technology or methodology used in connection with the Services; and
- c) reduce costs, including, where appropriate, consequent reductions in prices charged to the Purchaser.

- 7.4. The Service Provider must put in place a process to capture, assess, report and make recommendations to the Purchaser on initiatives and proposals for continuous improvement in the provision of the services.

- 7.5. Examples of sources of initiatives may include, but are not restricted to:

- a) Service Level reporting;
- b) project lessons learned;
- c) technology developments and new skills in the sector;
- d) governance;
- e) benchmarking; and
- f) internal audit.

8. Invoicing

- 8.1. The Service Provider must maintain records of all invoices submitted by any subcontractors and make these available on request to the Purchaser, or their representatives, for audit purposes.

- 8.2. The Service Provider must put in place arrangements for secure electronic transfer of invoices to the Purchaser (such as a secure web portal) in compliance with the reasonable requirements of the Purchaser.

- 8.3. The Service Provider must ensure that invoices are validated prior to submission to the Purchaser, meaning that the data fields on the invoices are compliant with reasonable requirements of the Purchaser. For example, that dates are expressed in a particular format.

- 8.4. The Service Provider must put in place arrangements for ensuring that invoices are compliant with the Contract prior to submission.

9. Mobilisation Plan

- 9.1. The Mobilisation Period is the time from the date of signature of the Contract to the Commencement Date.
- 9.2. The Service Provider must submit a final Mobilisation Plan with sufficient supporting material, which must include a detailed timetable, programme plan and activity schedule, within 30 days of contract award.
- 9.3. The Mobilisation Plan must set out how the Key Individuals (Schedule 5) will be involved in delivery of the Mobilisation Plan.
- 9.4. The Mobilisation Plan must include clearly identified stages, milestones and quality gateways and a proposal for reporting to the Purchaser on progress against these. This proposal must include the evidence which could be available to the Purchaser on request in order to confirm that each milestone has been met.
- 9.5. The Service Provider must explain how they propose to project manage the Mobilisation Plan, illustrating practical project stages with important end of stage events set out with quality assurance review and approval processes described.
- 9.6. The Mobilisation Plan must set out clearly the interdependencies and sequencing of activities so that the impact of missing any milestone is clear.
- 9.7. The Mobilisation Plan must set out how all parts of the supply chain required to deliver services under the Contract will be put in place.
- 9.8. The Mobilisation Plan must set out how any technology proposed by the Service Provider will be specified, developed, tested and deployed including any software licences that may be necessary. The Mobilisation Plan must set out how the Service Provider will demonstrate to the Purchaser that the technology is fit for purpose, for example through sample testing, robust reviews and rigorous assertion of quality assured processes.
- 9.9. The Purchaser recognises that the Service Provider will need particular support during the Mobilisation Period. Equally, the Purchaser expects openness and transparency from the Service Provider with regard to any risks or issues with delivering against the Mobilisation Plan. Representatives from the Purchaser would expect to meet any relevant personnel from the Service Provider on a weekly basis during the Mobilisation Period to answer queries, monitor progress and troubleshoot.

10. Key Performance Indicators

- 10.1. KPIs are intended to reflect the key objectives of the Contract. The Service Provider shall provide the Services in such a manner so as to meet the KPIs detailed in the table below.
- 10.2. The Service Provider shall monitor its own performance against each KPI. Details of KPI performance are to be included in Performance Reports (or in a form acceptable to the Purchaser).

This page comprises Schedule 5 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 5 – KEY INDIVIDUALS

Redacted 38(1)(b) – Project Manager

This page comprises Schedule 6 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 6 – APPROVED SUB-CONTRACTORS

approved Sub-Service Provider(s)	Relevant obligations
---	-----------------------------

NOT APPLICABLE

This page compriseS Schedule 7 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 7 – TRANSPARENCY REPORTS AND SERVICE PROVIDER SENSITIVE INFORMATION

Part 1- Transparency Reports

The Purchaser will routinely publish information in relation to the Contract. This information will be released in Transparency Reports. An **example** of the type and frequency of the information is as follows:

TRANSPARENCY REPORTS (to be completed by the Purchaser within 3 months of Contract Award)

TITLE	CONTENT	FORMAT	FREQUENCY
<i>(Contract Document)</i>			
<i>(Performance)</i>			
<i>(Charges)</i>			
<i>(Major subcontractors)</i>			
<i>(Technical)</i>			
<i>(Performance management)</i>			

Part 2

SERVICE PROVIDER SENSITIVE INFORMATION

Type of information specified as Service Provider Information	Reason why information is sensitive	Duration of sensitivity

This page compriseS Schedule 8 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 8 – PARENT COMPANY GUARANTEE

NOT REQUIRED

This page comprises Schedule 9 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 9 – DATA PROTECTION

Data Processing provision as required by Article 28(3) of the UK GDPR.

This Part includes certain details of the Processing of Personal Data in connection with the Services:

Subject matter and duration of the Processing of Personal Data

The management of the Workplace Equality Fund and any other Funds agreed to be managed for the duration of the contract.

The nature and purpose of the Processing of Personal Data

The service provider will be required (end beneficiaries) to process and handle personal data related to individuals named within funding application processes and those administering the fund/s.

The type of Personal Data to be Processed

- Name
- Individual/Organisation
- Address (Business and Personal for identification purposes)
- Telephone contact details
- E-mail address
- Personal sensitive data of the end beneficiary such as ethnicity, gender, age (to demonstrate success or otherwise of the Fund)

The categories of Data Subject to whom Personal Data relates

Named individuals within applications to the Workforce Equality and any other Funds being administered within the Contract.

The obligations and rights of the Purchaser

The obligations and rights of the Purchaser as the Data Controller are set out in Clause 14 of the Contract.

All data collected and processed in relation to delivery of this contract is to be transferred to the Scottish Government following contract completion.

The Service Provider will be required to make a clear statement that all data has been transferred.

