



**Glasgow City Council**

**Contracts and Property Committee**

**Report by Director of Legal and Administration**

**Contact: Maureen Fitzpatrick Ext: 76406**

**Item 4**

**20th March 2025**

**The Provision of Debt Management and Sheriff Officer Services  
Framework Agreement**

**Tender Reference: - GCC005823CPU**

**Purpose of Report:**

To submit details of the tenders received for the provision of debt management and sheriff officer services framework agreement (framework) and recommend acceptance of the most economically advantageous tender as detailed in this report.

**Recommendations:**

The Contracts and Property Committee is requested to approve the award of a framework for the provision of debt management and sheriff officer services and to appoint the suppliers as set out in paragraph 2.3.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

## **1 Background and Tender**

- 1.1 Glasgow City Council's ("the council's") spend for the provision of debt management and sheriff officer services is estimated at £1,250,000 per annum.
- 1.2 The council has an ongoing requirement for debt management and sheriff officer services to support the maximisation of income due to the council. These services have been retendered in order to ensure continuous delivery beyond the end of the current framework.
- 1.3 The appointed framework suppliers will support the council's aim to collect unpaid council tax, non-domestic rates, sundry debt, penalty notices and housing benefit overpayments, helping to minimise overall indebtedness to the council and ensure that people, and companies, which are able to pay their debts do so.
- 1.4 The council is responsible for the delivery of a wide-range of statutory and discretionary services. The cost of delivering those services is met by government grants and raising income from a variety of sources, many of which require the billing and collection of monies from Glasgow citizens and service users. The council has a duty to all of its citizens to collect outstanding sums due. For a variety of reasons monies owed to the council are not always paid timeously and arrears accrue, but the council's ability to deliver services which meet the needs of the citizens of Glasgow depends heavily on success in collecting revenues.
- 1.5 The appointed framework suppliers will support this process, and the wider council's Corporate Debt Management Policy ("the Policy"), which was endorsed by the General Purposes City Policy Committee at its meeting on 16 April 2019 and approved by the City Administration Committee on 16 May 2019. The suppliers will do this by:
  - Delivering services consistent with the aims of the Policy;
  - Pro-actively engaging with the council and financial advice sector to support the provision of money advice for customers identified as facing financial difficulty; and
  - Ensuring arrangements made for repayment recognise all debts owed by the customer and prioritise the breaking of the debt cycle.
- 1.6 A commodity team consisting of stakeholders from the Corporate Procurement Unit (CPU), Financial Services and Legal Services was formed to develop the sourcing strategy and deliver a new framework.
- 1.7 As part of the strategy developed, the framework was split into 7 distinct lots requiring the appointment of a single supplier to each lot. The lotting structure of the framework was influenced by: the Policy; robust market research and analysis; and the success of the current framework which is structured in a similar manner.

- 1.8 Lots 1 to 6 have been designed as single supplier lots as these seek the services of a debt management partner to assist the council in the management and collection of various types of unpaid debt. If attempts at collection are ultimately unsuccessful, the successful supplier has the option of instructing enforcement action through a Sheriff Officer.
- 1.9 This structure assists to increase market competition, quality of diligence services and support fluctuations in workload.
- 1.10 The lots referred to above are:-

<b>Lot</b>	<b>Description</b>
1	Council Tax (First Placement)
2	Council Tax (Second Placement)
3	Non-Domestic Rates
4	Sundry Debt
5	Fixed Penalties
6	Housing Benefits Overpayments
7	Sheriff Officers (not connected to Lots 1 – 6)

- 1.11 The lot 1 - Council Tax (First Placement) supplier receives the majority of unpaid council tax cases representing those with the highest prospects of successful collection. First placement cases not successfully collected within the timeframe specified by the council are often then passed to the lot 2 supplier. Second placement cases represent a more challenging and longer term debt to collect. The tender process set out that the same supplier would not be appointed to lot 1 and lot 2 and the mechanism for establishing this outcome .
- 1.12 It was agreed that an open tender process would be the most appropriate method to deliver this framework. The opportunity was advertised via UK Find a Tender Service and Public Contracts Scotland.
- 1.13 The duration of the framework is for a period of 4 years, commencing on 1<sup>st</sup> April 2025 to 31<sup>st</sup> March 2029.
- 1.14 The framework will, in the main, be utilised by Financial Services and Legal Services however it is open to all council departments and ALEOs.

