

Procurement & Contract Guidelines

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Procurement & Contract Guidelines

PROCUREMENT GUIDELINES

1. Introduction

As a Non-Departmental Public Body in receipt of several million pounds of public money, LTS is required to adhere to the Scottish Government's Procurement Policy, [Scottish Procurement Directorate](#). This policy is quite specific and is designed to ensure that LTS achieves optimum value for money (VFM) through the use of open competition.

The key elements of the policy reflect essential values set out in the Scottish Government Mission Statement, i.e. to act with integrity and honesty, to pursue value for money, and to encourage continuous improvement and innovation.

The aim here is to outline key stages in the procurement process and to ensure that all managers are aware of the need to follow this process. It is worth pointing out at this stage that such key elements as use of competition and separation of duties help to protect the individuals involved in procurement as well as ensuring VFM and openness.

2. Separation of Duties

In the procurement process two key distinguishable roles are:

- The budget holder/project manager – known as the Responsible Officer (RO), who perceives the need for the procurement, commissions the procurement service and gives final approval to the recommended choice
- The purchaser who fulfils the procurement role (including making the legally binding commitment to the chosen supplier) and is responsible for ensuring that the procurement process fully complies with the Scottish Government's procurement policy and secures best value for money. A member of Procurement would normally fulfil this role.

It is good practice, and is Scottish Government policy, that these two key roles should be separate. However, in all but the simplest cases, the customer and purchaser should be working together as a team throughout the procurement process.

3. Value for Money

Best value for money in procurement terms is defined as whole life cost, not the lowest short-term price. All managers, not only Procurement, are responsible for ensuring that best VFM is achieved through the procurement process.

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4. Competition

The Scottish Government's Procurement Policy Manual says:

"Goods and services should be acquired by competition unless there are convincing reasons to the contrary. Competition avoids any suggestion of favouritism and the encouragement of monopoly: it also helps to promote efficiency and economy"

It is Scottish Government policy that procurement should be undertaken through open competition. Procurement, in consultation with the relevant RO, are responsible for identifying suppliers most likely to offer best VFM and encouraging them to tender.

Consultants/suppliers should always be selected on the basis of their suitability for the work to be carried out. If the preferred consultant/supplier is known to the RO on a personal (as opposed to a professional) basis, then Procurement should be notified immediately, and the financial negotiations and arrangements conducted by them.

In order to avoid any claims of favouritism or insider knowledge, ex-members of staff will only be permitted to enter into consultancy agreements with LTS if, after considering all of the circumstances, the Procurement Officer deems that it is acceptable. Should an RO be considering an ex-member of staff for consultancy work then the Procurement Officer should be contacted before any discussions take place with the person in question. In such circumstances the financial negotiations should be carried out by Procurement.

In both cases, it is always recommended that competitive tendering is used, to ensure that LTS cannot be challenged on its selection process for employing consultants.

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The following is a summary of LTS' tendering policy:

| Estimated Value of Goods/Services (excluding VAT) | Process to be followed: |
|--|--|
| £2,500 or less | Contract and Payment Claim Form (01C/PCF) <ul style="list-style-type: none"> • A 01C/PCF must be completed by the RO • No Procurement Involvement required • Disaggregation of work should be avoided |
| £2,501 - £5,000 | Quotation for Work <ul style="list-style-type: none"> • A written quotation from the proposed contractor is required, together with a breakdown of the costs involved and key deliverables. • The RO should ensure that this quotation is retained for a minimum of one year • The RO can manage this process without involving Procurement • Refer to 4.1 |
| £5,001 - £10,000 | Min 3 Quotations for Work <ul style="list-style-type: none"> • A minimum of three written quotes are required • The RO should ensure that these quotations are retained for a minimum of one year. • The RO can manage this process without involving Procurement • Refer to 4.2 |
| £10,001 - £139,892 (supplies & services) | ITT - Invitation to Tender <ul style="list-style-type: none"> • A list of potential tenderers will be identified and a sealed bid procedure will be used for all procurements within this range (and for any lower value but potentially contentious procurements) • Procurement are responsible for the Invitation to Tender process |
| £139,893 and over (supplies & services) | EU <ul style="list-style-type: none"> • In the case of all prospective procurements of goods and services over £139,983, European Procurement legislation applies and advice from Procurement should be sought immediately • The Procurement Manager will oversee all EU tendering • Note that a lower £90,319 limit applies if we are tendering on behalf of Scottish Ministers |

NB: In all cases disaggregation of contracts to avoid following procurement policy is strictly prohibited

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4.1 £2500 or less – No Contract required

Purchases of less than £2500 require either a purchase order or 01 Payment Claim form. The responsible Officer should facilitate this process.

