

Notice of Meeting and Agenda Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 09 December 2022	09:30	Remotely by MS Teams,

MARK CONAGHAN
Clerk

Membership

Councillor David Keating (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Ruairi Kelly (Glasgow City Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Gary Robinson (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Dennis Leask (Shetland Islands Council); Councillor Peter Henderson (South Ayrshire Council); and Councillor Walter Brogan (South Lanarkshire Council).

Councillor John Shaw (Convener) and Councillor Altany Craik (Vice Convener).

Further Information

For further information, please email
democratic-services@renfrewshire.gov.uk

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

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| 1 | Minute | 3 - 10 |
| | Minute of meeting of the Executive Sub-committee held on 18 November 2022. | |
| 2 | Contract for Approval: Social Care Agency Workers Flexible Framework Agreement | 11 - 48 |
| | Report by Chief Executive of Scotland Excel. | |
| 3 | Operating Plan Update 2022/23 | 49 - 62 |
| | Report by Chief Executive of Scotland Excel. | |
| 4 | Request for Associate Membership: Scottish Qualification Authority | 63 - 64 |
| | Report by Chief Executive of Scotland Excel. | |
| 5 | Employee Supporting Attendance Report | 65 - 70 |
| | Report by Chief Executive of Scotland Excel. | |
| 6 | Date of Next Meeting | |
| | Note that the next meeting of the Executive Sub-committee will be held remotely on MS teams at 9.30 am on 27 January 2023. | |



Minute of Meeting Scotland Excel Executive Sub-committee

Date	Time	Venue
Friday, 18 November 2022	09:30	Remotely by MS Teams,

Present

Councillor David Keating and Councillor Alastair Forsyth (Aberdeenshire Council); Councillor Brenda Durno (Angus Council); Councillor Mandy Watt (City of Edinburgh Council); Councillor Kenny Macleod (Comhairle Nan Eilean Siar); Councillor Carlyne Wilson (Dumfries & Galloway Council); Councillor Altany Craik (Fife Council); Councillor Derek Loudon (Highland Council); Councillor Christina Larsen (North Ayrshire Council); Councillor Gary Robinson (North Lanarkshire Council); Councillor John Shaw (Renfrewshire Council); Councillor Dennis Leask (Shetland Islands Council); Councillor Peter Henderson (South Ayrshire Council) and Councillor Walter Brogan (South Lanarkshire Council).

Chair

Councillor Shaw, Convener, presided.

In Attendance

J Welsh, Chief Executive, H Carr, Head of Strategic Procurement, S Brannagan, Head of Customer and Business Services, M Robertson, Marketing and Communications Manager, E Hay, Strategic Procurement Manager, L Campbell, Customer Services Manager, E Macluskie, Senior Procurement Specialist, S Christie, Commercial Programme Manager, P Barnes, Project and Account Manager, K Forrest, Office Manager, L Mooney, Senior Communications Specialist and C Kirkwood, Assistant Procurement Specialist (all Scotland Excel); M Ferris, A MacDonald and D Rigby (all Audit Scotland) and C McCourt, Head of Finance & Business Services, L Mitchell, Managing Solicitor (Contracts & Conveyancing), R Devine, Senior Committee Services Officer and K O'Neill, Assistant Democratic Services Officer (all Renfrewshire Council).

Apology

Councillor Ruairi Kelly (Glasgow City Council).

Declarations of Interest

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

1 Minute

There was submitted the Minute of the meeting of the Executive Sub-committee held on 21 October 2022.

DECIDED: That the Minute be approved.

2 Chief Executive's Update Report to Chief Executive Officers Management Group (CEOMG) - November 2022

There was submitted a report by the Chief Executive of Scotland Excel relative to the Chief Executive's update report considered at the meeting of the Scotland Excel Chief Executive Officers Management Group (CEOMG) held on 9 November 2022.

The report intimated that the CEOMG met quarterly and that as part of the regular governance process, the Chief Executive of Scotland Excel provided an update on the work of Scotland Excel. Following discussions with the Convener, it had been agreed that future reports, be shared with members of the Scotland Excel Executive Sub-committee, following CEOMG meetings.

The report submitted to the CEOMG meeting held on 9 November 2022, which covered the period from August to October 2022, was appended to the report.

DECIDED: That the report be noted.

3 Draft Revenue Estimates 2023/24

There was submitted a report by the Treasurer and the Chief Executive of Scotland Excel relative to the revenue estimates of Scotland Excel including the requisition of the constituent authorities for the financial year 2023/24 along with indicative planning figures for 2024/25 and 2025/26.

The report provided information on the assumptions that the budget had been based on; income from projects; a financial overview for Scotland Excel; the Scotland Excel funding model and member authority requisitions for 2023/24.

Appendix 1 to the report detailed the revenue estimates of Scotland Excel for 2023/24 and Appendix 2 to the report detailed requisitions from constituent authorities in 2022/23 and 2023/24 and the savings achieved in 2021/22.

DECIDED:

(a) That the revenue estimates of Scotland Excel for the financial year 2023/24, as detailed in Appendix 1 to the report, be noted;

(b) That the requisitions from constituent authorities, as detailed in Appendix 2 to the report, be noted; and

(c) That the indicative estimates for 2024/25 and 2025/26 be noted.

Sederunt

Councillor Larsen joined the meeting prior to consideration of the following item of business.

4 Annual Audit Report on the Annual Accounts 2021/22

Under reference to item 9 of the Minute of the meeting of the Joint Committee held on 17 June 2022, there was submitted a report by the Treasurer relative to Audit Scotland's findings from the audit of Scotland Excel's financial statements for 2021/22.

The report intimated that The Local Authority Accounts (Scotland) Regulations 2014 required the audited accounts to be approved for signature no later than 30 September each year. For 2021/22, the Local Government Finance Circular 6/2022: Extension to Accounts Approval and Publication Dates for 2021/22 provided flexibility to this deadline, extending it to 30 November 2022. Section 10 of the Regulations required the relevant committee to consider any report made by the appointed auditor before deciding whether to sign the audited accounts.

Audit Scotland's annual audit report formed Appendix 1 to the report and included their opinion that the annual accounts were free from material misstatement and presented a true and fair view of Scotland Excel's financial position at 31 March 2022 as well as details of adjustments made to the accounts during the course of the audit.

A copy of the audited annual accounts 2021/22 was attached as Appendix 2 to the report.

Following approval, the audited accounts would be submitted to the Convener, Treasurer and Chief Executive of Scotland Excel for electronic signature.

DECIDED:

(a) That the findings of the 2021/22 audit as contained in the external auditor's (Audit Scotland) annual audit report, which formed Appendix 1 to the report, be noted; and

(b) That the Scotland Excel 2021/22 audited annual accounts, which formed Appendix 2 to the report, be approved for electronic signature.

5 Contract for Approval: Supply and Delivery of First Aid Materials

There was submitted a report by the Chief Executive of Scotland Excel relative to the flexible framework for supply and delivery of first aid materials for a period of three years from 9 January 2023 until 8 January 2026, with an option to extend for up to one 12 month period.

The report intimated that this framework would provide councils and other participating bodies with a mechanism to follow the Health and Safety (First-Aid) Regulations 1981 and to procure a range of first aid materials for the workplace and the community. The framework would include, but was not limited to, first aid kits, gloves, ice & heat packs, wipes & tissues, hand sanitiser & soap, dressings & plasters, and other associated products.

As detailed in Appendix 1, 32 councils had confirmed their intention to participate in this framework, with all councils included in the advertised contract notice. The framework was advertised at a total value of £1.5 million per annum, which equated to an estimated spend of £6 million over the maximum 4-year term of the framework. The tender document was downloaded by 31 organisations, with 8 tender responses received by the specified closing date and time. A summary of all offers received was provided in Appendix 2. Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers received was completed. Appendix 3 confirmed the scoring achieved by each bidder.

Appendix 4 to the report detailed the approach taken by suppliers in relation to fair work practices and their position on the payment of the Real Living Wage.

The report intimated that, in accordance with Scotland Excel's established contract and supplier management programme, the framework had been classified as class D in terms of risk and spend, as detailed in Appendix 5 to the report.

DECIDED: That the award of a multi-supplier framework arrangement to 3 suppliers across two lots, as outlined in Appendix 3 to the report, be approved.

6 Request for Associate Membership: Perth College UHI

There was submitted a report by the Chief Executive of Scotland Excel advising that Perth College UHI had submitted an application to become an associate member of Scotland Excel.

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

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

Sederunt

Councillor Craik left the meeting during consideration of the following item of business.

7 Draft Corporate Strategy 2023/28

There was submitted a report by the Chief Executive of Scotland Excel relative to the Draft Corporate Strategy 2023/28.

The report intimated that in June 2018, the Scotland Excel Joint Committee approved a five-year corporate strategy for the organisation. As this strategy period would end on 31 March 2023, Scotland Excel had worked on the development of a new corporate strategy which would be presented to the Joint Committee in December 2022.

The purpose of the report was to provide the Executive Sub-Committee with an opportunity to review the proposed corporate strategy in advance of its submission to the Joint Committee.

The report advised that Scotland Excel followed a robust strategic planning process to develop its corporate strategy and operating plans which were illustrated within the report. The future vision of the organisation was supported by a mission statement based on business capabilities with five corporate goals developed to reflect the key

priorities of local authorities: journey towards a net zero Scotland; drive for efficiency to support the financial sustainability of public services; community wellbeing with equal access to services, economic development, and fair work jobs across Scotland; development of resilient supply chains that maximise opportunities for Scottish businesses and the third sector and advancement of skills to deliver Scotland's economic transformation.

The report noted that annual operating plans would be developed to provide more detailed information on the actions and activities that Scotland Excel would undertake each year to deliver the strategy. The new corporate strategy builds on the progress made by Scotland Excel over the past five years and was developed in close consultation with local authority stakeholders and Scotland Excel staff. It responded to financial challenges facing local government and the wider public sector, while recognising other key social, economic and environment drivers that were important nationally and locally.

Progress on the strategic and operating reports would be produced quarterly to track Scotland Excel's performance. Half yearly and annual reports would be submitted to Joint Committee meetings in December and June, with reports for the interim quarters submitted to the Executive Sub-committee. A set of Key Performance Indicators (KPIs) which measured performance against the five corporate goals would be developed and would be reported against these indicators on an annual basis.

DECIDED: That the proposed Corporate Strategy 2023/28 be noted prior to submission to the Joint Committee in December 2022.

8 **Draft Operating Plan for April 2023 to March 2024**

There was submitted a report by the Chief Executive of Scotland Excel which provided the Executive Sub-committee with an opportunity to review the proposed operating plan for 2023/24 in advance of its submission to the Joint Committee in December 2022.

The report intimated that Scotland Excel would submit a new five-year strategy to the Joint Committee in December 2022 for approval. The strategy plan 2023-28 was supported by the Annual Operating Plan April 2023 to March 2024, which provided more detailed information on the actions and activities that Scotland Excel would undertake each year to deliver the strategy.

DECIDED: That the Draft Operating Plan for April 2023 to March 2024 be noted prior to submission to the Joint Committee in December 2022.