This and the following page comprise Schedule 10 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 10 – EXIT MANAGEMENT

1. THE EXIT PERIOD

- 1.1 The Exit Period is the period beginning on the Exit Management Date and ending 3 months thereafter.
- 1.2 The Service Provider must guarantee that any sub-contractor engaged by the Service Provider to perform any part of the service complies with this requirement. If a sub-contractor fails to comply with this requirement, the Service Provider will as soon as possible arrange for the performance of the relevant service at the Service Provider's cost.

2. MAINTENANCE OF SERVICE DURING THE EXIT PERIOD

- 2.1 The Service Provider must provide sufficient resource to manage the Contract and fulfil all its duties without any deterioration in service during the Exit Period.
- 2.2 The Service Provider must, if so required, continue to provide management of the Contract, or any part of it to ensure all outstanding liabilities of the Service Provider are fulfilled.

3. CONTINUITY OF SERVICE TO NEW PROVIDER

- 3.1 Should the Contract continue either totally, partially or in an amended format and another service provider be appointed to continue the provision of the Services under the Contract, the Service Provider will take appropriate action to ensure an efficient transition from the Service Provider to a replacement service provider. The Service Provider will take appropriate action to ensure that there is minimum disruption both to the provision of services under the Contract and to the Purchaser.
- 3.2 During the period of up to 12 months prior to the Exit Management Date, the Service Provider shall, if so required by the Purchaser, make available to the Purchaser, or any organisation appointed by the Purchaser to provide the service following Contract expiry or termination, information and assistance relating to the Contract including information and assistance relating to TUPE required by the Purchaser in order to assist with securing a replacement service provider.

4. RE-TENDERING OF SERVICES

- 4.1 The Service Provider recognises that any re-tendering exercise commenced by the Purchaser in respect of all or part of the Services at any time during the Contract term must be fair and open; and in order to facilitate a smooth, timely and orderly re-tendering the Service Provider shall (promptly and in the timescale set out by the Purchaser):
 - provide all reasonable assistance that the Purchaser may require in connection with any re-tendering process;
 - comply with the Purchaser's requests in connection with any re-tendering process, which may include requests for such assistance and information as specified

- not knowingly do or omit to do anything which may adversely affect the ability of the Purchaser to ensure an orderly re-tendering process.

5. DATA TRANSFER

- 5.1 Without prejudice to clause 18 (Audit and Records Management) of the Contract, during the period of up to 6 months after the date of such expiry or termination if so required by the Purchaser, the Service Provider must make available to the Purchaser, or any organisation appointed by the Purchaser to provide the services for the Contract or any part of them, information and assistance and all relevant data collected in the execution of the Contract, both electronically and in hard copy, as directed by the Purchaser.

This and the following 2 pages comprise Schedule 11 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 11 – CYBER SECURITY REQUIREMENTS

CYBER SECURITY REQUIREMENTS

Definitions

The defined terms used in this Schedule 11 shall have the following meanings:

“Cyber Security Incident” means any thing, event, act or omission which gives, or may give, rise to:

- (i) unauthorised access to any information system, data or electronic communications network (including breach of an applicable security policy);
- (ii) reduced integrity of an information system, data or electronic communications network;
- (iii) unauthorised use of any information system or electronic communications network for the processing (including storing) of data;
- (iv) disruption or change of the operation (including takeover of control, malicious disruption and/or denial of service) of an information system or electronic communications network;
- (v) unauthorised changes to firmware, software or hardware;
- (vi) unauthorised destruction, damage, deletion or alteration of data residing in an information system or electronic communications network;
- (vii) removal or limiting the availability of, or possibility to use, data residing in an information system or electronic communications network;
- (viii) the appropriation, publication, dissemination or any other use of data by persons unauthorised to do so; or
- (ix) a breach of the Computer Misuse Act 1990, the Network and Information Systems Regulations 2018, the UK GDPR or the Data Protection Act 2018, the Privacy and Electronic Communications (EC Directive) Regulations 2003, the Communications Act 2003, the Official Secrets Act 1911 to 1989, or any other applicable legal requirements in connection with cybersecurity and/or privacy

in connection with the Services and/or the Contract;

- (a) **“Cyber Security Requirements”** means the Purchaser’s requirements in connection with cyber security as set out in Section A (Cyber Security Requirements)

SECTION A – CYBER SECURITY REQUIREMENTS

1. SERVICE PROVIDER’S WARRANTY

The Service Provider warrants and undertakes that it shall meet and comply with the Cyber Security Requirements in connection with the provision of the Services and the Contract (including in respect of any certification or accreditation).

2. SERVICE PROVIDERS’S OBLIGATIONS

2.1 The Service Provider shall implement and maintain all security measures:

- (a) as may be required under applicable laws (including the Network and Information Systems Regulations 2018);
- (b) to enable it to discharge its obligations under this Schedule 11; and

(c) to ensure there are no Cyber Security Incidents

in all cases to the Purchaser's reasonable satisfaction and in accordance with Good Industry Practice.

2.2 The Service Provider shall notify the Purchaser promptly of any changes in its ability to meet the Cyber Security Requirements, including any changes to certifications and accreditations.

3 CYBER SECURITY INCIDENTS

3.1 The Service Provider shall notify the Purchaser immediately as soon as it knows or believes that a Cyber Security Incident has or may have taken place and shall provide full details of the incident and any mitigation measures already taken and intended to be taken by it and (where applicable) any mitigation measures recommended by it to be taken by the Purchaser. Where such initial notification is not in writing, then the Service Provider shall provide the Purchaser with a written notification setting out the details required under this paragraph 3.1 promptly and in any case within twelve (12) hours from the initial notification.

3.2 Following a Cyber Security Incident, the Service Provider shall:

- (a) use its best endeavours to mitigate the impact of the Cyber Security Incident;
- (b) investigate the Cyber Security Incident completely and promptly, and shall keep the Purchaser fully informed of the progress and findings of its investigation;
- (c) where required to do so, inform any applicable regulator of the Cyber Security Incident; and
- (d) take any action deemed necessary by the Purchaser in the circumstances, including complying with any additional security measures deemed appropriate by the Purchaser.