The 01 Payment claim form should be completed when the consultant is to be paid through payroll. The [01 Contract and Payment claim form](#) can be found on the intranet.

The RO should complete the necessary fields of the payment claim form and issue it to the consultant. The consultant is then expected to complete sign and return the form to the RO for processing.

A purchase order should be raised if the work the consultant is carrying out has been verified as being a *self employed task*. This can be confirmed by asking the consultant to complete the **Employment Status Indicator** tool which is available on HM Revenue & Customs (HMRC) website <http://www.hmrc.gov.uk/>. Once the consultant completes the online questionnaire an instant decision will be made by HMRC on their employment status. A copy of that decision should be produced to the RO in order to confirm whether or not the consultant should invoice LTS and receive a purchase order instead of the 01 Payment Claim Form.

All purchases should be able to demonstrate good value for money even if a contract is not required.

4.2 £2,501 - £5,000 – Quotation for Work

Even if a contract has a value of £5,000 or less it should be able to achieve demonstrable value for money. This can be done by ensuring that consultants/suppliers are suitably qualified to deliver the requirements at an appropriate fee.

For all contracts with a value of £5,000 or less (particularly those with a value of at least £1,000), it is best practice to seek two or three quotations for the work. However, at the very least, a written quotation from the proposed contractor is required, together with a breakdown of the costs involved and key deliverables. The RO should ensure that these quotations are retained for a minimum of one year.

In situations where only one potential consultant/supplier can be identified for a piece of work, internal quotations should be obtained for the work in question. Ideally the following process would take place:

- When discussing the potential contract with the consultant/supplier in question, the RO should request an estimate of time and cost, preferably in writing (an email will suffice)
- The RO him/herself should estimate the amount of time it would take for the piece of work to be delivered by a competent consultant/supplier. Where possible a cost estimate for completion of the work should also be made

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- The RO should also identify an LTS colleague* in a position to provide a realistic estimate of the time it would take to complete the work, and should send an email to this colleague providing a brief outline of the work that is to be undertaken. (**This should either be a colleague with relevant technical expertise or a colleague who has had similar work delivered by consultants/suppliers in the past*). The colleague should reply by email giving a time, and where possible a cost, estimate for completion of the work in question
- The two internal estimates can then be compared against the quote received from the consultant/supplier to gauge whether or not it is reasonable.

The RO should retain the email correspondence on file.

4.3 £5,001-£10,000 – Minimum 3 Quotations for Work

For all contracts between £5,001 and £10,000, you should obtain a minimum of three quotes together with a breakdown of costs involved, key deliverables and further supporting information.

- The RO him/herself should estimate the amount of time it would take for the piece of work to be delivered by a competent consultant/supplier. Where possible a cost estimate for completion of the work should also be made
- In addition to asking for costs you should use a standard summary of requirements. An example of typical requirements can be seen below;
- The RO should ensure that quotations received are retained for a minimum of one year.

Requirements

Detail here a full description of the services / equipment required – examples of information to include are:

a technical specification,
quantities required,
delivery address,
type of research to be carried out,
type of report (and format) to be produced,
deadlines to be met,
whether or not we will pay travel expenses,
etc, etc

The more detail you have here the better the quote is likely to be

Quotes

Quotes should clearly indicate the unit cost (excluding and including VAT) together with (delete if not applicable) the total cost (excluding and including VAT).

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Quotes should also clearly state whether or not the deadline detailed by LTS will be met.

You should choose the appropriate requirements to best fit the needs of the work being done. You will also want to use appropriate selection criteria.

NB: The RO should ensure that these quotations are retained for a minimum of one year.