9 **Care Services Update**

There was submitted a report by the Chief Executive of Scotland Excel which provided an update on key developments undertaken by Scotland Excel's Social Care Team in terms of Care Services.

The report advised that the redesign process for National Care Home Contract (NCHC) was underway and involved the Scottish Government, Local Government, COSLA, Provider Representatives, Trade Unions, Care Inspectorate, Healthcare Improvement Scotland, Carers Groups, Independent Advocacy, Care Home Providers and Care Workers.

Negotiations had resumed for the placement costs for 2023/24 after having been delayed due to pressures and an agreement was reached to focus on what the financial solutions could be. The main themes of the redesign had been to ensure that residents focus remained at the centre of the contract, with a model built around sustainability and workforce development and inclusion of the possibility to explore whether the regulatory boundaries of the sector can adapt sufficiently. All new guidance and proposed legislation were being included to ensure that the contract continued to meet the changing demands of this sector.

The report advised that the framework for Care Homes for Adults with Learning Disabilities Including Autism was due to expire on 16 September 2023 and the development of the new framework had begun.

An update was also provided on the following categories: Residential Rehabilitation, Care and Support, Social Care Agency Workers, Children's Residential Care and Education and the £500 Special Recognition Payment Project.

In terms of the National Care Service (NCS) Bill Consultation the report advised that following publication of the National Care Service Bill for the delivery of social care, social work and community health in Scotland on 20 June 2022, a call for views was initiated under Stage 1 of the parliamentary process for consideration by the Health, Social Care and Sport Committee, supported by other committees.

Scotland Excel submitted a response to this consultation on 31 August 2022, a link to the response was provided. The response confirmed Scotland Excel's support for the overarching aspirations of the Bill and its commitment to continuing to work in partnership to support improvement, and highlighted concerns that the context of the current commissioning landscape and the contribution of good commissioning and improvement activity had not been fully recognised.

Scotland Excel had attended the first NCS Forum on 3 October 2022 and would participate in the Stakeholder Register where appropriate and had been invited to participate in the Adult Social Care Working Group on Ethical Commissioning on 16 November 2022. Early conversations had taken place with Scottish Government to consider unique and specialist workstreams which Scotland Excel were best placed to review. An invitation to attend the Health, Social Care and Sport Committee Meeting to be held on 29 November 2022 had been accepted and planning was underway to prepare for questioning by the committee.

DECIDED: That progress made to date be noted.

10 **Meetings of Scotland Excel Executive Sub-committee in 2023**

There was submitted a report by the Clerk relative to proposed dates for meetings of the Executive Sub-committee during 2023.

DECIDED:

(a) That, if required, meetings of the Executive Sub-committee be held on 27 January, 17 February, 17 March, 21 April, 19 May, 18 August, 15 September, 20 October, and 17 November 2023 and that where these meetings were being held remotely, they commence at 9.30 am and where they were being held within a venue, they commence at 10.45 am;

(b) That, if required, meetings of the Executive Sub-committee be held on 16 June and 8 December 2023, prior to meetings of the Joint Committee and that where these meetings were being held remotely, they commence at 9.30 am and where they were being held within a venue they commence at 9.45 am; and

(c) That it be agreed that the Sub-committee continue to meet remotely.

11 **Date of Next Meeting**

DECIDED: That it be noted that the next meeting of the Executive Sub-committee would be held remotely on MS teams at 9.30 am on 9 December 2022.

To: Executive Sub-Committee

On: 9 December 2022

**Report by:
Chief Executive of Scotland Excel**

Tender: Social Care Agency Workers Flexible Framework Agreement

Schedule: 1721

Period: An initial period of two years from the commencement date, with the option to extend by two periods of up to twelve months.

1. Introduction and Background

The recommendations relative to the above flexible framework were originally approved by the Executive Sub-Committee on 16 September 2022 and re-approved on 21 October 2021. As detailed in this report, prior to Tenderers being notified of any outcome, discrepancies were identified in the information recorded in Appendix 3, and the full array of scores have now been reviewed and verified. Following this verification, some of the scores and relative positions of Tenderers have changed from those presented to the Executive Sub-Committee in the previous Appendix 3. It should be noted that the overall outcome for bidders has not changed. Further information about this is summarised in section 5, below.

Accordingly, the report has been brought back to the Executive Sub-Committee for fresh approval of the validated scores, superseding previous reports.

Subject to this approval, the standstill period will be commenced with the framework intended to commence on or around 16 January 2023.

As previously reported to members Agency workers are individuals who are supplied by a recruitment agency to work for a third party, which in this case, is councils and associate members of Scotland Excel ("purchasers").

There is a need for temporary agency workers to supplement purchasers' workforce at times to cover gaps. The effects of Coronavirus pandemic and recruitment challenges in employment markets have increased the need for temporary workers, thus necessitating the use of social care agency workers to manage this challenging period.

The key objectives of this flexible framework are to:

- Assist purchasers to consolidate and manage expenditure on social care agency workers to ensure best value
- Provide detailed management information (MI) by stipulating reporting requirements in the contract terms
- Increase competition to encourage maximum response from the market and from small and medium sized enterprises (SME's)
- Address supply issues in rural areas of Scotland
- Fix pricing for two years as a minimum, providing purchasers with pricing stability
- Encourage innovative approaches to reduce transaction costs for timesheets, billing, and invoicing
- Deliver a range of community benefits and sustainability objectives.

The flexible framework also provides scope to meet the diverse needs of purchasers by allowing the addition of new suppliers throughout the duration of the agreement. Where required this will support the continued delivery of best value and service coverage across all of Scotland.

2. Scope, Participation and Spend

The procurement strategy was informed by the User Intelligence Group (UIG), which set out the need for sufficient geographical coverage and capacity to be made available. The structure of the flexible framework has been developed from the current model, with minor adaptations in response to purchaser feedback.

The advertised value of the flexible framework is approximately £80 million over the maximum 4-year period. It is anticipated that the flexible framework will be available to purchasers from January 2023, for the advertised period in accordance with its terms and conditions. It should be noted that spend can vary significantly depending on the requirement for agency staff and there is no guaranteed value of spend through the flexible framework.

The flexible framework has retained many elements of the current arrangement with minor amendments to the structure of the lots and the “core roles” listed within each of the three lots, this will simplify purchase order procedures. Each Lot included detailed specifications for the core roles within the lot. The lotting structure is shown in Table 1.

Table 1: Lotting Structure

Lot No.	Description	Number of Core Roles	Estimated % Spend through Lot
1	Care Roles	4	85%
2	Professional Roles	6	12%
3	Ancillary Roles	5	3%

Additionally, as detailed in the published tender documents, bidders are recommended for appointment to each Lot of the flexible framework by reference to 17 geographical Regional Sub-lots, with Regional Sub-lot 5 being split into two for mainland and islands as requested by Argyll and Bute Council. The aim of this is to encourage SME participation and also allow Tenderers operating in specific geographical areas to submit competitive bids. The Regional Sub-lots and corresponding councils for each Lot are shown in Table 2.

Table 2: Regional Sub-lots

Regional Sub-lot	Purchasers
1 – Highland	The Highland Council
2 – Moray	The Moray Council
3 – The Islands	Orkney Island Council Shetland Island Council
4 – Western Isles	Comhairle nan Eilean Siar
5a – Argyll and Bute (Mainland)	Argyll and Bute Council
5b – Argyll and Bute (Islands)	Argyll and Bute Council
6 – South West	Dumfries and Galloway Council East Ayrshire Council North Ayrshire Council South Ayrshire Council
7 – Glasgow	Glasgow City Council
8 – Lanarkshire	North Lanarkshire Council South Lanarkshire Council
9 – Renfrewshire and Inverclyde	East Renfrewshire Council Inverclyde Council Renfrewshire Council
10 – West Dunbartonshire	West Dunbartonshire Council
11 – Aberdeen City	Aberdeen City Council
12 – Aberdeenshire	Aberdeenshire Council
13 – Tayside	Angus Council Dundee City Council Perth and Kinross Council
14 – Edinburgh	City of Edinburgh Council
15 – Central	Clackmannanshire Council Falkirk Council East Dunbartonshire Council Stirling Council
16 – Lothians and Borders	East Lothian Council Midlothian Council Scottish Borders Council West Lothian Council
17 – Fife	Fife Council

The flexible framework is for use by all 32 Councils and Scotland Excel's Associate Members (including the Scottish Prison Service, the National Health Service and Housing Associations).

The estimated annual spend and Purchaser participation is detailed in Appendix 1 – Participation, Spend and Savings Summary.

Scotland Excel will, throughout the lifetime of the flexible framework, engage with both purchasers and suppliers to ensure the flexible framework continues to meet purchaser's needs.

3. Procurement Process

The procurement strategy was developed through a series of meetings held with both suppliers and purchasers. These meetings were used to inform the final strategy, particularly in developing the flexible approach which was tailored to reflect the requirements of the social care agency recruitment market.

The remit of this procurement falls within the 'Social and Other Specific Services' category as defined in Schedule 3 and is subject to the procurement regimes set out in section 7, both of the Public Contracts (Scotland) Regulations 2015. These regulations contain a more flexible set of rules for the procurement of certain services (including those related to the provision of social care) and this is known as the 'light-touch' regime. The 'light-touch' regime gives broader options for the procurement of care services and therefore this framework has been developed as a flexible framework.

The procurement options applied to this process, enable the flexible framework to be re-opened on a Lot and Regional Sub-lot basis at any time during the flexible framework period, dependent on need and demand. In addition, appointed Tenderers can request to vary their appointment by altering or adding service offerings within Lots and Regional Sub-lots.

Applications for admission from new entrants and service variation requests shall be required to fulfil the selection criteria established for the set-up of the initial arrangement.

This approach offers Scotland Excel the flexibility to select the procurement methodology most suited to the market whilst fundamentally adhering to the principles of best practice procurement such as non-discrimination, equal treatment, transparency and proportionality.

Scotland Excel has adopted a procedure similar to an open tender procedure under the 'light-touch' regime and Tenderers were evaluated against predetermined criteria.

The Invitation to Tender (ITT) was published on 24 May 2022 and closed on 30 June 2022. Offers were evaluated against the following criteria:

- Qualification – pass/fail
- Technical – 70%
- Commercial – 30%.

Qualification was conducted using the Single Procurement Document (SPD). Within the SPD, bidders were required to answer a number of qualification questions along with questions on insurance, financial standing, quality management, health and safety and environmental management.

For the commercial element, the UIG supported the use of the current framework's commercial structure, which allows Tenderers to offer a fair rate of pay to their agency workers without negatively impacting their scoring. Further information on providers commitment to Fair Work First and payment of the Real Living Wage was also gathered and detail on responses is provided later in this report.

In recognition of this, Tenderers were asked to submit a range of hourly rates for each core role to provide flexibility and choice for purchasers depending on their specific requirements. To ensure transparency of costs, the total hourly fee payable for an agency worker is split into the following elements:

- Agency worker's rate per hour – the minimum and maximum hourly rate payable to the agency worker from the supplier including national insurance, employer pension contributions, statutory sick pay, apprenticeship levy, training costs, and any other applicable employer contributions; and
- Supplier's fee – overheads costs including training costs, property costs, supplies and services, management costs and surplus.