3.3 The Service Provider shall perform its obligations under this paragraph 3 at no additional charge to the Purchaser, unless it can show that the Cyber Security Incident was caused solely by an act or omission of the Purchaser.

4 INFORMATION AND AUDIT

4.1 Promptly upon request, the Service Provider shall provide to the Purchaser such information and records in connection with the Service Provider's obligations under this Schedule 11 as the Purchaser may request.

4.2 The Service Provider agrees (and procures that its sub-contractors agree) that the Purchaser, its agents and its representatives may conduct such audits as are considered necessary by the Purchaser acting reasonably, including for the following purposes:

- (a) to ascertain the impact of any Cyber Security Incident;
- (b) to review and verify the integrity, confidentiality and security of any data relating to the Contract; or
- (c) to review the Service Providers and/or any sub-contractor's compliance with its obligations under this Schedule 11.

- 4.3 The Service Provider shall (and shall ensure that any sub-contractor shall) provide the Purchaser, its agents and representatives with all reasonable co-operation and assistance in relation to audits, including:
- (a) all data and/or records requested by the Purchaser;
 - (b) access to any relevant premises and to any equipment owned/controlled by the Service Provider, any associated or group company and any sub-contractor and, where such premises and/or equipment are outwith the control of the Service Provider, shall secure sufficient rights of access for the Purchaser, its agents and representatives as are necessary to allow audits to take place; and
 - (c) access to any relevant individuals.
- 4.4 The Purchaser shall use its reasonable endeavours to:
- (a) provide at least [10 days'] notice of its intention to conduct an audit (but is not obliged to do so); and
 - (b) ensure that the conduct of each audit does not unreasonably disrupt the Service Provider and/or sub-contractor or delay the performance of the Contract.
- 4.5 The parties shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this paragraph 4 [unless an audit identifies a breach of the terms of this Schedule 11 by the Service Provider and/or sub-contractor, in which case the Service Provider shall reimburse the Purchaser on demand for all the Purchaser's reasonable costs and expenses incurred in conducting the audit].

5 BREACH OF CYBER SECURITY REQUIREMENTS

- 5.1 A breach of this Schedule 11 by the Service Provider is a material breach for the purposes of clause 57.1.3 (Termination Rights).
- 5.2 If the Service Provider fails to comply with the provisions of this Schedule 11, the Purchaser may take any action it considers appropriate or necessary (and the Service Provider shall comply with the Purchaser's requests in this respect), including:
- (a) suspending the whole or any part of the Service Provider's obligations under the Contract;
 - (b) requiring that specific sub-contractors connected with such breach be removed from their involvement with the Services and the Contract and cease to have any access to the Purchaser's Protected Information and any Personal Data Processed in connection with the Services under the Contract;
 - (c) requesting the Service Provider return and/or arrange the evidenced secure and permanent destruction of the Purchaser's Protected Information and any Personal Data Processed in connection with the Services under the Contract; and
 - (d) implementing additional or alternative measures, both technical and organisational, to protect and secure the Purchaser's Protected Information and any Personal Data Processed in connection with the Services under the Contract.

This and the following 39 pages comprise Schedule 12 to the foregoing Contract between the Scottish Ministers and CORRA Foundation.

SCHEDULE 12 – SERVICE PROVIDER TECHNICAL TENDER SUBMISSION

Executive Summary

This tender proposal is from Corra Foundation (Corra). Corra’s vision is for a society in which people create positive change and enjoy fulfilling lives. Our mission is to make a difference to people and communities by encouraging positive change, opportunities, fairness and growth of aspirations, which improve quality of life. Corra has a 10-year strategy that was launched in March 2020 and over this period Corra will try to help bring about three big changes, so that:

- The power to create change rests with people themselves.
- People with ideas for radical change are supported, skilled, connected and confident.
- People are working together to respond to the big challenges facing Scotland.

Corra has over 35 years’ experience of providing grant making support to charities, individuals and communities in Scotland. It has distributed £193 million of funding in grants and made almost 16,000 grants to both public and third sector organisations. Corra is seen as a trusted intermediary partner and is managing multi-million contracts on behalf of Scottish Government (e.g. £65m National Drugs Mission).

Redacted – 33(1)(b)

This contract will be overseen by Corra’s Senior Leadership Team and delivered by a dedicated Promise Partnership team that has experience of assessing third and public sector organisations supporting children, young people and families. The Promise Partnership will be delivered using a co-production model¹, involving people with lived experience of Scotland’s ‘care system’ in equal partnership and engaging groups of people at the earliest stages of service design, development and evaluation.

a) ¹ We will use co-production as an approach to the development of the fund criteria and materials that actively involves people in the design and delivery of services. Corra followed the principles used by the [The Scottish Approach to Service Design \(SAtdS\) - gov.scot \(www.gov.scot\)](http://www.gov.scot)

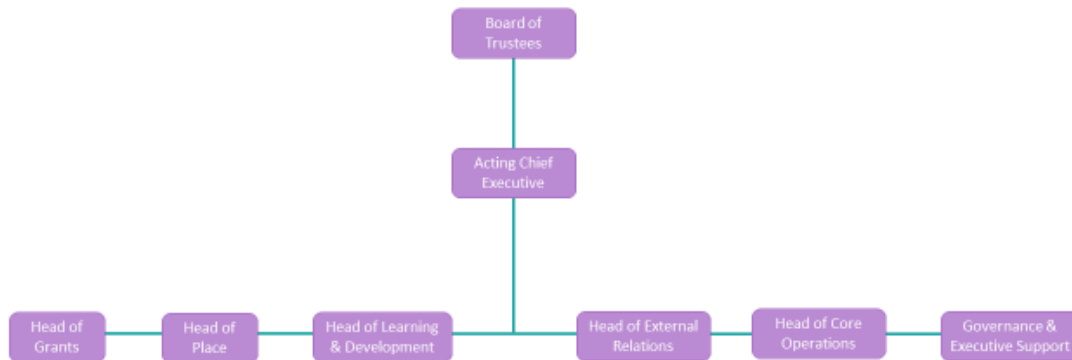
Redacted 33(1)(b)