If there is only one supplier/consultant that can be identified then a non-competitive action report must be completed and approved. See section 5 Non-Competitive Action procedure.

4.4 Over £10,000 –or Invitation to Tender (ITT)

Any work that is to be undertaken by a consultant/supplier with a likely contract value of over £10,000 should be subject to competition, via an ITT.

Where it is unclear if the contract value will be over £10,000, the Procurement Manager should be contacted and a decision taken on whether a tendering exercise is required. In most cases where the contract value is likely to be close to the £10,000 threshold, then competitive tendering will be required.

Procurement will issue the ITT and manage the process, ensuring that at least three or more potential consultants/suppliers are invited to submit proposals for work.

NB: Should an ITT be issued and **no** responses are received, or where those received **fail to meet** the agreed pass mark upon scoring, consult with procurement for advice on action to be taken.

4.5 £139,893 and over - European Procurement Legislation

Within the European Union a series of Procurement Directives apply to promote fair and open competition. These require public authorities to publish details of contracts they intend to place if the value is likely to be above specified thresholds. They also have to follow other specified procurement procedures. The procedures are relatively onerous and lengthy and involve publishing tender information in the Official Journal of the European Union. This process can take up to six months, so it is essential that contracts potentially worth £100,000 and over are identified at an early stage in their development.

For significant purchases of IT equipment worth £139,893 and over it is permissible to use Catalist, a Government pre-tendered Framework Agreement. This Framework avoids the need to go through the OJEU process described above, but still allows competition amongst the contractors who are within the Framework. The same rule applies to other services offered on Catalist. You should contact the Procurement Manager to discuss these options or visit the OGC Website <http://online.ogcbuyingsolutions.gov.uk/news/>

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There are other Government Frameworks, which LTS as an NDPB can access. Further information is available from Procurement in relation to the various Government Frameworks that LTS can use.

You should note that a lower £90,319 limit applies for EU procurement if we are tendering on behalf of the Scottish Ministers.

5. Non-Competitive Action

Sometimes known as Single Tender Action, Non Competitive Action (NCA) is required when procurements need to be made which cannot satisfy the minimum competition requirements. Great care is required in authorising an NCA as it remains essential to achieve best VFM and to ensure that the procurement process undertaken is fully defensible.

All requests to proceed with NCAs worth in excess of £5,000, and no greater than £10,000, require to be approved by the Head of Finance and the Procurement Manager of LTS. NCAs worth in excess of £10,000 require to be approved by Scottish Government, which can take up to 6-8 weeks. Such approval must be obtained prior to contracts being issued and work commencing.

NB: Please bear in mind that NCA approval at SEED is not guaranteed.

LTS has a formal NCA Report, which must be completed and the appropriate approval obtained in advance of any work being undertaken and a contract issued. The NCAR is available on request from the Procurement Manager.

The Scottish Government guidance on when the use of an NCAR is justified is as follows:

- for work of **exceptional urgency** caused by unforeseeable circumstances where competitive tendering would cause unacceptable delay (e.g. after breakdown, storm, fire, etc.);
- the proposed firm is by recent experience (within 3 months) the best value for money supplier and would be likely to remain so in another competition;
- the proposed supplier is the only one known to possess unique or specialised capacity, or the articles are unobtainable from any other source and there are no satisfactory alternatives;
- where Intellectual Property Rights are an important issue, e.g. research programmes commissioned by Peer Review. However, it is essential that procedures are in place to ensure value for money.

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Areas where an NCAR is not justified are as follows:

- poor planning on the part of the RO leading to a time crisis for the project
- when poor VFM is being proposed.

Where NCA is permitted the consultant being approached should not, wherever practical, be made aware that they are bidding in a non-competitive situation.

6. Frameworks

A framework agreement is a general term for agreements with providers which set out terms and conditions under which specific purchases (call-offs) can be made throughout the term of the agreement. The framework agreement may, itself, be a contract to which the EU procurement rules apply. This would be the case where the agreement places an obligation, in writing, to purchase goods, works or services for consideration. For this type of agreement, there is no particular problem under the EU rules, as it can be treated in the same way as any other contract.

