

## **Scotland Excel**

**To: Chief Executive Officers Management Group**

**On: 9 November 2022**

### **Chief Executive's Update Report**

#### **1. Introduction**

The purpose of this report is to provide the group with an update on key developments within Scotland Excel since the last meeting of the Chief Executive Officers Management Group on 17 August 2022.

#### **2. Summary**

Since the group last met there have been a number of developments:

#### **3. Framework Portfolio**

##### **3.1 Corporate Services (including Digital)**

###### **ICT and Education Team**

Technology Enabled Care Goods is currently in development, with publication scheduled by the end of November and award/mobilisation from March 2023.

The framework development activity for the Provision of a National Shared Alarm Receiving Centre (ARC) Solution continues, with the tender release anticipated by mid November. This has been a challenging exercise, but it is hoped that some of the delays in the schedule can be recovered to enable award recommendations to be made to the Executive Sub Committee in February. The framework for the Security Operation Centre will follow the ARC project as soon as the contract terms and conditions have been concluded.

In conjunction with the Local Government Digital Office (LGDO), an aggregated procurement exercise for Microsoft 365 for councils is under development. In the first instance this will support those councils with license renewal requirements towards the end of the year, and will continue throughout 2023 and beyond.

Online School Payments – an issue has arisen with a call-off by a Councils that has highlighted some issues with the technical response provided by one of the suppliers. We will be engaging with that supplier to find out what the issues are and how they intend to fix them.

SEEMiS – A number of procurement projects will be undertaken for SEEMiS over the next quarter including staff resourcing, Data Centre consolidation and Office 365 licensing.

## **Corporate Developments**

Food inflation remains an area of concern and has now reached 14.5% in the 12 months to September 2022 according to Government data from the Office for National Statistics. This is markedly higher than overall inflation which is sitting at 10.1%. Food is now the second biggest contributor to inflation, overtaking transport this month. Increasing food prices continue to be driven by a multitude of factors including high input costs (such as energy, fertiliser and carbon dioxide) and the war in Ukraine.

The next generation Scotland Excel Frameworks for Janitorial Products, Fresh Meats, Cooked Meats and Fresh Fish and Audio Visual Equipment are in the final stages of development and with tender documentation due to be published on Public Contract Scotland – Tender during the month of November. These frameworks are due to go live in March and April 2023.

The framework for First Aid Materials is currently being evaluated and will be presented to the Executive Sub Committee in November 2022. Tenders for Fire Safety Equipment and Commercial Catering Equipment are being developed and will be published before the end of 2022. Prior Information Notices have been issued through Public Contracts Scotland for various operational supplies tender opportunities including Bottled Gas and Road Signage.

## **3.2 Care Services**

### **Adult and Older Peoples Care**

#### **3.2.1 National Care Home Contract (NCHC)**

The Redesign process for the NCHC is now underway. This collaborative process involves the Scottish Government, Local Government, COSLA, Provider Representatives, Unions, Care Inspectorate, Healthcare Improvement Scotland, Carers Groups, Independent Advocacy, Care Home Providers and Care Workers.

There have been delays in the process as provider representatives shared the care home sector's financial pressures. The focus now is on identifying the specifics of the challenges.

The NCHC annual negotiations were also due to begin, however this too has been delayed due to the current pressures and an agreement to focus on what financial solutions could be offered at this time.

Scotland Excel is conducting discussions with the Scottish Government in relation to the current cost pressures that care homes are experiencing and to offer advice on the contract in relation to additional practice and legislations such as vitamin D supplements for residents and the implementation of Anne's Law.

There are areas of the Redesign work that can continue, to agree a contract in principle that the current signatories of the NCHC can review toward the end of the negotiations period.

All new guidance and proposed legislation is being included to ensure it meets the changing demands of this sector.

The main themes of the Redesign have been on residents at the centre of the contract with a model built on sustainability and workforce, and exploring the possibility of whether the regulatory boundaries of the sector can adapt sufficiently. Scotland Excel has been invited to discuss the NCHC at a Scottish Government led four-nations meeting

### **3.2.2 Care Homes for Adults with Learning Disabilities Including Autism**

This framework is due to expire on 16th September 2023 and the development of the new framework has begun. A survey has been issued to all local authorities to establish further improvements and best practice. A User Intelligence Group meeting, scheduled to take place on 18th November 2022, will help inform the strategy and advise any operational requirements going forward. There are currently 25 local authorities utilising the framework with an annual spend of approximately £21M.

### **3.2.3 Residential Rehabilitation**

This project was commissioned by the Scottish Government with the remit of researching and developing national approaches for commissioning of alcohol and drug residential rehabilitation. The initial market research and analysis phase has concluded and options for national commissioning and the implementation phase of the project are being discussed with the Scottish Government.