Appendix 1

Organisational Chart (organogram)



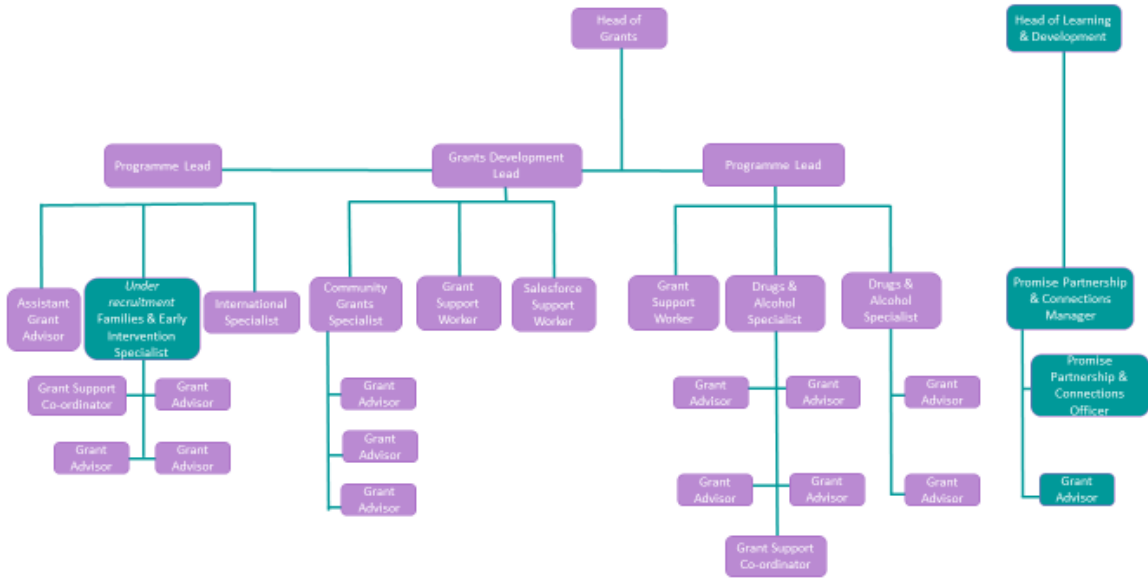
Governance & leadership





CORRA
FOUNDATION
voice · power · change

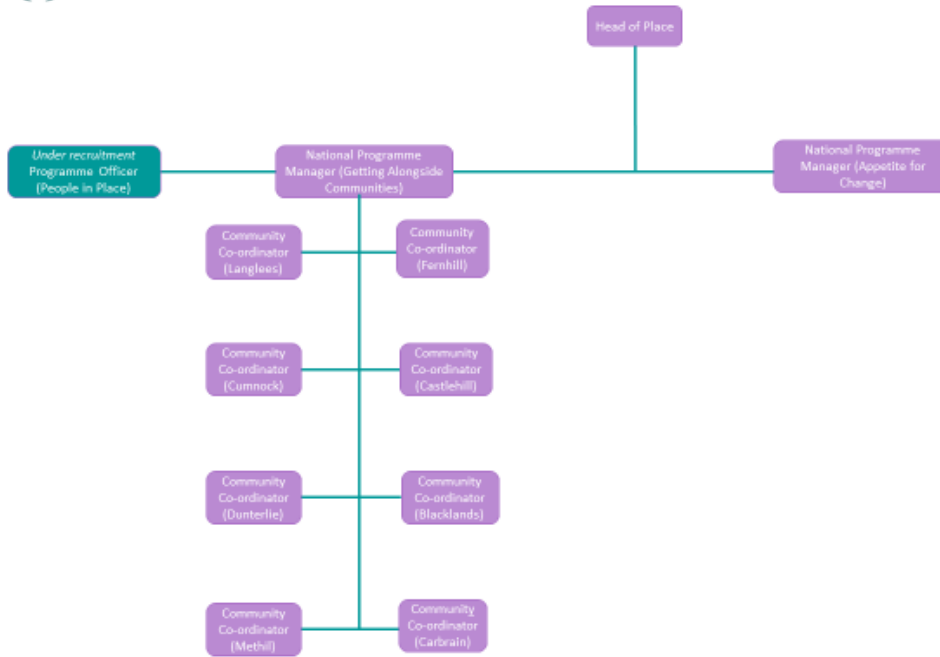
Grant delivery





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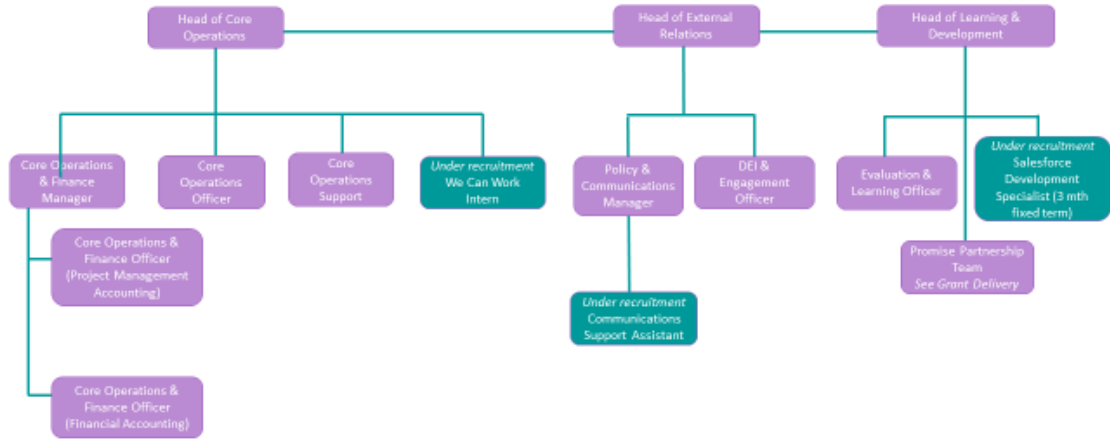
People in place





CORRA
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Supporting Corra





Scottish Government
Riaghaltas na h-Alba
gov.scot

SCOTTISH PROCUREMENT AND PROPERTY DIRECTORATE
Procurement Services Division

CONTRACT AWARD RECOMMENDATION REPORT

Promise Partnership Fund

Case Ref: 566679

Prepared By: Redacted 38(1)(b)

Date: 07 February 2022

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1. EXECUTIVE SUMMARY

Contract Title	Promise Partnership Fund
Lead Procurement Officer	Redacted 38(1)(b)
Contract Value	£749,283.00
Initial Contract Duration (Months)	36 months
Extension Options (Months)	NIL
Customer	Strategy, GIRFEC and the Promise Division
Current Contract Status	Contract due to expire 31 March 2022
Recommendation	Contract Award to Corra Foundation
eRDM Ref	CASE/566679

The award of this contract is in compliance with the [SG Corporate Procurement Strategy](#).