Procurement rules also establish a procedure for the award of individual contracts or call-offs under the framework. In this regard, the rules differentiate between two situations: a framework agreement with one supplier, and a framework agreement with several suppliers:

Where there is one framework supplier, the rules provide that in awarding contracts under the framework, the contracting authority may consult with the contractor in writing, requesting it to supplement its tender if necessary. However, the actual contract awarded must comply with all the substantive terms set out in the framework agreement as originally awarded.

Where there is more than one framework supplier, the following rules apply:

Number of framework suppliers: provided there were sufficient candidates with the required qualifications, and sufficient compliant tenders, then the framework agreement must be entered into with at least 3 suppliers.

Award of contracts under the framework: this can be done either through the application of the terms laid down in the framework agreement itself without further competition or through a mini-competition, in which case the award criteria should be specified in the framework agreement itself. Where the mini competition option is chosen, the contracting authority must inform **all** the framework suppliers 'capable of performing the contract' in writing about the contract and invite them to tender to a set but reasonable deadline, and the contract must be awarded to the tenderer submitting the best tender in accordance with the award criteria set out in the framework agreement.

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6.1 Print Framework

The print framework is split in to categories. These are;

- Design
- Print finishing
- Web conversion
- Translation
- Marketing materials
- Signage (for conferences)
- CD Duplication

Details of the suppliers on the framework are available on the intranet (path to be confirmed)

The Print framework will run from March 2007 for 24 months, with the option for two twelve month extensions.

The following is a summary of how to use the Print framework:

Quotes up to £10k can be managed by the print buyer without involving Procurement.

Quotes for £10k+ can be requested by the print buyer as normal however procurement must be advised that this is happening. The print buyer should advise the print companies that they will have to submit by a deadline and all submissions must be made to corporatetendersubmissions@ltsotland.org.uk. The print buyer will also have to advise Procurement of the dates they have specified. Procurement will issue the bids to the print buyer who will choose the one he/she feels is more suitable using a standard scoring tool (basic model). The print buyer will also need to justify why the successful supplier was chosen.

The following is a summary of LTS' tendering policy for Print:

| Estimated Value of Goods/Services (excluding VAT) | Process to be followed: |
|--|---|
| ≤ £10,000 | Quotations for Work <ul style="list-style-type: none">• A written quotation from each of the suppliers on the framework is required together with confirmation of delivery• The RO should ensure that these quotations are retained permanently.• The RO can manage this process without involving Procurement |

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| | |
|-----------|---|
| £10,001 + | ITQ - Invitation to Quote <ul style="list-style-type: none">• All suppliers on the list will be invited to quote and a sealed bid procedure will be used for all procurements within this range (and for any lower value but potentially contentious procurements)• Procurement is responsible for the Invitation to Tender process |
|-----------|---|

6.1.1 £10,000 or less – Quotations for work

For all print work with a value of £10,000 or less, all suppliers on the print framework should be invited to quote, unless that supplier does not provide a service for the specific category within the framework.

- The RO must record all quotes received and save them permanently.

6.1.2 £10,000 or above - Mini competition

For all print work with a value greater than £10,000 procurement must be involved. All suppliers on the list should be invited within the category/categories required. The RO should advise Procurement that they would like to invite the suppliers to tender and all quotes must be submitted to Procurement by email at; Corporatetenderenquiries@LTScotland.org.uk on a sealed bid basis. A tender evaluation panel will be identified by the RO and Procurement. The print score checklist will be used to assess each quote. The checklists will be returned to the Procurement Manager together with a tender approval, which will be drafted by the RO. The work will be awarded on the Procurement Manager's approval

IMPORTANT: *When asking for quotes or running mini-competitions, it is set by EU Legislation under the framework agreement that you issue your request to all suppliers/consultants on the framework (this applies to all value quotes). As part of individual frameworks different specialist areas can be set. If the case can be made that certain suppliers are specialist to these areas then mini-tenders can be issued to only these suppliers/consultants depending on your requirements. As almost all of the suppliers on the framework are able to provide all the majority of services listed within their categories it would be only in rare cases (refer to individual framework specifics)*

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CONTRACT GUIDELINES

1. Introduction

After completing the procurement process it is important to remember that the work doesn't stop there. It is essential that any work that is to be undertaken by an external consultant/supplier is covered in advance by a contract.