A commercial score was awarded on the basis of the elements shown in Table 3.

Table 3: Commercial elements

Price Heading	Points Available
Part 1 – Tenderers Fee	20%
Part 2 – Non-Core Roles	4%
Part 3 – Long Term Assignment Discount	6%

Within the technical element, Tenderers were assessed on their approach to offer community benefits and sustainability, and their commitment to delivering fair work practices. Bidders were also required to evidence their knowledge and experience by responding to seven method statements. The maximum available score for each method statement is shown in Table 4.

Table 4: Technical elements

Method Statement	Score
1. Recruitment, Training and Skills	18%
2. Service Capabilities	18%
3. Customer Service	9%
4. Complaints and Issues	10%
5. Fair Work First	5%
6. Sustainability	5%
7. Community Benefits	5%

Scotland Excel has taken cognisance of the current situation relative to the Coronavirus pandemic. Balancing this with the need for purchasers to be able to source additional social care workers to assist in the delivery of essential services, Scotland Excel has determined to proceed with the tender exercise to establish this Social Care Agency Workers Flexible Framework Agreement.

4. Report on Offers Received

Offers were received from 36 Tenderers, across the three Lots. Of that figure, 32 were micro/small-medium sized organisations (89%) and 4 were large organisations (11%).

Two tenders were rejected as non-compliant bids. One Tenderer failed to submit a completed 'Schedule 7 – Financial Information' document and one Tenderer failed at qualification stage. A further bidder was part successful, having been successful in their offer for Lot 1, and non-compliant for their offer for Lot 3. A full breakdown of the SME status of the 34 awarded Tenderers responses is at Appendix 2.

One Tenderer submitted proposals to amend the framework terms and conditions. Given consideration and in the interests of transparency and equal treatment of all tenderers, the amendments requested represented substantial change to the published terms and were not accepted. All tenderers were treated equally and proposals to amend the published flexible framework terms and conditions were not accepted. This Tenderer subsequently accepted the framework terms.

Based on the criteria and scoring methodology set out in the published tender documentation, a full evaluation of the compliant offers received was conducted and subsequently validated before Tenderers were advised of the outcome. Following this, the overall scores achieved by tenderers are shown in the attached Appendix 3 – Scoring and Recommendations (validated).

5. Recommendations

As noted above, following the validation of the full array of scores, there are no changes to the recommended Tenderers, however some of the overall scores and relative positions of Tenderers have changed from those presented to the Executive Sub-Committee in the previous Appendix 3.

Based on the evaluation and validation exercise undertaken, and in line with the criteria and weightings set out above, it is recommended that 34 Tenderers across the three Lots are awarded to the flexible framework from its commencement, the details of these recommendations are outlined in Appendix 3 - Scoring and Recommendations (validated). This recommendation supercedes and replaces the recommendations previously made to the Executive Sub-Committee.

The recommended Tenderers offer best value and comprise of a mix of small, medium, and large organisations. The recommended Tenderers also represent improved geographical coverage in all Regional Sub-lots, a key objective of the flexible framework renewal.

In addition, it is recommended:

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

6. Benefits

Savings

Scotland Excel has conducted a benchmarking exercise against the supplier's fee for all three Lots. Due to past difficulties in recruiting, particularly in rural areas, and changing demand for certain roles, it is difficult to accurately forecast the actual requirements and spend. There is no guarantee to Tenderers of business or continuity of business.

The benchmarking exercise compared the supplier fees on the current framework to the supplier fees offered in the renewal framework. Using the methodology outlined below, this represents an overall increase of 0.5%, or approximately £3,500 per annum.

Lots 1 and 3 – benchmarked each council and associate member's current spend by comparing the supplier fee for Care Assistants (Lot 1) and Cooks, Domestic Assistants and Kitchen Assistants (Lot 3) on the current framework to the equivalent supplier fee on this renewal flexible framework for the supplier currently being used by the council or associate member.

Lot 2 – the benchmarked approach adopted for Lot 2 applied an alternative calculation as one high value Tenderer on the current framework did not submit a tender for this renewal flexible framework. Unlike Lots 1 and 3, it is not possible to make a direct

comparison, and therefore the average of supplier fee tendered by the incumbent Tenderers has been applied instead.

The high-level comparison results show that in Lot 1 there is an increase of 6.9%, Lot 2 a saving of 11.8%, and Lot 3 a 20% increase, however there is low spend with minimal impact overall for Lot 3. The Tenderers fee benchmarking is detailed in Appendix 1.

Price Stability

The framework applies fixed pricing until 1 November 2024. Thereafter, all requests for fee reviews will be evaluated annually against prevailing market conditions and in line with the applicable contract conditions. Scotland Excel's indexation tool will be used to assess supplier's annual fee variations requests following the end of the two-year fixed price period. However, during this period, Scotland Excel will reserve the right to review the price rates to take account of any significant policy changes and to market conditions. For example, the Scottish Government, Fair Work Policy for the Adult Social Care Pay Uplift and increases in the Real Living Wage.

Sustainable Procurement Benefits

The community benefits attained will continue to be delivered at a local level for each purchaser and will be aligned to the Scottish Government's National Indicators. Discussions will be managed locally, between the purchaser and supplier, and the type and nature of community benefit to be delivered is aligned to the annual threshold value reached. Innovative community benefits are encouraged and can be discussed and agreed between the purchaser and the supplier.

When purchasers reach annual spend thresholds with a supplier they will accrue "Community Benefit Points". The community benefits lead officer or other designated person will liaise with the supplier to finalise the specific benefits that they are offered under this flexible framework relative to that spend.

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

- Fundraising event for external charities/initiatives within the purchaser's area
- Work placements to school, college or university students from purchaser's area
- Offer training sessions to wider community within the purchaser's area (non-employees)
- Employability workshop or event in a school, college or group within purchaser's area
- Donation of materials and/or labour to support community projects within the purchaser's area to the value of £250
- Recruit a modern (or other approved) apprentice from within the purchaser's area; or

- Recruit one person from within the purchaser's area.

All Tenderers have confirmed their commitment to Scotland Excel's community benefits approach for this framework. Delivered benefits will be based on the annual spend thresholds on the supplier fees provided for individual purchasers.

Fair Work First

Within the technical section, Tenderers were asked to describe how they would commit to fair work practices for workers, recognising that this is critically dependent on workforces that are well-rewarded, well-motivated, well-led, have access to appropriate opportunities for training and skills development, are diverse and are engaged in decision making.

They were asked to describe how they commit to adopting the seven Fair Work First criteria for workers, listed below:

1. appropriate channels for effective voice, such as trade union recognition
2. investment in workforce development
3. no inappropriate use of zero hours contracts
4. action to tackle the gender pay gap and create a more diverse and inclusive workplace
5. providing fair pay for workers (for example, payment of the Real Living Wage)
6. offer flexible and family friendly working practices for all workers from day one of employment; and,
7. oppose the use of fire and rehire practices.

Scotland Excel will continue to monitor Fair Work Practices, including encouraging further uptake by Tenderers committing to paying staff the Real Living Wage, during the contract and supplier management cycle.

Real Living Wage

The tender stipulated that the range of agency workers rates for each role was required to encompass the Real Living Wage. As a result, all purchasers can assign agency workers in every role at the Real Living Wage pay rate from the Tenderers recommended for award to the framework. The list of recommended Tenderers Real Living Wage status is at Appendix 4.

Of the 34 Tenderers Scotland Excel are recommending for award, all Tenderers confirmed they pay all their staff at or above the Real Living Wage:

- 15 Tenderers are Living Wage accredited
- 16 Tenderers are not accredited but pay the Real Living Wage to all Front-Line Care Staff: and,
- through this exercise, 3 Tenderers pay the Real Living Wage and have committed to achieving accreditation throughout the first two years of the framework.

Scotland Excel will include Real Living Wage accreditation status as part of contract monitoring and will work with Tenderers to encourage them to achieve accreditation.

Other Benefits - Increased Coverage

A key aim of the flexible framework is to increase the geographical coverage for purchasers, and to reduce the reliance on off-framework spend. This provides consistency for purchasers in regard to standard terms and conditions, rates paid, and increased number of Tenderers being recommended for award. It is however broadly accepted by purchasers that staff recruitment and retention issues have been exasperated by the coronavirus pandemic across the whole social care sector, and that supply and coverage on the framework may not always meet demand given there are national recruitment workforce issues.

In particular, rural areas will be monitored closely to ensure purchasers are receiving adequate coverage and are able to make full use of the framework. Scotland Excel will work with the relevant purchasers to increase provision where this is deemed to be required.

As noted in Section 3 of the report, applying the 'light touch' regime applicable to this service and considering the fluctuating needs of purchasers, this framework has been developed to be a flexible framework, permitting new entrants and changes to existing participants during the framework.

7. Contract Mobilisation and Management

As part of the mobilisation process, all Tenderers and purchasers will be encouraged to join a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities and management information. Participating members will be issued with a purchaser guide containing required details on how to use the framework.

In accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend as detailed in Appendix 5, this framework is classified as class C. The segmentation classifications are outlined in Appendix 5 – Contract Management Segmentation Classifications.

It is anticipated that there will be quarterly UIG meeting held with purchasers and 6-monthly meeting with suppliers to ensure the ongoing successful operation of the framework. These meetings will allow for discussions from both parties on any difficulties that may occur in the operation of the framework.

Contract and supplier management will undertake regular examination of participation and supply to ensure purchasers are able to use those suppliers awarded to their region.

Scotland Excel will continue to use the management information submitted by the participating framework suppliers to create quarterly contract management reports. These contract management reports will provide a detailed account of spend and use by supplier and purchaser, as well as relevant trend information.

This information will also be used to monitor rates being charged to purchasers, to ensure rates bid for are those charged, and any suppliers charging above the agreed rates will be challenged.

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

Meetings and engagement undertaken will adhere to all applicable health and safety guidelines.

8. Summary

The renewal of the Social Care Agency Workers Flexible Framework will continue to offer suitable source of social care agency workers to meet the diverse needs of purchasers.

As outlined in this report, the flexible framework will support the delivery of purchasers' statutory functions and assist in achieving the key objectives to be met by purchasers.

Throughout the lifetime of the flexible framework, Scotland Excel will work with stakeholders to keep abreast of supply and fee issues, and to support purchasers where possible.

The Executive Sub Committee is requested to approve the recommendation to award this flexible framework agreement as detailed in Appendix 3 – Scoring and Recommendations (validated).

This recommendation supercedes and replaces the recommendations previously made to the Executive Sub-Committee.