## 2 Evaluation

2.1 Details of the number of bids received for each lot are noted in the table below:

Lot	Number of Suppliers who Expressed Interest	Number of Bids Received
1	4	2
2	3	2
3	3	2
4	3	2
5	3	2
6	3	2
7	7	3*

\*Note: One bidder failed at Pre-Selection stage and was not taken forward in the process.

2.2 The award evaluation was based on the following criteria and weightings:-

Lot	Price	Quality	Quality Sub Criteria
1	30%	70%	Contract Management – 5%
			Data, IT Systems and Business Continuity – 8%
			Sustainability – 2%
			Methodology – 25%
			Challenges and Innovation – 5%
			Performance – 12%
			Sheriff Officer Services – 5%
			Communication – 3%
			Fair Work First (including the Real Living Wage) – 5%
2	15%	85%	Contract Management – 5%
			Data, IT Systems and Business Continuity – 8%
			Sustainability – 2%
			Methodology – 30%
			Challenges and Innovation – 8%
			Performance – 15%
			Sheriff Officer Services – 5%
			Communication – 7%
			Fair Work First (including the Real Living Wage) – 5%

Lot	Price	Quality	Quality Sub Criteria
3	30%	70%	Contract Management – 5%
			Data, IT Systems and Business Continuity – 8%
			Sustainability – 2%
			Methodology – 25%
			Challenges and Innovation – 5%
			Performance – 12%
			Sheriff Officer Services – 5%
			Communication – 3%
			Fair Work First (including the Real Living Wage) – 5%
4	40%	60%	Contract Management – 5%
			Data, IT Systems and Data Continuity - 8%
			Sustainability – 2%
			Methodology – 20%
			Challenges and Innovation – 5%
			Performance – 10%
			Communication – 5%
			Fair Work First (including the Real Living Wage) – 5%
5	40%	60%	Contract Management – 5%
			Data, IT Systems and Business Continuity – 8%
			Sustainability – 2%
			Methodology – 20%
			Challenges and Innovation – 4%
			Performance – 10%
			Sheriff Officer Services – 4%
			Communication – 2%
			Fair Work First (including the Real Living Wage) – 5%
6	40%	60%	Contract Management – 5%
			Data, IT Systems and Business Continuity – 8%
			Sustainability – 2%
			Methodology – 20%
			Challenges and Innovation – 4%

7	*0%	100%	Performance – 10%
			Sheriff Officer Services – 4%
			Communication – 2%
			Fair Work First (including the Real Living Wage) – 5%
			Compliance with the Scope of Services – 1%
			Capability – 10%
			Key Personnel – 14%
			Key Contact – 10%
			Service Delivery – 20%
			Quality Control – 10%
			Technology – 10%
			Data Protection – 10%
			Added Value – 10%
			Fair Work First (including the Real Living Wage) – 5%

\*Lot 7 was evaluated on 100% quality as the rates for Sheriff Officers are set by law.

2.3 The evaluation of award scoring of the supplier(s) recommended for award within each respective lot is shown in the table below: -

Lot	Description	Supplier	Total Evaluation Score	Estimated Value (per annum)	Estimated Value (4yrs)
1	Council Tax (First Placement)	Scott & Co (Scotland LLP)	81.94	£701,091	£2,804,364
2	Council Tax (Second Placement)	George Walker & Co. T/A Walker Love	86.10	£108,329	£433,315
3	Non-Domestic Rates (NDR)	Scott & Co (Scotland) LLP	94.40	See note 2.4 below	See note 2.4 below
4	Sundry Debt	Scott & Co (Scotland) LLP	95.00	£265,380	£1,061,522
Lot	Description	Supplier	Total Evaluation Score	Estimated Value	Estimated Value (4yrs)

				(per annum)	
5	Fixed Penalty Notices	Scott & Co (Scotland) LLP	98.00	See note 2.4 below	See note 2.4 below
6	Housing Benefit Overpayment	Scott & Co (Scotland) LLP	98.80	£56,250	£225,000
7	Sheriff Officer Services (not connected to Lots 1 – 6)	George Walker & Co. T/A Walker Love	98.00	£147,736	£590,944

2.4 Lots 3 and 5 will be delivered by suppliers without the council paying commission on the sums recovered. The suppliers will earn income through the successful recovery of Sheriff Officer fees.