It is important that the person responsible for initiating the contract request does not commit LTS, either verbally or in writing, to a contract and should ensure that the consultant/supplier does not start work **before** an approved contract has been issued and signed by both parties.

Where Procurement has carried out an ITT they will be aware of the requirement to produce a contract. However, where the RO has followed the "Quotation for Work" process, the Procurement co-ordinator must be made aware of the requirement for a contract. Evidence of three quotes will be requested as part of the contract request process. As soon as it is evident that a consultant/supplier will be required to deliver a specific piece of work, the Procurement co-ordinator should be informed as early as possible that a contract will be required. This will help the Procurement co-ordinator to ensure that a contract is issued, signed and in place prior to work commencing. To flag up the requirement for a contract the RO simply needs to complete the Contract Request Form (see style Contract Request Form which is available on the intranet, <http://intranet.ltsotland.org.uk/toolsforyourjob/administration/Usefulforms/Usefulforms.asp> and submit it via email to "Contract Requests".

2. Contract Process

2.1 Contract Template Issued

NB: It is important that a new template is requested on each occasion from the intranet or public folders, as the contract templates are updated on a continuous basis.

Upon receipt of a Contract Request Form, the Procurement Co-ordinator will determine which style of contract is appropriate and issue the relevant contract template, with a contract number.

LTS currently issues the following style contracts:

CI2 Contract

Limited companies, recognised organisations and self-employed individuals, will be issued with a CI2 contract, which allows them to invoice LTS for the work undertaken

In order to establish employment status, a self-employed questionnaire may be required for completion by and individual or sole trader.

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CP2 Contract

In most other cases, the consultant will be issued a CP2 contract. The consultant will be paid through Payroll 2 (where tax and NI are deducted) and a contract will be supplied which includes a Payment Claim Form

CI3 and CP3 Contract

These contracts are used for specific occasions where the consultancy work does not carry copyright/IPR implications, such as: -

- Editing / Peer Review
- Attending meetings (e.g. Steering Group member)
- Speakers or presenters.

The CI3 contract will be used for Limited companies, recognised organisations or self-employed individuals. The CP3 contract will be used for everyone else if the work falls within this category.

CS1 Contract

This contract is used cases where LTS would supply services to another organisation that are chargeable

2.2 Draft Contract

The RO completes the relevant sections (mainly Appendix A) of the contract template and returns it to "Contract Requests".

2.3 Final Version Contract

The Procurement Co-ordinator will identify any information that needs to be changed or added to the contract. Assuming that Procurement Co-ordinator has made changes to the contract or if changes are required, it will be emailed to the RO for a final check. If no changes are required then the contract can immediately move to the next stage of the process.

2.4 Contract Authorisation

If the RO is happy with the detail of the contract, then the contract is ready to be authorised. A contract is a commitment to expenditure, in the same way as a purchase order is, and therefore requires approval from staff with the appropriate financial authorisation levels. For information on the current Authorisation Limits see Appendix A.

If the value of the contract is within the RO's financial authorisation limit, the final version of the contract should be sent to the Procurement Co-ordinator for signature and issue. The RO should approve the issuing of the contract with a suitable form of words, for example, "I approve this contract for issue to the consultant".

If the value of the contract exceeds the RO's authorisation limit, then the submission of the final contract for issue and signature should be made by a line manager with the appropriate financial authorisation level. They should use a suitable form of words to approve the contract.

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Before the contract is signed and issued, the Procurement Co-ordinator, Procurement Manager or the Head of Finance (depending on the value), will check the contract. Part of the checking process will involve ensuring that the fees are appropriate for the work being carried out (see Appendix B for Guidance on Fees).

2.5 Contract Signed and Issued

The contracts are usually signed as follows:

- Procurement Manager £2,501 - £10,000
- Head of Finance £10,001 plus.

Two copies of the contract are signed and issued to the consultant/supplier, who signs both copies, retains one for their records and returns the second signed copy to the Procurement co-ordinator.