Appendix 1 – Participation, Spend and Savings Summary

Member Name	Participation Date	Estimated Annual Spend (£) (ALL)	Estimated Annual Spend (£) (SUPPLIER FEE)	Source of Spend Data	% Estimated Forecast Savings	Estimated Annual Savings (£) (SUPPLIER FEE)	Basis of Savings Calculation
Aberdeen City Council	01 November 2022	£194,085	£15,867	Contract MI	0.3%	£46	Benchmarked Current Contract
Aberdeenshire Council	01 November 2022	£195,541	£36,491	Contract MI	-0.4%	-£138	Benchmarked Current Contract
Angus Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Argyll and Bute Council	01 November 2022	£58,637	£4,075	Contract MI	-27.1%	-£1,105	Benchmarked Current Contract
City of Edinburgh Council	01 November 2022	£1,453,484	£106,088	Contract MI	0.5%	£549	Benchmarked Current Contract
Clackmannanshire Council	01 November 2022	£98,388	£9,030	Contract MI	12.4%	£1,116	Benchmarked Current Contract
Comhairle nan Eilean Siar	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Dumfries and Galloway Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Dundee City Council	01 November 2022	£161,948	£14,119	Contract MI	8.6%	£1,217	Benchmarked Current Contract
East Ayrshire Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
East Dunbartonshire Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
East Lothian Council	01 November 2022	£13,068	£832	Contract MI	6.6%	£55	Benchmarked Current Contract
East Renfrewshire Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Falkirk Council	01 November 2022	£320,299	£27,060	Contract MI	-0.4%	-£110	Benchmarked Current Contract
Fife Council	01 November 2022	£727,926	£55,156	Contract MI	0.6%	£308	Benchmarked Current Contract
Glasgow City Council	01 November 2022	£881,443	£75,367	Contract MI	-4.3%	-£3,252	Benchmarked Current Contract
Inverclyde Council	01 November 2022	£135,625	£9,732	Contract MI	-10.2%	-£995	Benchmarked Current Contract
Midlothian Council	01 November 2022	£137,154	£24,054	Contract MI	25.5%	£6,137	Benchmarked Current Contract
North Ayrshire Council	01 November 2022	£26,430	£1,791	Contract MI	-20.2%	-£361	Benchmarked Current Contract
North Lanarkshire Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Orkney Islands Council	01 November 2022	£108,610	£7,927	Contract MI	0.8%	£64	Benchmarked Current Contract
Perth and Kinross Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
Renfrewshire Council	01 November 2022	£463,939	£60,522	Contract MI	-1.7%	-£1,032	Benchmarked Current Contract
Scottish Borders Council	01 November 2022	£161,030	£18,802	Contract MI	29.7%	£5,576	Benchmarked Current Contract
Shetland Islands Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
South Ayrshire Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
South Lanarkshire Council	01 November 2022	£14,721	£952	Contract MI	-19.1%	-£182	Benchmarked Current Contract
Stirling Council	01 November 2022	£59,875	£8,921	Contract MI	17.4%	£1,554	Benchmarked Current Contract
The Highland Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
The Moray Council	01 November 2022	£0	£0	Contract MI	-	£0	Benchmarked Current Contract
West Dunbartonshire Council	01 November 2022	£437,042	£39,482	Contract MI	-3.2%	-£1,252	Benchmarked Current Contract
West Lothian Council	01 November 2022	£251,650	£34,914	Contract MI	20.1%	£7,009	Benchmarked Current Contract
Associate Members	01 November 2022	£391,130	£69,009	Contract MI	-27.0%	-£18,613	Benchmarked Current Contract
TOTAL		£6,292,026	£620,191	-	-0.5%	-£3,410	-

Appendix 2 – List of Awarded Tenderers with SME Status

- * - Recommended for award
 ** - Recommended for part-award

No.	Tenderer's Name	SME Status	Location	Lots/ Regional Sub-lots Tendered	Lots/ Regional Sub-lots Awarded
1	*Aberness Care Limited	Medium	Aberdeen	Lot 1, RSL 11-13	Lot 1, RSL 11-13
2	*Aberness Recruitment Agency Limited	Medium	Inverness	Lot 1, RSL 1-5b	Lot 1, RSL 1-5b
3	*Ailsa Care Services Ltd.	Small	Glasgow,	Lot 1, RSL 7-10, 14-15	Lot 1, RSL 7-10, 14-15
4	*Allied & Clinical Recruitments Limited	Small	Manchester	Lot 1, RSL 1, 5a, 5b, 7-17	Lot 1, RSL 1, 5a, 5b, 7-17
5	*ASA International Limited	Medium	Edinburgh	Lot 1, RSL 6-17 Lot 2, RSL 6-17 Lot 3, RSL 6-17	Lot 1, RSL 6-17 Lot 2, RSL 6-17 Lot 3, RSL 6-17
6	*Caledonia Healthcare Limited	Small	Glasgow	Lot 1, RSL 7-9	Lot 1, RSL 7-9
7	*Care Response 24/7 Ltd	Medium	Glasgow	Lot 1, RSL 7-10	Lot 1, RSL 7-10
8	*Caring Hearts Recruitment Ltd	Small	Paisley	Lot 1, RSL 5a, 6-10, 14	Lot 1, RSL 5a, 6-10, 14
9	*Florence Staffing Ltd	Medium	St Albans,	Lot 1, RSL 1-17 Lot 3, RSL 1-17	Lot 1, RSL 1-17 Lot 3, RSL 1-17
10	*GSR Nursing Ltd	Small	Aberdeen	Lot 1, RSL 6-17 Lot 3, RSL 6-17	Lot 1, RSL 6-17 Lot 3, RSL 6-17
11	*H1 Healthcare Solutions Ltd	Medium	Glasgow	Lot 1, RSL 1-17 Lot 2, RSL 1-17 Lot 3, RSL 1-17	Lot 1, RSL 1-17 Lot 2, RSL 1-17 Lot 3, RSL 1-17
12	*HSC Futures Ltd	Small	Kilmarnock	Lot 1, RSL 6-10, 14-17	Lot 1, RSL 6-10, 14-17
13	*Hunter Gatherer AHP Resourcing Limited	Small	Chipping Campden	Lot 2, RSL 1-17	Lot 2, RSL 1-17
14	*Independent Clinical Services Limited	Large	Broxbourne	Lot 1, RSL 1-17	Lot 1, RSL 1-17
15	*Jobs and Co. Ltd.	Medium	Glasgow	Lot 1, RSL 7, 9, 10, 15 Lot 3, RSL 7, 9, 10, 15	Lot 1, RSL 7, 9, 10, 15 Lot 3, RSL 7, 9, 10, 15
16	*Kenylink Services Limited	Micro	Coventry	Lot 1, RSL 13-17 Lot 2, RSL 13-17 Lot 3, RSL 13-17	Lot 1, RSL 13-17 Lot 2, RSL 13-17 Lot 3, RSL 13-17
17	*Liquid Personnel Limited	Medium	Turnford	Lot 2, RSL 1-17	Lot 2, RSL 1-17
18	*Mitchell & Murdoch Care Ltd	Medium	Perth	Lot 1, RSL 7-9, 11-14, 17 Lot 3, RSL 7-9, 11-14, 17	Lot 1, RSL 7-9, 11-14, 17 Lot 3, RSL 7-9, 11-14, 17
19	*MVN Associates Limited	Small	Glasgow	Lot 1, RSL 5a, 6-10	Lot 1, RSL 5a, 6-10

No.	Tenderer's Name	SME Status	Location	Lots/ Regional Sub-lots Tendered	Lots/ Regional Sub-lots Awarded
				Lot 3, RSL 5a, 6-10	Lot 3, RSL 5a, 6-10
20	*Newcross Healthcare Solutions Limited	Large	Totnes	Lot 1, RSL 1-17 Lot 3, RSL 1-17	Lot 1, RSL 1-17 Lot 3, RSL 1-17
21	*Oncall Care Service Ltd	Medium	Glasgow	Lot 1, RSL 7-10, 15	Lot 1, RSL 7-10, 15
22	*Pegasus Healthcare Solutions Limited	Small	Glasgow	Lot 1, RSL 7-10	Lot 1, RSL 7-10
23	*Red Sector Recruitment Ltd	Small	Witney	Lot 1, RSL 1-17 Lot 2, RSL 1-17	Lot 1, RSL 1-17 Lot 2, RSL 1-17
24	*Reed Specialist Recruitment Limited	Large	London	Lot 1, RSL 1-17	Lot 1, RSL 1-17
25	*Sanctuary Personnel Limited	Medium	Ipswich	Lot 2, RSL 1-17	Lot 2, RSL 1-17
26	*Search Consultancy Limited	Large	Glasgow	Lot 1, RSL 1, 2, 5a-17	Lot 1, RSL 1, 2, 5a-17
27	*Service Care Solutions Ltd	Medium	Preston	Lot 1, RSL 1-17 Lot 2, RSL 1-17 Lot 3, RSL 1-17	Lot 1, RSL 1-17 Lot 2, RSL 1-17 Lot 3, RSL 1-17
28	*Seven Resourcing Limited	Medium	Ipswich	Lot 1, RSL 1, 2, 4-17 Lot 2, RSL 1, 2, 4-17	Lot 1, RSL 1, 2, 4-17 Lot 2, RSL 1, 2, 4-17
29	**SRS Partnership Limited	Small	Paisley	Lot 1, RSL 6-10, 14-17 Lot 3, RSL 6-10, 14-17	Lot 1, RSL 6-10, 14-17
30	*Staffscanner Ltd	Medium	Glasgow	Lot 1, RSL 1, 2, 5a, 6-17	Lot 1, RSL 1, 2, 5a, 6-17
31	*Taylor Davenport Resourcing Ltd	Small	East Kilbride	Lot 2, RSL 1-17	Lot 2, RSL 1-17
32	*The Social Care Community Partnership Limited	Small	Glasgow	Lot 1, RSL 1, 6-17 Lot 2, RSL 1-17	Lot 1, RSL 1, 6-17 Lot 2, RSL 1-17
33	*Tripod Partners Limited	Medium	London	Lot 1, RSL 1-17 Lot 2, RSL 1-17	Lot 1, RSL 1-17 Lot 2, RSL 1-17
34	*UK Private Healthcare Limited	Small	Aberdeen	Lot 1, RSL 11, 12	Lot 1, RSL 11, 12

Appendix 3 – Scoring and Recommendations (validated)

KEY:

- * - Recommended for award
- ** - Recommended for part-award
- N/C - Non-compliant

Tenderer	Total
Lot 1 - Care Roles	
Lot 1 - Regional Sub-lot 1 - Highland	
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Allied & Clinical Recruitments Limited	59.99

*Staffscanner Ltd	58.31
*Reed Specialist Recruitment Limited	57.61
*H1 Healthcare Solutions Ltd	56.20
*Aberness Recruitment Agency Limited	54.68
*Independent Clinical Services Limited	53.09
Lot 1 - Regional Sub-lot 2 - Moray	
*Tripod Partners Limited	72.84
*Service Care Solutions Ltd	72.55
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	67.09
*Search Consultancy Limited	66.74
*Florence Staffing Ltd	63.33
*Newcross Healthcare Solutions Limited	62.21
*Staffscanner Ltd	58.47
*Reed Specialist Recruitment Limited	57.61
*H1 Healthcare Solutions Ltd	56.39
*Aberness Recruitment Agency Limited	54.72
*Independent Clinical Services Limited	53.09
Lot 1 - Regional Sub-lot 3 - The Islands	
*Tripod Partners Limited	74.76
*Service Care Solutions Ltd	74.51
*Red Sector Recruitment Ltd	69.01
*Florence Staffing Ltd	64.61
*Newcross Healthcare Solutions Limited	62.21
*Reed Specialist Recruitment Limited	58.39
*H1 Healthcare Solutions Ltd	57.16
*Aberness Recruitment Agency Limited	54.72
*Independent Clinical Services Limited	53.09
Lot 1 - Regional Sub-lot 4 - Western Isles	
*Tripod Partners Limited	72.84
*Service Care Solutions Ltd	72.55
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	67.09
*Florence Staffing Ltd	63.33
*Newcross Healthcare Solutions Limited	62.21
*Reed Specialist Recruitment Limited	57.61
*H1 Healthcare Solutions Ltd	56.39
*Aberness Recruitment Agency Limited	54.72
*Independent Clinical Services Limited	53.09