2. PURPOSE AND BACKGROUND

2.1. PURPOSE

The purpose of this document is to outline the tender process undertaken for the above named project and to confirm the intention to award a contract to Corra Foundation for the provision of the Promise Partnership Fund.

This document contains commercially sensitive information and needs to be handled and circulated accordingly. In particular, this contract award recommendation report should not be shared with suppliers as it contains commercially sensitive information. This documentation should be read as “Official – Sensitive: Commercial”.

2.2. BACKGROUND

The Scottish Government has a requirement to place a contract with an external service provider for the provision services to the Promise Partnership Fund.

The contract will be for a period of 36 months.

The budget for this requirement over the contract term is £750k.

The current contract for is due to expire on 31 March 2022.

3. SOURCING STRATEGY KEY POINTS

A copy of the sourcing strategy is linked below (redacted Section 25 – information made available as part of original response)

3.1. RECOMMENDED PROCUREMENT ROUTE

In accordance with the sourcing strategy, it was determined that the recommended route to market for this requirement was the OJEU Open Procedure.

Consideration was also given to lotting this requirement however, as outlined in the sourcing strategy it was determined that lotting was not suitable as:

- a) It would make the execution of the contract excessively technically difficult or expensive
- b) The need to co-ordinate the different contractors for the lots could seriously risk undermining the proper execution of the contract.

3.2. PRE-MARKET ENGAGEMENT

No pre market engagement was held as it was considered that there were enough potential suppliers in the market who would wish to respond to the Invitation to Tender.

4. PROCUREMENT PROCESS

A Contract Notice was published on PCS and in the OJEU on 01 December 2021. All of the Invitation to Tender documentation was made available to interested parties via the Public Contracts Scotland-Tender (PCS-T) portal. The PCS-T portal was also used to manage clarifications and to receive final bids from potential service providers.

The ITT documents are attached below for information:

Redacted S25 – information otherwise available as part of original response

A total of 3 tenders were received by the tender return date of 17 January 2022 from the following bidders:

1. Corra Foundation
2. Children in Scotland
3. Hylman

5. EVALUATION

All bids were evaluated in accordance with the methodology outlined in the ITT documentation. A summary of each stage of the evaluation is outlined below.

5.1 QUALIFICATION ENVELOPE EVALUATION

In accordance with the methodology used by PCS-Tender, a Qualification stage was used as part of the tender process incorporating the SPD (Scotland).

All bidders were required to meet a number of minimum requirements in relation to criminal convictions and other mandatory exclusion grounds. Bidders were also required to confirm that they met other selection criteria (as outlined in Part IV of the SPD):

1. Section A: Suitability

- a. Professional or Trade Registers enrolment – N/A

- b. Authorisation/Membership to perform services – N/A

2. Section B: Economic and Financial Standing

- a. Turnover – N/A
- b. Financial Ratios – a minimum of 1
- c. Minimum Insurance Levels –
 - Public liability insurance in the sum of not less than £5m
 - Professional Indemnity insurance in the sum of not less than £5m, and
 - Employer's liability insurance in accordance with any legal obligation for the time being in force.
- d. Any other economic or financial requirements – N/A

3. Section C: Technical and Professional Ability (to shortlist bidders)

- a. Works Contracts – N/A
- b. Supply/Service Contracts – examples of relevant experience.
- c. Details of Technicians/Technical Bodies – N/A
- d. Technical Facilities and Measures for Ensuring Quality and the Study and Research Facilities Used – N/A
- e. Supply Chain Management/Tracking Systems Used – N/A
- f. Checks by Public Body/Official Body on Production Capacities/Technical Capacity – N/A
- g. Educational and Professional Qualifications – N/A
- h. Environmental Management Measures- – N/A
- i. Average Annual Manpower (3 years) – N/A
- j. Number of Managerial Staff (3 years) – N/A
- k. Relevant tools, plant or technical equipment – N/A
- l. Proportion (%) to be Sub-Contracted – N/A
- m. Samples, Descriptions or Photographs of Products (Supply Contracts) – N/A
- n. Certificates of Authenticity (Supply Contracts) – N/A
- o. Product Conformity Certificates from Official Quality Control Institutes/Agencies (Supply Contracts) – N/A

4. Section D: Quality Assurance Schemes and Environmental Management Standards

- a. Quality Management Procedures – N/A
- b. Health and Safety Procedures – N/A
- c. Environmental Management Systems/Standards Certificates – N/A

All bidders passed the Qualification Envelope.

5.2 QUALITY EVALUATION (TECHNICAL ENVELOPE)

In accordance with the methodology outlined in the ITT, the Technical Envelope in PCS-T was used as a basis for the quality evaluation.

The Tender Evaluation Panel (TEP) (as identified in the sourcing strategy) were required to complete a Declaration of Impartiality and Confidentiality to confirm they had no conflicts of interest with the organisations being evaluated.