2.5 A summary of the unsuccessful tender evaluation results can be found at Appendix A.

### 3 Contract Implementation and Supplier Management

3.1 The outcome of our Contract Management Assessment Tool (CMAT) has deemed this framework to be categorised as medium. The supplier will be monitored in line with our contract and supplier management process which includes tracking the suppliers performance against the key performance indicators and working collaboratively to identify opportunities of improvement and innovation.

3.2 The agreed community benefits outcomes commitments will be monitored via Cenefits which is a web based monitoring tool. We will also capture sustainable commitments within the CPU Sustainable Register.

### 4 Policy and Resource Implications

#### Resource Implications:

*Financial:* The estimated annual value of £1,278,786, totalling £5,115,144 over the 4 year duration of the framework, will be met by the service areas revenue budget.

The commission rates paid by the council for these services will be same or less than the rates currently paid through the existing framework.

*Legal:* The report raises no new legal issues.

The Director of Legal and Administration will be responsible for concluding the framework.

*Personnel:*

No direct personnel implications.

*Procurement:*

A tender process as set out in paragraph 1.12.

**Council Strategic Plan:**

This supports Grand Challenge 1 and Mission 1 - 3.

**Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2021-25*

Yes - the Sustainable Procurement Duty requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

*What are the potential equality impacts as a result of this report?*

An EQIA was not required for this contract as there is no impact.

*Please highlight if the policy/proposal will help address socio economic disadvantage.*

Fair Work First was included as part of the award criteria with a weighting of 5%.

The suppliers recommended for award, Scott & Co (Scotland) LLP and George Walker & Co, confirmed Fair Work First policies as set out in Appendix B.

Community Benefits was included as part of the tender process. The outcomes offered by the suppliers recommended for award, Scott & Co (Scotland) LLP and George Walker & Co, can be found within Appendix C.

The proposal supports outcome 1 of the councils Equality Outcomes 2021 to 2025.

**Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:*

No



*What are the potential climate impacts as a result of this proposal?*

N/A

*Will the proposal contribute to Glasgow's net zero carbon target?*

No

**Privacy and Data Protection Impacts:**

As part of the procurement process a data protection impact assessment was completed.

## **5 Recommendations**

The Contracts and Property Committee is requested to approve the award of a framework for the provision of debt management and sheriff officer services and to appoint the suppliers as set out in paragraph 2.3.

## Appendix A – Unsuccessful Suppliers

Lot	Description	Supplier	Total Evaluation Score
1	Council Tax (First Placement)	Stirling Park	76.40
2	Council Tax (Second Placement)	Stirling Park	64.00
3	Non-Domestic Rates	Stirling Park	53.40
4	Sundry Debt	Stirling Park	66.60
5	Fixed Penalties	Stirling Park	89.40
6	Housing Benefits Overpayments	Stirling Park	66.60
7	Sheriff Officers (not connected to Lots 1 – 6)	Scott & Co (Scotland) LLP	95.20

## Appendix B Fair Work First Outcomes

Tenderer	Employee Voice	Investment in Workforce Development	No Zero Hours	Gender Pay Gap / Inclusive Workplace	Pay Real Living Wage	Flexible & Family Friendly	Oppose Fire & Re-Hire
Scott & Co (Scotland) LLP	Yes	Yes	Yes	Yes	Yes	Yes	Yes
George Walker & Co	Yes	Yes	Yes	No	No	Yes	Yes

## Appendix C - Community Benefits

### Thresholds

Threshold 1 5 Points	Threshold 2 10 Points	Threshold 3 15 Points	Threshold 4 25 Points	Threshold 5 35 Points
£50,000 to £249,999	£250,000 to £999,999	£1,000,000 to £2,999,999	£3,000,000 to £5,000,000	over £5,000,000

Supplier	Outcomes
Scott & Co (Scotland) LLP	4 x New Employee - Full Time Job (Non-Priority Group) = 80 points
George Walker & Co. T/A Walker Love	1 x Community Engagement - Financial Support (minimum £1k) = 5 points  Community Engagement - Non-Financial Support (min. 5 hrs) = 5 points