Lot 1 - Regional Sub-lot 5a - Argyll & Bute Mainland	
*Tripod Partners Limited	72.84
*Service Care Solutions Ltd	72.55
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	67.09
*Search Consultancy Limited	66.74
*Florence Staffing Ltd	63.33
*Newcross Healthcare Solutions Limited	62.21
*Reed Specialist Recruitment Limited	61.56
*Allied & Clinical Recruitments Limited	60.20
*Staffscanner Ltd	58.47
*Caring Hearts Recruitment Ltd	57.30
*H1 Healthcare Solutions Ltd	56.39
*MVN Associates Limited	56.25
*Aberness Recruitment Agency Limited	54.72
*Independent Clinical Services Limited	53.09
Lot 1 - Regional Sub-lot 5b - Argyll & Bute Islands	
*Tripod Partners Limited	72.84
*Service Care Solutions Ltd	72.55
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	67.09
*Search Consultancy Limited	66.74
*Florence Staffing Ltd	63.33
*Newcross Healthcare Solutions Limited	62.21
*Reed Specialist Recruitment Limited	61.56
*Allied & Clinical Recruitments Limited	60.09
*H1 Healthcare Solutions Ltd	56.39
*Aberness Recruitment Agency Limited	54.72
*Independent Clinical Services Limited	53.09
Lot 1 - Regional Sub-lot 6 - South West	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Reed Specialist Recruitment Limited	61.56

*Staffscanner Ltd	58.39
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	57.40
*MVN Associates Limited	56.20
*H1 Healthcare Solutions Ltd	56.20
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	51.68
Lot 1 - Regional Sub-lot 7 - Glasgow	
*Pegasus Healthcare Solutions Limited	76.72
*Caledonia Healthcare Limited	71.40
*ASA International Limited	71.31
*Tripod Partners Limited	71.05
*Service Care Solutions Ltd	70.88
*Ailsa Care Services Ltd.	66.58
*Seven Resourcing Limited	66.27
*Search Consultancy Limited	65.59
*Red Sector Recruitment Ltd	65.30
*The Social Care Community Partnership Limited	63.22
*Newcross Healthcare Solutions Limited	62.76
*Jobs and Co. Ltd.	61.92
*Florence Staffing Ltd	61.31
*Reed Specialist Recruitment Limited	60.54
*Allied & Clinical Recruitments Limited	59.76
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	56.07
*MVN Associates Limited	55.56
*H1 Healthcare Solutions Ltd	55.56
*Staffscanner Ltd	55.54
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	50.79
*Care Response 24/7 Ltd	49.90
*Mitchell & Murdoch Care Ltd	47.25
*Oncall Care Service Ltd	36.84
Lot 1 - Regional Sub-lot 8 - Lanarkshire	
*Pegasus Healthcare Solutions Limited	76.72
*Caledonia Healthcare Limited	71.40
*ASA International Limited	71.31
*Tripod Partners Limited	71.05

*Service Care Solutions Ltd	70.88
*Ailsa Care Services Ltd.	66.58
*Seven Resourcing Limited	66.27
*Search Consultancy Limited	65.59
*Red Sector Recruitment Ltd	65.30
*The Social Care Community Partnership Limited	63.22
*Newcross Healthcare Solutions Limited	62.19
*Florence Staffing Ltd	61.31
*Reed Specialist Recruitment Limited	60.54
*Allied & Clinical Recruitments Limited	59.76
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	56.06
*MVN Associates Limited	55.56
*H1 Healthcare Solutions Ltd	55.56
*Staffscanner Ltd	55.54
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	50.79
*Care Response 24/7 Ltd	49.90
*Mitchell & Murdoch Care Ltd	47.25
*Oncall Care Service Ltd	36.84
Lot 1 - Regional Sub-lot 9 - Renfrewshire & Inverclyde	
*Pegasus Healthcare Solutions Limited	76.72
*Caledonia Healthcare Limited	71.40
*ASA International Limited	71.31
*Tripod Partners Limited	71.05
*Service Care Solutions Ltd	70.88
*Ailsa Care Services Ltd.	66.58
*Seven Resourcing Limited	66.27
*Search Consultancy Limited	65.59
*Red Sector Recruitment Ltd	65.30
*The Social Care Community Partnership Limited	63.22
*Newcross Healthcare Solutions Limited	62.19
*Jobs and Co. Ltd.	61.92
*Florence Staffing Ltd	61.31
*Reed Specialist Recruitment Limited	60.54
*Allied & Clinical Recruitments Limited	59.76
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	56.06
*MVN Associates Limited	55.56
*H1 Healthcare Solutions Ltd	55.56
*Staffscanner Ltd	55.54

**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	50.79
*Care Response 24/7 Ltd	49.90
*Mitchell & Murdoch Care Ltd	47.18
*Oncall Care Service Ltd	36.84
Lot 1 - Regional Sub-lot 10 - West Dunbartonshire	
*Pegasus Healthcare Solutions Limited	76.72
*ASA International Limited	71.31
*Tripod Partners Limited	71.05
*Service Care Solutions Ltd	70.88
*Ailsa Care Services Ltd.	66.58
*Seven Resourcing Limited	66.27
*Search Consultancy Limited	65.59
*Red Sector Recruitment Ltd	65.30
*The Social Care Community Partnership Limited	63.22
*Newcross Healthcare Solutions Limited	62.19
*Jobs and Co. Ltd.	61.92
*Florence Staffing Ltd	61.31
*Reed Specialist Recruitment Limited	60.54
*Allied & Clinical Recruitments Limited	59.76
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	56.06
*MVN Associates Limited	55.56
*H1 Healthcare Solutions Ltd	55.56
*Staffscanner Ltd	55.54
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	50.79
*Care Response 24/7 Ltd	49.90
*Oncall Care Service Ltd	36.84
Lot 1 - Regional Sub-lot 11 - Aberdeen City	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19

*Allied & Clinical Recruitments Limited	60.01
*Staffscanner Ltd	58.39
*Reed Specialist Recruitment Limited	57.61
*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
*Aberness Care Limited	54.68
*Independent Clinical Services Limited	53.09
*UK Private Healthcare Limited	50.14
*Mitchell & Murdoch Care Ltd	47.36
Lot 1 - Regional Sub-lot 12 - Aberdeenshire	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Allied & Clinical Recruitments Limited	59.97
*Staffscanner Ltd	58.39
*Reed Specialist Recruitment Limited	57.61
*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
*Aberness Care Limited	54.68
*Independent Clinical Services Limited	53.09
*UK Private Healthcare Limited	50.14
*Mitchell & Murdoch Care Ltd	47.32
Lot 1 - Regional Sub-lot 13 - Tayside	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Reed Specialist Recruitment Limited	61.56
*Allied & Clinical Recruitments Limited	60.01
*Staffscanner Ltd	58.39

*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
*Aberness Care Limited	54.68
*Independent Clinical Services Limited	53.09
*Mitchell & Murdoch Care Ltd	47.36
*Kenylink Services Limited	44.88
Lot 1 - Regional Sub-lot 14 - Edinburgh	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	72.51
*Seven Resourcing Limited	69.47
*Ailsa Care Services Ltd.	67.38
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Newcross Healthcare Solutions Limited	62.76
*Florence Staffing Ltd	62.37
*Reed Specialist Recruitment Limited	61.56
*Allied & Clinical Recruitments Limited	60.01
*Staffscanner Ltd	58.47
*Caring Hearts Recruitment Ltd	58.11
*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	51.68
*Mitchell & Murdoch Care Ltd	47.16
*Kenylink Services Limited	44.88
Lot 1 - Regional Sub-lot 15 - Central	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	70.67
*Seven Resourcing Limited	69.47
*Ailsa Care Services Ltd.	67.38
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Jobs and Co. Ltd.	62.72
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Reed Specialist Recruitment Limited	61.56

*Allied & Clinical Recruitments Limited	60.01
*Staffscanner Ltd	58.39
*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	51.68
*Kenylink Services Limited	44.88
*Oncall Care Service Ltd	37.44
Lot 1 - Regional Sub-lot 16 - Lothian & Borders	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	70.67
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Allied & Clinical Recruitments Limited	60.01
*Staffscanner Ltd	58.39
*Reed Specialist Recruitment Limited	57.61
*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	51.68
*Kenylink Services Limited	44.73
Lot 1 - Regional Sub-lot 17 - Fife	
*ASA International Limited	72.91
*Tripod Partners Limited	72.65
*Service Care Solutions Ltd	70.67
*Seven Resourcing Limited	69.47
*Red Sector Recruitment Ltd	66.90
*Search Consultancy Limited	66.65
*The Social Care Community Partnership Limited	64.82
*Florence Staffing Ltd	62.37
*Newcross Healthcare Solutions Limited	62.19
*Reed Specialist Recruitment Limited	61.56
*Allied & Clinical Recruitments Limited	60.00
*Staffscanner Ltd	58.39

*GSR Nursing Ltd	57.40
*H1 Healthcare Solutions Ltd	56.20
**SRS Partnership Limited	54.82
*Independent Clinical Services Limited	53.09
*HSC Futures Ltd	51.68
*Mitchell & Murdoch Care Ltd	45.64
*Kenylink Services Limited	44.88

Tenderer	Total
Lot 2 - Professional Roles	
Lot 2 - Regional Sub-lot 1 - Highland	
*Service Care Solutions Ltd	74.87
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.48
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	43.45
Lot 2 - Regional Sub-lot 2 - Moray	
*Service Care Solutions Ltd	74.87
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.48
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.33
Lot 2 - Regional Sub-lot 3 - The Islands	
*Service Care Solutions Ltd	76.83
*Sanctuary Personnel Limited	73.18
*Tripod Partners Limited	72.38
*The Social Care Community Partnership Limited	69.55
*Red Sector Recruitment Ltd	66.63
*H1 Healthcare Solutions Ltd	62.35

*Hunter Gatherer AHP Resourcing Limited	54.83
*Liquid Personnel Limited	53.84
*Taylor Davenport Resourcing Ltd	44.95
Lot 2 - Regional Sub-lot 4 - Western Isles	
*Service Care Solutions Ltd	74.87
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	71.24
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	43.97
Lot 2 - Regional Sub-lot 5a - Argyll & Bute Mainland	
*Service Care Solutions Ltd	74.87
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.59
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	44.80
Lot 2 - Regional Sub-lot 5b - Argyll & Bute Islands	
*Service Care Solutions Ltd	74.87
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.42
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.13
Lot 2 - Regional Sub-lot 6 - South West	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67