Each member of the TEP evaluated and scored the bids in isolation against the pre-agreed contract award criteria, which was outlined in the ITT. Copies of each individual evaluator’s initial score sheet are available in the following eRDM link:

Redacted – 33(1)(b)

Details of each of the sections to be scored are outlined in Table 1 below:

Section	Subject
A	Methodology
B	Staffing and Resourcing
C	Fair Work First
D	Business Continuity and Disaster Recovery

Table 1: Technical Envelope Award Criteria

A moderation meeting was held on 1 February 2022 to discuss the individual scores and to ensure as far as possible, consistency of method and approach. Some members of the TEP chose to revisit their scores during the moderation meeting, as documented in the PQR. The final TEP scores following the moderation meeting are also included in the PQR.

The final overall quality scores for each bidder are outlined in Table 2 below:

Bidder Name	Quality Score (out of 100)
Corra Foundation	94.13
Redacted 33 (1) (b)	Redacted 33 (1) (b)
Redacted 33 (1) (b)	Redacted 33 (1) (b)

Table 2: Quality Scores

5.3 PRICE EVALUATION (COMMERCIAL ENVELOPE)

The price scores for each bidder are outlined in Table 3 below.

Bidder Name	Tender Evaluation Sum	Price Score (out of 100)
Corra Foundation	£749,283.00	74.34
Redacted 33 (1) (b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)
Redacted 33(1)(b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)

Table 3: Price Scores

5.4. CLARIFICATIONS

The responses provided addressed all of the points raised and the TEP were content that no further clarifications were required.

5.5 PRICE/QUALITY RATIO EVALUATION

As outlined in the sourcing strategy, the below Price:Quality Ratio (PQR) was agreed and outlined in the ITT:

Evaluation Criteria	Weighting
Quality/Technical	70%
Price/Commercial	30%

This means that the Quality and Price Scores outlined in the above sections would be combined into an overall final score. The tenderer with the highest combined score would be deemed the successful tenderer.

The Quality and Prices Scores for each bidder were entered into the attached PQR Evaluation Matrix to determine the combined scores.

Redacted 33(1)(b)

A summary of the combined scores for each tenderer and their final ranking are outlined in Table 5 below.

Bidder Name	Weighted Quality Score	Weighted Price Score	PQR Combined Score	Rank
Corra Foundation	65.89	22.30	88.19	1
Redacted 33 (1) (b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)	2
Redacted 33 (1) (b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)	Redacted 33 (1) (b)	3

Table 4: Combined Scores

6. SAVINGS

In accordance with the [Procurement Benefits Reporting Guidance](#), no savings can be claimed in respect of this tender exercise as the Specification of Requirement had increased considerably and the price of this contract cannot be directly aligned to the price of the current contract. Neither can there be considered a market price saving as Corra Foundation were the most expensive of the 3 bids received.

7. COMMUNITY BENEFITS (IF RELEVANT)

The Community Benefits question was included in the ITT and was assigned a weighting of zero.

As part of their tender response, Corra Foundation provided a Community Benefits proposal and a summary of potential opportunities is provided below:

- Continuing to recruit through Community Jobs Scotland where appropriate.
- Continue to identify and support appropriate workplace opportunities for 14-16 year olds, including through Project Scotland.
- Continue to recruit through 'adopt an intern' (now AAI EmployAbility) where appropriate.

Commented [u1]: I would release this

- Provide ongoing support to leadership and development opportunities for employees and individuals from community led organisations supported by Corra (2027 programme, Grant Givers¹ programme).
- Investment and time commitment to ongoing personal development for new employees.
- We will also actively share opportunities for funded organisations to engage in these opportunities, significantly widening the reach and impact of this work. Organisations will report on the community benefits they have delivered on an ongoing basis throughout the life of the fund.

The community benefits outlined above will be captured in the final contract and will be monitored to ensure delivery.

7.1 CLIMATE EMERGENCY

As a result of including a non-scored Climate Emergency question, the successful supplier has committed to delivering the following sustainable benefits in the delivery of this Contract:



Corra response to
climate emergency qu

8. FAIR WORK PRACTICES/LIVING WAGE

8.1 FAIR WORK PRACTICES QUESTION

As outlined in the sourcing strategy, a scored Fair Work First question with a weighting of 5% was included in the ITT.

The moderated average score for the Fair Work First question was 3.75 and the recommended supplier has demonstrated that they have appropriate measures in place and the TEP are content that there are no issues with fair work practices.

8.2. SCOTTISH BUSINESS PLEDGE

For information only, a non-scored business on the Scottish Business Pledge was also included in the ITT.

The preferred bidder has confirmed that they have not signed up to the Scottish Business Pledge.

8.3. LIVING WAGE SCOTLAND ACCREDITATION

For information only, a non-scored business on whether bidders were accredited by Living Wage Scotland was also included in the ITT.

The preferred bidder has confirmed that they are accredited and this has been verified by the buyer via the following link:

<https://scottishlivingwage.org/accredited>

8.4. PAYMENT OF THE REAL LIVING WAGE

As outlined in the sourcing strategy, it was not considered relevant or proportionate to mandate payment of the real Living Wage for this contract.

However, a non-scored question on whether bidders intended to pay real Living Wage to all staff involved in the delivery of the contract was included, for information purposes only.

The recommend supplier confirmed that all staff would be paid at least the real Living Wage.

9. LESSONS LEARNED

N/A

10. CONTRACT MANAGEMENT

10.1. CONTRACT MANAGER & CSM TRAINING

The lead Contract Manager has been identified currently as Redacted 38(1)(b).

The current Contract Manager has been made aware of the need to complete the mandatory CSM Training Programme and Training Needs Analysis. However, she is due to move to another role prior to the contract starting. At this point in time we are unable to confirm if her replacement has completed the training. I will continue to monitor the position to ensure that the incoming Contract Manager has the relevant training, the **Contract Management Responsibility** form has been completed and sent to the CSM Team for authorisation.

10.2. CONTRACT CATEGORISATION

The Contract Categorisation which will apply to this Contract is as follows:

Transactional/Routine

10.3 MOBILISATION

As part of their tender response, Corra Foundation were required to provide a mobilisation plan. Corra Foundation are the current contractor for this requirement and will not require a mobilisation plan to go live on the contract commencement date.