3. Payment

3.1 Payment Claim Forms

Payment Claim Forms (included in all CP2 and CP3 contracts) should be completed by the consultant and returned to the RO for authorisation, and counter authorisation by a Line Manager with appropriate financial approval levels. The form is then sent to Payroll for processing.

3.2 Cover Cost Claim Forms

Cover Cost Claim Forms are included in relevant CI2 and CI3 contracts. They should be completed by the school/college in question and returned to the RO for authorisation, and counter authorisation by a Line Manager with appropriate financial approval levels. The form is then sent to Finance for processing.

3.3 Expenses Claims

Expenses Claim Forms are issued with those contracts where the RO has indicated that expenses will be paid. They should be completed by the consultant/supplier and returned to the RO for authorisation, and counter authorisation by a Line Manager with appropriate financial approval levels. If the Expenses Claim is from a consultant who has a CP2 or CP3 contract (i.e. someone who would also submit a payment claim form) the Expenses Claim should be sent to Linda Redpath for processing. If the Expenses Claim is from a consultant who has a CI2 or CI3 contract (i.e. someone who would submit an invoice) the Expenses Claim should be sent to Finance for processing.

NB: These forms should only be authorised upon satisfactory completion of work.

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3.4 Invoices

If the contract issued is either a CI2 or CI3 style, the RO is responsible for raising the relevant PQ/PO.

Invoices, where applicable, should be sent by the consultant/supplier direct to Finance (Glasgow) for processing. The invoice should include the contract number.

4. Contractual Issues

If an RO experiences problems with the consultant/supplier, e.g. failing to complete the deliverables detailed in the contract, delivering unsatisfactory work, etc, then the problems should be addressed as soon as they occur. Procurement should be contacted for advice on how best to tackle such situations.

4.1 Termination

In the event that a contract needs to be terminated, the RO should inform Procurement who will advise on possible courses of action.

4.2 Failure to Meet Deadlines/Delivery of Unsatisfactory Work

Should the consultant/supplier fail to deliver work on time OR deliver work that is unsatisfactory, the RO should seek advice from Procurement. Some of the contract styles that we issue include a penalty clause and the penalty clause can be invoked if it is considered appropriate. Of course, we would only invoke the penalty clause if the consultant had been given a reasonable opportunity to rectify the situation and had failed to do so. It's therefore essential that, wherever possible, the RO anticipates, identifies and facilitates correction of shortcomings **before** we get to the stage of having to consider invoking a penalty clause.

Any issues raised will be recorded as part of an 'Issue Log' and can be referred to when future contracts are being issued.

5. Ex- employees

Former employees will not be permitted to commence any consultancy work for a period of 1 month following their departure.

Procurement & Contract Guidelines

Appendix A – Authorisation Limits

| Source Navision 26/9/08 | Directorate | Employee | Project / Job | Authorised Amount - up to: |
|-------------------------------|-------------|-------------|------------------|-------------------------------|
| CMT | | AARMSTRONG | | 100,000.00 |
| | | AGORDON | | 100,000.00 |
| | | LODONNELL | | 100,000.00 |
| | | SCARRUTH | | 100,000.00 |
| | | SRITCHIE | | 100,000.00 |
| SMT | CURRICULUM | AJARDINE | | 10,000.00 |
| | CEO | CMACINTYRE | | 10,000.00 |
| | CORPORATE | DBROCK | | 10,000.00 |
| | ED IMPROVE | GMCLAUGHLIN | | 10,000.00 |
| | L AND T | IGRAHAM | | 10,000.00 |
| | L AND T | MDOUGAN | | 10,000.00 |
| | ED IMPROVE | NEMERSON | | 10,000.00 |
| | CURRICULUM | MGORE | | 10,000.00 |
| | CURRICULUM | ACAIRNS | | 5,000.00 |
| | CURRICULUM | ARUNCIE | | 5,000.00 |
| | L AND T | EWALSH | | 5,000.00 |
| | CURRICULUM | KLIVINGSTON | | 5,000.00 |
| | CURRICULUM | LBALLANTYNE | 3012 | 5,000.00 |
| | CURRICULUM | MYOUNG | | 5,000.00 |
| | L AND T | PCAMPBELL | | 5,000.00 |
| | L AND T | PKEMP | | 5,000.00 |
| | CURRICULUM | WBOYD | | 5,000.00 |
| | | JLALLY | 2290 | 2,500.00 |
| | L AND T | AMORRALL | | 1,000.00 |
| | | AOGG | | 1,000.00 |
| | | CGILLIVER | | 1,000.00 |
| | CURRICULUM | CMCANDREW | | 1,000.00 |
| | | DBARNETT | | 1,000.00 |
| | CORPORATE | EROBERTS | | 1,000.00 |
| | L AND T | GMONTEITH | | 1,000.00 |