*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.27
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	47.66
Lot 2 - Regional Sub-lot 7 - Glasgow	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.17
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.70
*Taylor Davenport Resourcing Ltd	46.00
Lot 2 - Regional Sub-lot 8 - Lanarkshire	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.27
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	46.00
Lot 2 - Regional Sub-lot 9 - Renfrewshire & Inverclyde	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.27
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63

*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.33
Lot 2 - Regional Sub-lot 10 - West Dunbartonshire	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Sanctuary Personnel Limited	73.21
*Seven Resourcing Limited	73.06
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.33

Lot 2 - Regional Sub-lot 11 - Aberdeen City	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.29
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.33
Lot 2 - Regional Sub-lot 12 - Aberdeenshire	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.10
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Taylor Davenport Resourcing Ltd	45.58
Lot 2 - Regional Sub-lot 13 - Tayside	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.29
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Kenylink Services Limited	50.65
*Taylor Davenport Resourcing Ltd	45.58
Lot 2 - Regional Sub-lot 14 - Edinburgh	
*Service Care Solutions Ltd	74.87

*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.17
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.70
*Kenylink Services Limited	50.65
*Taylor Davenport Resourcing Ltd	45.58
Lot 2 - Regional Sub-lot 15 - Central	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.27
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.70
*Kenylink Services Limited	48.69
*Taylor Davenport Resourcing Ltd	45.58
Lot 2 - Regional Sub-lot 16 - Lothian & Borders	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67
*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.84
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Kenylink Services Limited	48.69
*Taylor Davenport Resourcing Ltd	45.58
Lot 2 - Regional Sub-lot 17 - Fife	
*Service Care Solutions Ltd	74.87
*ASA International Limited	74.67

*Seven Resourcing Limited	73.06
*Sanctuary Personnel Limited	72.29
*Tripod Partners Limited	70.46
*The Social Care Community Partnership Limited	67.63
*Red Sector Recruitment Ltd	64.71
*H1 Healthcare Solutions Ltd	61.37
*Hunter Gatherer AHP Resourcing Limited	52.91
*Liquid Personnel Limited	52.47
*Kenylink Services Limited	48.69
*Taylor Davenport Resourcing Ltd	45.58

Tenderer	Total
Lot 3 - Ancillary Roles	
Lot 3 - Regional Sub-lot 1 - Highland	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	66.27
*Newcross Healthcare Solutions Limited	65.21
*H1 Healthcare Solutions Ltd	58.12
Lot 3 - Regional Sub-lot 2 - Moray	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	66.27
*Newcross Healthcare Solutions Limited	65.21
*H1 Healthcare Solutions Ltd	58.12
Lot 3 - Regional Sub-lot 3 - The Islands	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	66.27
*Newcross Healthcare Solutions Limited	65.21
*H1 Healthcare Solutions Ltd	58.12
Lot 3 - Regional Sub-lot 4 - Western Isles	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	65.61
*Newcross Healthcare Solutions Limited	65.21
*H1 Healthcare Solutions Ltd	58.12
Lot 3 - Regional Sub-lot 5a - Argyll & Bute Mainland	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	65.61
*Newcross Healthcare Solutions Limited	65.21

*H1 Healthcare Solutions Ltd	58.12
*MVN Associates Limited	57.79
Lot 3 - Regional Sub-lot 5b - Argyll & Bute Islands	
*Service Care Solutions Ltd	76.00
*Florence Staffing Ltd	66.27
*Newcross Healthcare Solutions Limited	65.21
*H1 Healthcare Solutions Ltd	58.12
Lot 3 - Regional Sub-lot 6 - South West	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	63.16
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*MVN Associates Limited	55.39
Lot 3 - Regional Sub-lot 7 - Glasgow	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*Jobs and Co. Ltd.	62.38
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*MVN Associates Limited	55.39
*Mitchell & Murdoch Care Ltd	46.96
Lot 3 - Regional Sub-lot 8 - Lanarkshire	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*MVN Associates Limited	55.39
*Mitchell & Murdoch Care Ltd	46.96
Lot 3 - Regional Sub-lot 9 - Renfrewshire & Inverclyde	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08

*Florence Staffing Ltd	62.50
*Jobs and Co. Ltd.	62.38
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*MVN Associates Limited	55.52
*Mitchell & Murdoch Care Ltd	46.96
Lot 3 - Regional Sub-lot 10 - West Dunbartonshire	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*Jobs and Co. Ltd.	62.38
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*MVN Associates Limited	55.39
Lot 3 - Regional Sub-lot 11 - Aberdeen City	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Mitchell & Murdoch Care Ltd	46.96
Lot 3 - Regional Sub-lot 12 - Aberdeenshire	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Mitchell & Murdoch Care Ltd	46.96
Lot 3 - Regional Sub-lot 13 - Tayside	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Mitchell & Murdoch Care Ltd	46.96

*Kenylink Services Limited	44.68
Lot 3 - Regional Sub-lot 14 - Edinburgh	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Mitchell & Murdoch Care Ltd	46.96
*Kenylink Services Limited	44.19
Lot 3 - Regional Sub-lot 15 - Central	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	63.16
*Jobs and Co. Ltd.	62.38
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Kenylink Services Limited	44.19
Lot 3 - Regional Sub-lot 16 - Lothian & Borders	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Kenylink Services Limited	44.19
Lot 3 - Regional Sub-lot 17 - Fife	
*ASA International Limited	75.78
*Service Care Solutions Ltd	70.82
*Newcross Healthcare Solutions Limited	64.08
*Florence Staffing Ltd	62.50
*GSR Nursing Ltd	57.81
*H1 Healthcare Solutions Ltd	56.37
*Mitchell & Murdoch Care Ltd	46.96
*Kenylink Services Limited	44.19

Lot 1: Non-Compliant Tenderer	
Sunray Care Ltd	N/C

Lot 3: Non-Compliant Tenderer	
GGIF Care Limited	N/C
**SRS Partnership Limited	N/C

Appendix 4 – List of Recommended Tenderers with Living Wage Status

*Recommended for award

**Recommended for part-award

No	Tenderer	Accredited	Progress towards accreditation	Not Accredited but pay the real Living Wage (all Front-Line Care Staff)	Pay real Living Wage and Committed to gaining accreditation over the first 2 years of the Framework	Not paying real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the real Living Wage
1	*Aberness Care Limited	Yes					
2	*Aberness Recruitment Agency Limited	Yes					
3	*Ailsa Care Services Ltd.	Yes					
4	*Allied & Clinical Recruitments Limited			Yes			
5	*ASA International Limited	Yes					
6	*Caledonia Healthcare Limited	Yes					
7	*Care Response 24/7 Ltd	Yes					
8	*Caring Hearts Recruitment Ltd			Yes			
9	*Florence Staffing Ltd	Yes					
10	*GSR Nursing Ltd			Yes			
11	*H1 Healthcare Solutions Ltd	Yes					
12	*HSC Futures Ltd	Yes					

No	Tenderer	Accredited	Progress towards accreditation	Not Accredited but pay the real Living Wage (all Front-Line Care Staff)	Pay real Living Wage and Committed to gaining accreditation over the first 2 years of the Framework	Not paying real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the real Living Wage
13	*Hunter Gatherer AHP Resourcing Limited			Yes			
14	*Independent Clinical Services Limited			Yes			
15	*Jobs and Co. Ltd.			Yes			
16	*Kenylink Services Limited			Yes			
17	*Liquid Personnel Limited	Yes					
18	*Mitchell & Murdoch Care Ltd	Yes					
19	*MVN Associates Limited				Yes		
20	*Newcross Healthcare Solutions Limited	Yes					
21	*Oncall Care Service Ltd			Yes			
22	*Pegasus Healthcare Solutions Limited	Yes					
23	*Red Sector Recruitment Ltd			Yes			
24	*Reed Specialist Recruitment Limited			Yes			
25	*Sanctuary Personnel Limited			Yes			
26	*Search Consultancy Limited			Yes			
27	*Service Care Solutions Ltd	Yes					
28	*Seven Resourcing Limited			Yes			

No	Tenderer	Accredited	Progress towards accreditation	Not Accredited but pay the real Living Wage (all Front-Line Care Staff)	Pay real Living Wage and Committed to gaining accreditation over the first 2 years of the Framework	Not paying real Living Wage but committed to doing so within 2 years	Neither accredited nor paying the real Living Wage
29	**SRS Partnership Limited	Yes					
30	*Staffscanner Ltd				Yes		
31	*Taylor Davenport Resourcing Ltd				Yes		
32	*The Social Care Community Partnership Limited			Yes			
33	*Tripod Partners Limited			Yes			
34	*UK Private Healthcare Limited			Yes			

Appendix 5 – Contract Management Segmentation Classifications

Social Care Agency Workers Flexible Framework Agreement (1721) is classified as Class C.

There are five segmentation classifications that are rated from Class A to Class E. Each classification has contract and supplier management activities associated with it based on pre-determined weighted criteria.

Class A

Due to the unique and bespoke nature of the frameworks that fall within this class, a contract management plan to be developed and agreed with CSG.

Class B

Quarterly supplier contact, six monthly surveys, annual UIG, frequent support to councils, suppliers and external stakeholders requiring high level of procurement expertise, extensive contract monitoring.

Class C

Six monthly supplier contact, six monthly to annual surveys, annual UIG, regular support to councils, suppliers and external stakeholders requiring procurement expertise, high contract monitoring.

Class D

Annual supplier contact, annual surveys, optional annual UIG, ad-hoc support to councils, suppliers and external stakeholders potentially requiring procurement expertise, regular contract monitoring.

Class E

Annual supplier contact (if required), optional annual surveys, no requirement for annual UIG, straightforward ad-hoc support to councils, suppliers and potentially requiring procurement assistance, basic contract monitoring.

Scotland Excel

To: Executive Sub-Committee

On: 9 December 2022

**Report by:
Chief Executive of Scotland Excel**

Operating Plan Update 2022-23

1. Summary

- 1.1 In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy supported by annual operating plans.
- 1.2 In December 2021, the Joint Committee approved a new operating plan which covers the period from 01 April 2021 to 31 March 2023.
- 1.3 Reports are issued quarterly to track progress made towards the delivery of the commitments contained within the operating plan. This paper presents the most recent report which covers operating plan activity for the six-month period to 30 September 2022.

2. Progress since September

- 2.1 As of the end of September 2022, thirty-two operating plan commitments were progressing in line with plans and are indicated as green within the report.
- 2.2 One commitment is indicated as amber within the report. This relates to the launch of a procurement assessment and improvement service for housing associations which has been delayed by the Scottish Government.
- 2.4 The commitment to roll out a competitor analysis model is indicated as white within the report, as this is currently scheduled for delivery towards the end of the financial year.
- 2.5 The next quarterly report, covering the period from 01 October to 31 December 2022, will be published in January. Some key activities that have taken place during this period are noted below by way of an interim update for the Joint Committee.
- 2.6 As a result of its submission to the Scottish Parliament's 'Call for Views' on the National Care Service (Scotland) Bill, Scotland Excel was invited to give

evidence to the Health, Social Care & Sport Committee on 29 November. Scotland Excel's attended the National Care Service Forum meeting on 03 October, and is taking part in the Adult Social Care Working Group on Ethical Commissioning.