10.4 ON-GOING CONTRACT MANAGEMENT

The lead customer will assume the role of Contract Manager and will provide proactive and hands-on Contract Management in line with Contract Management Handbook which has been provided and explained.

The level of SPCD involvement is expected to be limited to providing ad-hoc assistance during the mobilisation stage.

The Contract Manager has been made aware that support remains available from the Contract & Supplier Management Team (CSM-T) should it be required in the future.

Corra Foundation will also appoint a contract manager to liaise directly with the SG and will be responsible for ensuring effective delivery of the services and for ensuring that the required Service Levels/KPIs are met.

10.5 CONTRACT HANDOVER DOCUMENT

The Lead Procurement Officer will develop a Contract Handover Document and will provide this to the Contract Manager(s) following contract award, a copy will also be provided to the CSM-T for information.

The Contract Handover Plan will capture all pertinent information relating to the contract, including but not limited to any key points of contact, milestones, MI requirements, Service Levels/KPIs

11. DUE DILIGENCE

11.1. FINANCIAL CHECK

As part of due diligence, ASU were requested to carry out a financial check of Corra Foundation.

The report provided by ASU is attached below for information.

<insert eRDM link to ASU report>

11.2. INSURANCES

The preferred bidder will be required to provide copies of their insurance certificates to confirm they have the required level of insurances, as set out in the terms and conditions. These will be saved into the eRDM file.

11.3. SLAVERY AND HUMAN TRAFFICKING (MODERN SLAVERY) STATEMENT (IF RELEVANT)

Is the suppliers' turnover greater than £36m?	No
--	----

12. RECOMMENDATION

It is the recommendation of the TEP that the contract for Promise Partnership Fund is awarded to Corra Foundation.

Recommended By	Redacted 38(1)(b)
Position	Senior Portfolio Specialist
Date	07 February 2022

13. SGPT QUALITY ASSURANCE REVIEW

In accordance with SGPT standard ways of working, a review of the following key documents will be undertaken by a buyer of at least the same grade:

Stage 1	Sourcing Strategy
	Invitation to Tender
Stage 2	Contract Award Recommendation Report
	Standstill/Debrief/Award Letters

This Contract Award Recommendation Report has been reviewed by:

Buyer Name	Redacted 38(1)(b)
Job Title	Head of SGPT
Date Review Completed	07/02/2022

14. APPROVALS (ONLY USE IF PROJECT IS ABOVE YOUR DPA)

For the purposes of Delegated Purchasing Authority approval, this recommendation is approved by:

Approved By	Redacted 38(1)(b)
Position	Head of SGPT
Date	07 February 2022

15. LEAD CUSTOMER SIGN OFF

OFFICIAL – SENSITIVE: COMMERCIAL

I accept and agree with the recommendation that the contract for Promise Partnership Fund should be awarded to Corra Foundation.

Customer Name	Redacted 38(1)(b)
Job Title	DCAF Promise Implementation Lead
Date Review Completed	Click here to enter a date.



Scottish Government Procurement Team (SGPT)

TENDER EVALUATION: Scottish Government Promise Partnership Fund

NAME OF TENDERER	CORRA Foundation (Lloyds tsb Foundation)
NAME OF EVALUATOR	Redacted 38(1)(b)
EVALUATION DATE	19/01/22
SIGNED	Redacted 38(1)(b)

Introduction

This document records individual evaluators' scores against the objective evaluation criteria for tender responses to the ITT for Scottish Government Promise Partnership Fund.

Tenders will be marked on the evidence submitted by tenderers demonstrating how they will deliver the requirement as detailed in our ITT.

Evaluators should award one score for each question. This score should be based on the score description from the relevant table below which is most relevant to the company's response. Note there is one scoring table for the (single) selection criterion and another for the award criteria.

It is imperative that all evaluators provide clear and concise evidence in the justification section to support the scores they award against every question.

Evaluators should note that the information they provide will be used as part of the tender debriefing process and may also be subject to Freedom of Information requests or be cited within court documents in the event of a challenge from an unsuccessful bidder.

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Award Criteria

Guidance to Evaluators

1. The marks awarded will be based on the evidence submitted in the tender submissions, including any relevant attachments.
2. Each evaluator will evaluate every submission in isolation of the other evaluators.
3. Each evaluator will award a mark for each question between 0 and 4, in accordance with the methodology in the table below:

0 Unacceptable	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
1 Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

4. Once each evaluator has independently evaluated each of the tender submissions, a moderation meeting will be held between the evaluators. Where individual evaluators' scores for particular questions differ from one-another, the scores and the tenderer's response to that question (and any other relevant information in the tenderer's bid) will be discussed at the moderation meeting. In the event that an evaluator realises that they have misread the tenderer's response, they may amend their original score for that question. Should no evaluator find fault with their original score, all original scores will stand.

OVERALL SCORES TO BE INSERTED BELOW:

Question No.	Score 0-4
Q. A1	Redacted 30(c)
Q. A2	Redacted 30(c)
Q. A3	Redacted 30(c)
Q. A4	Redacted 30(c)
Q. A5	Redacted 30(c)
Q. A6	Redacted 30(c)
Q. A7	Redacted 30(c)
Q. B1	Redacted 30(c)
Q. B2	Redacted 30(c)
Q. B3	Redacted 30(c)
Q.B4	Redacted 30(c)
Q. C1	<u>NOT SCORED BY EVALUATORS</u>
Q. D1	<u>NOT SCORED</u>
Q. E1	<u>NOT USED</u>
Q. F1	
Q.G1	<u>NOT SCORED</u>

SECTION A – UNDERSTANDING THE REQUIREMENT (Section Weighting – 55%)

Question A1 (Sub-weighting: 25%)

The Fund Management Service will be instrumental to the work around the fund criteria and the organisation must foster and maintain a good relationship with The Promise Scotland.

Please describe how you intend to deliver the fund management service and how you will use the required level of expertise to inform the future principles of the Fund that will support the implementation of The Promise (build and maintain relationships with organisations such as The Promise Scotland).

Your response should include a project plan and method statement on how this service will be delivered against the period of the fund and how the roles will be fulfilled.