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| | | | |
|------------|------------|------|----------|
| L AND T | GWILSON | | 1,000.00 |
| L AND T | HPOLLOCK | | 1,000.00 |
| CURRICULUM | IRAMSAY | | 1,000.00 |
| | JCEDWARDS | 7015 | 1,000.00 |
| L AND T | LRENTON | | 1,000.00 |
| | LSANDA | 5018 | 1,000.00 |
| ED IMPROVE | MEDONOHOE | | 1,000.00 |
| | MWATSON | 4006 | 1,000.00 |
| | PGALBRAITH | 7005 | 1,000.00 |
| | ROLIPHANT | | 1,000.00 |
| | SOGILVIE | | 1,000.00 |
| | SUPERANNE | | 1,000.00 |
| | TREILLY | | 1,000.00 |
| CORPORATE | WGRINDLE | | 1,000.00 |
| | WHALLIDAY | 2084 | 1,000.00 |

| | | | |
|------------|-----------|------|-----|
| CURRICULUM | ACURA | | 500 |
| | ADUNCAN | | 500 |
| CORPORATE | JCAIRNEY | | 500 |
| | JMARSHALL | | 500 |
| | RARNOTT | 2290 | 500 |
| CORPORATE | SWALLS | | 500 |

| | | | |
|--|----------|--|-----|
| | TWALLACE | | 250 |
| | VBELL | | 250 |

| | | | |
|--|---------|------|-----|
| | CBEGLEY | 2055 | 300 |
|--|---------|------|-----|

Procurement & Contract Guidelines

Appendix B - Guidance on Fees

Please note that the following rates are for guidance only. It is always preferable to obtain quotations from the consultants/suppliers themselves and, where possible, competitive tendering should be used. For all contracts worth over £10,000 competitive tendering is obligatory.

Daily Rates

Up to £500 per day

Normally, the maximum fee that is acceptable to pay an educational consultant is £500 per day. This fee would only be paid to consultants carrying out a highly specialised piece of consultancy, and it would be commensurate with relevant skills and experience.

Generally speaking, it is expected that limited companies, universities and local authorities will charge a higher consultancy rate than that of a self-employed individual.

£200 - £300

As a general rule, self-employed independent consultants should be paid between £200 and £300. The more specialised the task, the nearer the fee will be to £300.

If the consultant employed to do the work is also working for a Local Authority then the maximum we will pay them on an individual basis is £200 per day.

Fees for Teachers

Teachers / DHTs / HTs are paid a **maximum** of £200 per day for acting as consultants (except where NUJ rates are applicable, as below), for work undertaken **in their own time**.

When a school is being paid cover costs for a member of staff to be released from school, the school should be paid a **maximum** of £200 per day. The current rate for teachers is £185 per day with more senior members of staff such as HTs costing £200 per day.

Please note that permission should be sought from local authorities or schools prior to employing a consultant to undertake work that would be carried out within normal working hours.

Fees for Former Seconded Members of Staff

If a former Seconded member is asked to do work on a consultancy basis for LTS then their daily rate will not exceed the rate paid for teachers / DHTs / HTs (£200).

Procurement & Contract Guidelines

Commissioned Writers

Using NUJ (National Union of Journalists) rates as a basis, the fee for paying a consultant for a piece of writing should be £250 per 1,000 words. This is on the basis that it is a text heavy piece of work, e.g. an article.

Where the text forms only part of the work being delivered (for example, a pupil activity sheet) then NUJ rates would not apply. Instead, an estimate of time required to complete should be sought and an appropriate daily rate should be paid.