- 2.7 Scotland Excel held an online webinar in partnership with the Scottish Government and the Competition & Market's Authority (CMA) on 10 October which explored how serious organised crime groups and illegal anti-competitive practices can affect public procurement. The webinar attracted around 200 delegates and acted as a launch event for Scotland Excel's new online learning programme focusing on the involvement of serious and organised crime groups in procurement which began in November.
- 2.8 Scotland Excel had a successful evening at the GO Awards for Excellence in Public Procurement on 27 October, with wins in two categories. The energy efficiency contractors (EEC) framework won the Collaborative Procurement Initiative Award, and the recent project to improve local capability and economic growth through community wealth-building was the winner of the Supply Chain Diversity Award. This project has also been short-listed for the Scottish Public Services Awards in December.
- 2.9 Scotland Excel has initiated a programme to identify additional savings opportunities available to councils through optimising their use of frameworks and other commercial approaches. This programme responds to the financial challenges facing local government and will form a core part of our new corporate strategy for 2023-28.






3. Recommendations

- 3.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2022-23.

4. Background

- 4.1 Progress reports are produced quarterly to track Scotland Excel's activity against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. The most recent quarterly report is also submitted to Joint Committee meetings with recent updates noted.
- 4.2 The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate

projects or activities which have not yet started, and projects or activities which have been completed:

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












Operating Plan



2021 – 2022

Q2 Progress Report






Goa1 1: Shaping the delivery of innovative public services



Strategic Objective	Commitment	RAG status	Progress summary
1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services	<ul style="list-style-type: none"> Continue to engage with local authority and cross-sector partners to identify and deliver on collaborative procurement and supply chain opportunities 		<ul style="list-style-type: none"> Scotland Excel is continuing to participate in cross-sectoral initiatives including the Scottish Government-led 'Plan for the Future' procurement programme and the cross-sector Supply Chain Development Programme.
	<ul style="list-style-type: none"> Continue to monitor, report on and, where possible, mitigate the impact of supply chain disruptions arising from the Covid-19 pandemic and Brexit 		<ul style="list-style-type: none"> Quarterly reports are being issued to stakeholders to keep them informed of supply chain disruptions, market trends, and mitigating actions being taken by Scotland Excel. These reports have been very favourably received and will continue to be issued during 2023.
	<ul style="list-style-type: none"> Continue to drive the development of the next generation National Care Home Contract (NCHC) incorporating the use of the NCHC Cost Model © to support the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> A collaborative re-design process for the National Care Home Contract (NCHC) is progressing with representatives from key stakeholder groups including the public sector, care providers, care workers and care service users. The redesign incorporates the Independent Adult Social Care Review recommendations, and considers all new guidance and proposed legislation.
	<ul style="list-style-type: none"> Develop a strategy for the next generation new build residential framework which incorporates learnings from the current framework and findings from stakeholder engagement meetings 		<ul style="list-style-type: none"> Work to develop this strategy is progressing well, and significant engagement has taken place to ensure that the next generation framework is structured to meet the needs of stakeholders. Net zero considerations and construction skills development opportunities will be central to the development of the new strategy, and recognises changes in capital borrowing costs, inflation and construction industry costs.

1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Continue to deliver a portfolio of accredited Academy programmes based on member and wider public sector requirements 		<ul style="list-style-type: none"> The Scotland Excel Academy is continuing to deliver accredited programmes in procurement, leadership & management, project management, and business analysis and innovation. In response to member feedback, the Academy is exploring the potential to develop SQA-accredited qualifications in procurement and management which would provide cost-effective alternatives to those currently offered by professional bodies.
	<ul style="list-style-type: none"> Develop and deliver programmes of free and/or low-cost online workshops and events which support practitioner skills and best practice 		<ul style="list-style-type: none"> In the first nine months of operation, the Scotland Excel Academy delivered 23 courses to 215 delegates as part of the Scottish Government's procurement training framework. These low-cost courses are proving popular with procurement practitioners and complement the programme of free 'Stay Connected' courses delivered by Scotland Excel.
	<ul style="list-style-type: none"> Develop and deliver bespoke chargeable Academy programmes requested by councils, associate members or other partners 		<ul style="list-style-type: none"> Bespoke Academy programmes are being provided for Dumfries & Galloway Council, Highland Council, five NHS health boards, and the Scottish Government.
	<ul style="list-style-type: none"> Continue to deliver chargeable consultancy and transformation programmes requested by councils, associate members or other partners 		<ul style="list-style-type: none"> Chargeable consultancy projects are currently being delivered for a range of organisations including councils, the Improvement Service, the Scottish Government and the Northern Ireland Department of Health. All programmes and projects are progressing well.
	<ul style="list-style-type: none"> Continue to develop and grow Scotland Excel's flexible procurement service to provide chargeable support which increases the capacity and/or capability of councils, associate members and other partners 		<ul style="list-style-type: none"> Councils and organisations using Scotland Excel's flexible procurement services include Angus, Dumfries & Galloway, Dundee City and South Lanarkshire Councils, City Property, and Cairn Housing Association. A recent marketing campaign has generated further interest and discussions are ongoing with a number of other members.







<p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p>	<ul style="list-style-type: none"> • Continue to develop Scotland Excel's ICT procurement category, providing procurement services for the Digital Office for Scottish Local Government and other partners to accelerate a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> • Scotland Excel is continuing its procurement project for a national shared digital Alarm Receiving Centre (ARC). A collaborative procurement opportunity for Microsoft Office 365 is being progressed in partnership with the Digital Office for Scottish Local Government and Crown Commercial Services.
<p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<ul style="list-style-type: none"> • Continue to work with the Scottish Government and other partners to support the development and/or delivery of national policy objectives across the Scotland Excel portfolio 		<ul style="list-style-type: none"> • Scotland Excel continues to work with the Scottish Government and cross-sector partners across a wide range of policy areas including food, energy efficiency, education and care. In September, Scotland Excel participated in a conference hosted by the Scottish Government which explored the current and future hydrogen energy landscape in Scotland.



Goal 2: Being sustainable in everything we do

Strategic Objective	Commitment	RAG status	Progress summary
2.1 Deliver positive and measurable social value through our contracts and services	<ul style="list-style-type: none"> Continue to champion Fair Work principles as part of framework development and contract management, including payment of the Real Living Wage 		<ul style="list-style-type: none"> As detailed within Scotland Excel's recently published Annual Procurement report, 86% of suppliers across 70+ frameworks are paying the Real Living Wage. A further 4% have committed to doing so within two years.
	<ul style="list-style-type: none"> Continue to develop and deliver community benefit and supply chain initiatives which enable members to achieve direct benefits for their areas 		<ul style="list-style-type: none"> Scotland Excel has revised its approach to gathering and managing community benefits data to provide better visibility to members of the benefits due to them when they reach a threshold spend with suppliers. The new process will be rolled out from Q3.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> Continue to engage with SME, supported business and other third sector organisations to encourage their participation in public procurement, working with partners such as the Supplier Development Programme (SDP) and Chambers of Commerce 		<ul style="list-style-type: none"> Scotland Excel held a supplier event with Dundee City Council in August to promote participation in the upcoming property maintenance and refurbishment framework. This was followed by an online event in the same topic later in the month. Scotland Excel exhibited at the Supplier Development Programme's 'Meet the Buyer North' event which took place in Elgin in September.
	<ul style="list-style-type: none"> Continue to develop and deliver supply chain opportunities for SME, supported business and other third sector organisations to participate in public procurement, including joint initiatives with partners such as Scottish Enterprise 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with Scottish Enterprise on initiatives to identify public sector supply chain opportunities for Scottish businesses and organisations. A supply chain opportunity is currently being explored which has the potential to increase Scottish chicken production.
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Refresh Scotland Excel's sustainable procurement strategy to ensure that frameworks and other business activities maximise opportunities to support carbon reduction 		<ul style="list-style-type: none"> Scotland Excel is continuing to work on a net zero strategy which considers carbon reduction opportunities arising from our procurement activities. The strategy will be published in the new year.







	<ul style="list-style-type: none"> Promote member usage of the next generation energy efficiency contractors (EEC) and electric vehicle charging infrastructure (EVCI) frameworks to help members work towards their net-zero targets 		<ul style="list-style-type: none"> Following high-profile awareness events in May and June, Scotland Excel has met with stakeholders from councils and housing associations to promote uptake of the energy efficiency contractors (EEC) and electric vehicle charging infrastructure (EVCI) frameworks. One council has confirmed an EEC award of £1m, and other awards are in the pipeline.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Continue to explore the development of progressive, sustainable learning pathways, working with educational and/or cross-sector partners to address skills gaps, support career development, and attract new entrants to procurement 		<ul style="list-style-type: none"> Scotland Excel continues to co-chair the Scottish Government's Public Procurement Development Forum which is exploring a range of initiatives including procurement skills development, alternative professional qualifications and pathways, and Graduate Apprenticeships.

Goa1 3: Placing people at the heart of our business






Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's account management services to demonstrate value to members and support a positive customer experience 		<ul style="list-style-type: none"> Scotland Excel's Project and Account Managers continue to provide support to council procurement teams including quarterly business reviews, change projects, and workshops.
	<ul style="list-style-type: none"> Continue to develop and deliver stakeholder engagement plans to assess member satisfaction and identify key priorities for Scotland Excel's new five-year strategy 		<ul style="list-style-type: none"> A comprehensive stakeholder engagement plan was implemented to support the development of the new corporate strategy, and included consultation with elected members, chief executives, finance directors, corporate procurement managers, and Scotland Excel staff.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Continue to develop and deliver initiatives to help members implement a progressive procurement approach which supports their community wealth-building plans 		<ul style="list-style-type: none"> Following completion of a community wealth-building (CWB) pilot programme, Scotland Excel is continuing to engage and support councils with their CWB projects. A toolkit is available to all members on the Scotland Excel Academy website.
	<ul style="list-style-type: none"> Continue to engage directly with stakeholders, partners and service users to ensure that Scotland Excel's social care contracts meet the needs of all care groups, and align with national policy 		<ul style="list-style-type: none"> A wide range of stakeholders are contributing to the development of the new National Care Home Contract (NCHC) project. The recently awarded children's residential care framework was developed in consultation with stakeholders to ensure it reflected policy direction while allowing for more streamlined processes.
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Continue to represent the views of members, customers and communities within appropriate national and/or cross-sector fora and working groups 		<ul style="list-style-type: none"> Scotland Excel is continuing to represent the local government sector within a wide range of national initiatives, including engaging with Scottish Government on the outcomes of their local food consultation.
	<ul style="list-style-type: none"> Monitor the progress of National Care Service (NCS) proposals and continue to champion Scotland Excel's delivery of national care arrangements that support local, person-centred commissioning 		<ul style="list-style-type: none"> Scotland Excel responded to a 'Call for Views' on the National Care Service (Scotland) Bill in September, and is a member of the NCS Key Stakeholder Reference Group and NCS Stakeholder Register.