Question A1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

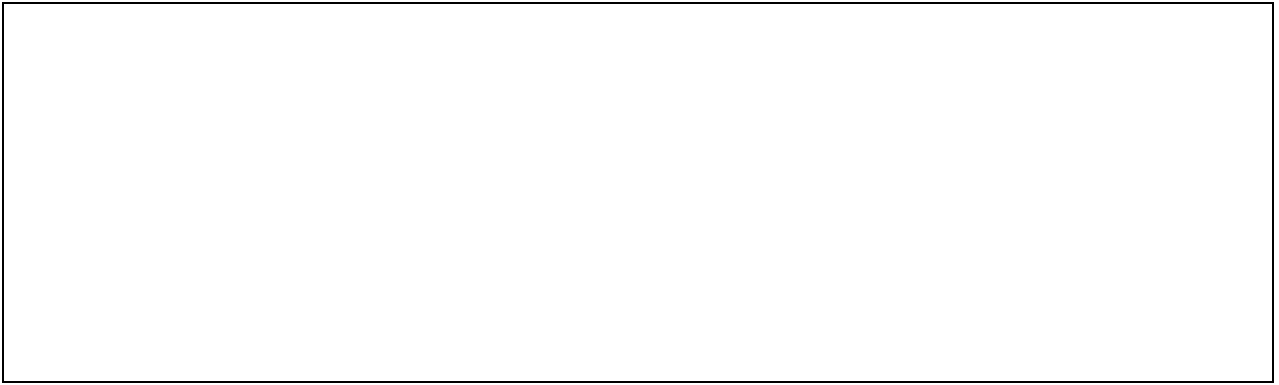
Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)



OFFICIAL - SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Question A2 (Sub-weighting: 10%)

The Business Requirement

Please describe how you will promote the fund to ensure maximum accessibility and how you will support organisations with little previous experience of applying for funding.

Question A2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A3 (Sub-weighting: 20%)

OFFICIAL: SENSITIVE – COMMERCIAL (WHEN COMPLETED)

Scottish Government will expect all bids to be assessed by a care experienced panel with the right level of expert advice/ support to do so. Findings as to the relative merits of each application will be discussed with the Contract Manager at the regular review meetings,

Please describe how you will support the creation of a care experienced panel and continue this support throughout the development of the Fund Criteria and bid assessment process (Annex A) and how you will present your findings.

Question A3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A4 (Sub-weighting: 15%)

Please describe your approach to financial monitoring of the funds allocated and the development of robust systems for monitoring of grant conditions.

Your response should outline the systems in place to ensure proper financial management, including robust audit processes and random financial spot checks. Please detail how you will ensure value for public funds as they relate to individual grant awards and how you would compile annual reviews taking account of organisation reports and any Scottish Government comments on progress.

Question A4 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A5 (Sub-weighting: 15%)

Please describe your approach to measuring the outcomes and impact of the Fund and embedding learning in the recipient organisation or collaborations.

Question A5 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A6 (Sub-weighting: 10%)

Please describe your approach to financial management of the funds transferred by the Scottish Government.

Your response should include a description of how you will ensure SG money is held and identified separately from all other funds held in the name of the supplier and your process for making grant payments to recipients.

Question A6 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question A7 (Sub-weighting: 15%)

Please describe your approach to contract management and reporting on the progress of the contract to the Scottish Government

Your response should include details on how you will monitor your own performance against targets and milestones and what support and assistance projects will receive to ensure effective progress is made to achieve agreed outcomes and grant money is being used as agreed.

Question A7 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION B – STAFFING & RESOURCING (Section Weighting – 35%)

Question B1 (Sub-weighting: 35%)

Please provide details of your experience of delivering high quality fund administration services and how this will be applied to this contract.

Your response should include your knowledge and experience of advancing equality in the workplace and of the equality sectors and details of your experience of distributing funding on a similar scale to that of this contract to the third sector or other sectors and where this contract will fit in your overall portfolio of work.

Question B1 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B2 (Sub-weighting: 35%)

Please provide details of the proposed delivery team including a copy of short CVs detailing how the available skills and expertise will be applied in the delivery of the contract in order to deliver high quality fund administration services.

The response should include an organisational chart, details of the Project Manager you propose to manage this contract, their experience of managing similar contracts and a copy of their CV.

Question B2 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B3 (Sub-weighting: 15%)

Please provide details of your staff recruitment and retention policy and the internal systems you have in place for managing the absence of key staff and ensuring continuity of service in the event of staff absence in the delivery of this contract.

Question B3 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

Question B4 (Sub-weighting: 15%)

Please provide details of your proposed Mobilisation Plan to ensure readiness to deliver against the contract requirements.

Question B4 (Score Awarded 0 to 4)

Redacted 30(c)

Justification

Strengths (or positive evidence)

Redacted 30(c)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION C – FAIR WORK FIRST (Section Weighting – 5%) NOT SCORED BY EVALUATORS

Question C1 (Sub-weighting: 100%)

Question C1 (Score Awarded 0 to 4)

Justification

Strengths (or positive evidence)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION D – COMMUNITY BENEFITS – NOT SCORED

Question D1 (NOT SCORED)

SECTION E – NOT USED

SECTION F: BUSINESS CONTINUITY AND DISASTER RECOVERY (BCDR) – (Score Awarded 0 to 4)

Please describe any Business Contingency and Disaster Recovery (BCDR) Plans you will put in place to ensure ongoing delivery of Services/Goods, e.g. during the COVID-19 pandemic, these maybe but not limited to:

- Supply Chain
- Resources (Staff)
- Deliveries
- Use of IT
- IT failure
- Backups (on/off site servers)

Plans must also cover any mitigation actions you will put in place to ensure delivery. Please see table below:

Threat	H/M/L Risk	H/M/L Impact	Mitigation / Actions including timescales	Responsible Owner

Justification

Strengths (or positive evidence)

Weaknesses (or lack of evidence)

Comments / Clarifications required

SECTION G – CLIMATE EMERGENCY – NOT SCORED

Question G1 (NOT SCORED)