3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Continue to implement Scotland Excel's organisational development strategy and Investors in People (IiP) action plan 		<ul style="list-style-type: none"> Following the award of Gold Standard Investors in People (IiP) accreditation in June, Scotland Excel is continuing to implement a new people strategy for organisational development. This includes a new approach to personal development and performance management which will be rolled out in Q3. The first in-person event for all Scotland Excel staff since the beginning of the pandemic was held in September 2022.
	<ul style="list-style-type: none"> Develop and implement a refreshed recruitment and retention strategy to mitigate the impact of skills shortages and/or changing attitudes in the workforce 		<ul style="list-style-type: none"> Scotland Excel's 8 graduate trainees are now all in post following a recruitment exercise earlier in the year. The graduate programme responds to a challenging job market for experienced public procurement practitioners, and aims to fast-track new talent to the profession.

Goa1 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's approved funding model, including income from rebates, projects, Academy programmes and associate membership, and provide regular reports to the governance committees 		<ul style="list-style-type: none"> Organisational expenditure and income continue to be monitored closely, and reports are presented to the executive sub-committee on a regular basis.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Continue to develop a robust business environment and infrastructure that securely and effectively supports Scotland Excel's hybrid working model 		<ul style="list-style-type: none"> Scotland Excel staff are now regularly working from the office as well as at home. All office desks have been fitted with universal docking stations, and meetings rooms have systems to facilitate hybrid meetings. An employee desk booking system will be implemented during Q3.
	<ul style="list-style-type: none"> Continue to develop Scotland Excel's digital technology capability, harnessing data assets and emerging technology to benefit staff and customers 		<ul style="list-style-type: none"> Work is continuing to review Scotland Excel's data gathering and management processes in preparation for developing plans to enhance the organisation's ICT, data analysis and reporting capabilities.
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Roll out a competitor analysis model across the organisation to support the successful delivery of new and existing business opportunities 		<ul style="list-style-type: none"> Plans to review and roll out Scotland Excel's competitor analysis model will be developed in Q3.
	<ul style="list-style-type: none"> Continue to grow and develop Scotland Excel's associate membership programme to maximise benefits for the organisation and members 		<ul style="list-style-type: none"> Eight new associate members were approved during Q2, with a total annual income of £10,405. This brings the overall number of new members this financial year to 16, generating an annual income of almost £15k.
	<ul style="list-style-type: none"> Deliver a second tranche of Procurement & Commercial Improvement Programme assessments for housing associations, highlighting the community value of enhanced procurement practices and collaboration 		<ul style="list-style-type: none"> The Scottish Government has delayed the launch of a Procurement & Commercial Improvement Programme for housing associations. Scotland Excel is ready to launch this service to the market as and when an announcement is made.

4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> Continue to develop and implement effective marketing and communications plans to promote Scotland Excel through traditional and social media in support of financial, policy and public affairs goals 		<ul style="list-style-type: none"> Q2 activity has included a direct mail campaign and marketing materials to promote Scotland Excel's flexible procurement service, support for the organisation's response to the parliamentary 'call for views' in respect of the National Care Service (Scotland) Bill, award entries, and a Climate Week social media campaign.
	<ul style="list-style-type: none"> Continue to explore and develop partnership opportunities with organisations such as Crown Commercial Services (CCS), Scottish Enterprise, Built Environment- Smarter Transformation (BE-ST), and Zero Waste Scotland (ZWS) which support the delivery of business and policy objectives 		<ul style="list-style-type: none"> Scotland Excel has been assisting Crown Commercial Services with the development of their first food framework. Work is continuing with Built Environment- Smarter Transformation (formerly the Construction Scotland Innovation Centre) and Zero Waste Scotland to inform the development of the next generation of the new build residential framework.

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

Report issued: November 2022

Scotland Excel

To: Executive Sub-Committee

On: 9 December 2022

**Report by:
Chief Executive of Scotland Excel**

Request for Associate Membership of Scotland Excel by Scottish Qualification Authority

1. Background

- 1.1 Scotland Excel operates an Associate programme to allow access to its frameworks and services to a wide range of other public service orientated bodies. Applications can be made for Associate Membership by organisations such as council arm's length organisations, community groups, charities, housing associations and voluntary organisations which are a public body or a body that engages in activities of a public nature.

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

Associate membership supports the wider aims of Scotland Excel by increasing overall spend against frameworks, providing additional income and supporting the goals of promoting excellent public procurement across Scottish organisations.

2. Organisation Background

- 2.1 Scottish Qualification Authority is an executive Non-Departmental Public Body of the Scottish Government and is responsible for national accreditation and the awarding body for Scotland. Their purpose is to help people fulfil their potential and maintain standards across Scottish education.
- 2.2 Scottish Qualification Authority is an accredited real living wage employer.

3. Associate Membership Process

- 3.1 Before any application is submitted for approval, a number of validation checks on the organisation are carried out. These include a review of the

Memorandum & Articles of Association, the financial position and the type of contracts that the organisation is likely to access. It is confirmed that satisfactory validation checks have been completed in relation to this application.

- 3.2 Scotland Excel monitors all requests from applicants to become associate members to ensure that any legal requirements are met. In this case, Scottish Qualification Authority can be recommended for associate membership access in accordance with the Local Authorities (Goods and Services) Act 1970 section 1 (1B)(b).

- 3.3 Fees are determined in a number of ways:

Arms Length External Organisations (ALEOs) related to local authority members pay no fee as this is covered within requisition fees.

National Health Service (NHS) bodies, Colleges and Universities, and Non departmental bodies of the Scottish Government pay no fee under a reciprocal agreement that allows local authorities to utilise contracts created by the relevant procurement centres of expertise.

All other associate fees are calculated on a standard methodology agreed by committee. e.g. Housing Associations pay based on the number of houses within their portfolio.

4. Recommendations

- 4.1 It is recommended to committee that Scottish Qualification Authority application to join Scotland Excel as an associate member be approved, with no annual fee as part of the reciprocal agreement and subject to the agreement document.

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Scotland Excel

To: Executive Sub-Committee

On: 9 December 2022

**Report by:
Chief Executive of Scotland Excel**

Employee Supporting Attendance Report

1. Introduction and purpose of the report

In response to the Renfrewshire Council Internal Audit team recommendation, this report on supporting attendance is submitted on a quarterly basis highlighting the absence rate in the organisation. The report also highlights some of the support mechanisms that Scotland Excel has implemented to support staff members.

2. Scotland Excel Absence Management Target

The Joint Committee has previously agreed that Scotland Excel should work to an absence rate of below 4%. This target aligns Scotland Excel with partner organisations, supports good practice in this area and demonstrates the ongoing commitment to absence management as a key efficiency target.

3. Overview of Attendance

In line with audit recommendations, the attached report has been prepared for the Executive Sub Committee. The report details:

- Breakdown of current month, last six months and last 12 months absence figures
- Illustration of 12 months in days
- Illustration of last 12 months in percentages

The report includes the latest absence details for the 12 month period to 31 October 2022 in which the rate of absence across the organisation has been maintained below the 4% target.

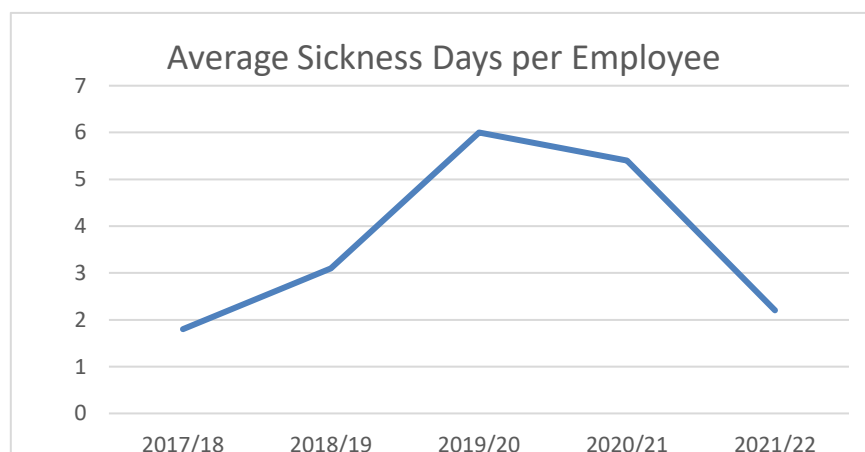
While Scotland Excel has been successful in reducing the absence rate during 2021/22, from March 2022 through to July 2022 the rise in COVID-19 infections throughout the general population was reflected in our own organisation with a number of employees reporting Covid-related illnesses. Those, together with some longer-term absences, resulted in a spike in the % rate to 3.5% in March.

Overall, the rolling 6 and 12 month average absence rates have been maintained at or below 2.4%. The absence rates for the reporting periods as shown in appendix 1 are:

- previous 1 month to 2.4% (45.5 days)
- previous 6 months to 1.2% (113.5 days)
- previous 12 months to 1.3% (250 days)

The graph below shows average sickness days per employee within Scotland Excel over the past 5 years.

Average sickness days reached a peak of 6 days per employee in 2019/20 which coincided with the rise of the Covid-19 pandemic and a number of long-term absences related to mental ill health. The rate has been steadily decreasing since then and the initiatives described below will continue to be utilised to support staff in maintaining attendance at work.



4. Overview of supporting attendance initiatives

In addition to actively supporting members of staff absent through ill health, Scotland Excel continues to implement positive early intervention practices including working with Occupational Health and other support services to maintain employee attendance and to support members of staff who may be experiencing difficulties while remaining at work. Scotland Excel continues to support a range of interventions for staff including Occupational Health referral, confidential counselling services, Cognitive Behavioral Therapy (CBT) sessions and issuing wellbeing emails with further information on health initiatives that can be accessed independently by all staff.

Scotland Excel recognises that positive mental health amongst staff members is an area that should be actively supported and encouraged. In addition to actively promoting good mental health practices and initiatives, the organisation has 15 staff from across all operational areas and grades who have trained as accredited Mental Health First Aiders. In providing this confidential support opportunity to staff members it is hoped that any personal difficulties they may be experiencing can be addressed at an early stage with appropriate signposting to professional support.

Scotland Excel has also implemented a Mental Health at Work Commitment Action Plan which is recognised as a comprehensive tool for adopting best practice in promoting and maintaining positive mental health within the organisation.

In addition to the above initiatives Scotland Excel held a face-to-face staff event in September where we invited a number of guest speakers from external agencies to present on a number of topics all designed to support our staff wellbeing. The topics covered included physical and mental health awareness, financial planning and domestic energy efficiency, all particularly relevant in the current economic climate.

5. Recommendation

The Executive Sub Committee is requested to note the contents of this report.

Appendix 1.

HR Report - Absence as at: October 2022

No of Employees During Period

112

Avg Absence Days per Employee

2.2

Absence Rate Last 12 Months

1.3%

Absences Current Month

Self Certified	Covid	Doctor Certified	Total Absences	Average Absence Rate
15.5	3.0	27.0	45.5	2.4%

Absences Last 6 Months

Self Certified	Covid	Doctor Certified	Total Absences	Average Absence Rate
29.5	57.0	27.0	113.5	1.2%

Absences Last 12 Months

Self Certified	Covid	Doctor Certified	Total Absences	Average Absence Rate
77.0	79.0	94.0	250.0	1.3%