The market research phase included questionnaires to existing and potential service providers and to Alcohol and Drug Partnerships(ADPs), and investigating models in other parts of the UK. Indicative spend on residential rehabilitation placements during 2021/22 is approximately £3M based on quarterly reports by ADPs to Public Health Scotland. The spend for 2022/23 is anticipated to increase as part of grant funding provided to ADPs for residential rehabilitation by the Scottish Government.

### **3.2.4 Care and Support**

The framework has 138 providers and 439 services following the last reopening in April 2022. To date 12 of the 23 Participating Councils are utilising the framework and there is ongoing work with a further three councils intending to purchase from the framework. A re-opening consultation exercise is currently under consideration in response to a further three Councils seeking inclusion. A Prior Information Notice has been issued to the provider market to establish the level of interest.

### **3.2.5 Social Care Agency Workers**

The 3rd generation framework is due to commence early November 2022. The key aim of the flexible framework is to increase the geographical coverage for purchasers, and to reduce the reliance on off-framework suppliers to meet the requirements as well as providing consistency for purchasers in regard to standard terms and conditions and the fees paid.

## **Children's Services**

### **3.2.6 Children's Residential Care & Education**

Scotland Excel proceeded to award the Children's Residential and Education, including Short Breaks, Services flexible framework in September and the framework went live on 1<sup>st</sup> October. The framework had 39 providers and 280 services recommended for award and allows for new entrants during its lifetime; interest has already been expressed by several providers that are keen to join the framework once it reopens.

The renewal framework reflects the feedback received from providers and councils to create a streamlined process that reduces the administrative burden on providers whilst increasing the information sharing and transparency around services and fees. The renewal framework also features continuing care services, which reflects the policy direction of supporting children and young people in placements over a longer time period, where it is appropriate to do so.

Scotland Excel will continue to mobilise the framework over the coming months, ensuring that providers and councils have access to all relevant framework information. This includes an interactive Service Directory for councils that features increased functionality including linking the service information to real-time Care Inspectorate grades. This aims to support commissioners with their decision making, and provide detailed information in a user-friendly format.

### **3.2.7 £500 Special Recognition Payment Project**

A Special Recognition Payment (SRP) for eligible staff is being administered by Scotland Excel on behalf of the Northern Ireland Department of Health. Two portals set up to receive submissions closed on 31<sup>st</sup> July 2022. Whilst applicants are approx. 20% of the estimated number, this would be in line with the experience of administering the Scotland £500 payment. It is estimated that support for applicants will continue until early December 2022.

### **3.3 Construction Transport and Environment**

#### **3.3.1 Transport**

The transport portfolio has included renewals of Salt for Winter Maintenance, Roadstone, Tyres and the supply of Heavy Vehicles. New development work has delivered a framework for Electric Vehicle Charging Infrastructure and a consultation on merging equipment requirements from our Light and Heavy Plant and Grounds Maintenance frameworks has started.

Roads Maintenance Materials is also to be renewed before the end of this financial year and will be combined with Construction Materials, a new framework which consolidates a range of materials sourced through the network of builders merchants.

#### **3.3.2 Outdoor Play and Sports Facilities**

This framework was extended using provisions made in the legislation, to bridge a gap in timings between the previous framework expiring and the next generation being awarded. A late request for a review of capability and capacity assumptions in the framework recommendations led to a delay in the award of this framework, with the standstill period re-starting in early November.

#### **3.3.3 Building Construction Consultancy**

This framework will provide members with a mechanism to procure services relating to buildings and their surrounding grounds. Following the delivery of Scotland Excel's New Build Residential Construction framework in 2019, there has been a growing demand for a consultancy framework. The framework will also facilitate other building construction works, such as demolition, asbestos removal and energy efficiency measures in properties.

The framework was developed to provide a route to market for professional services across a range of disciplines, with a lotting structure designed to ensure smaller and local businesses were able to compete.

#### **3.3.4 Property Maintenance and Repair**

There has been a long term need for a collaborative approach to working with contractors specialising in maintenance of residential and non-residential properties in the public sector. This framework is a first generation with lots design to allow commercial offers to be made under the national schedules of rates for this type of work. This simplifies the pricing for both clients and contractors, making the framework easier for both to operate.

#### **3.3.5 Construction Materials**

Previous updates on this framework have highlighted the intention to merge the procurement mechanisms for five related areas of spend. This work continues with consultation on the structure of the framework providing further options for consideration.

The Contract Strategy for this framework is in development and tender documents will be issued later this year.

### **3.4 Contract Delivery Plan Update**

There are 72 current frameworks in the Scotland Excel contract portfolio, with 3 new frameworks to be developed and added to the portfolio. 26 of these frameworks are to be renewed before 30 June 2023. A further 23 of the frameworks on the current portfolio have extension options that are available to be exercised in 2022/2023, with 19 of these extensions already being approved. Overall, efficiencies delivered to date in 2022/2023 are 2.09%, which is within the forecast range. This efficiencies figure will continue to be monitored throughout 2022/2023.

The following contracts have been approved at Executive Sub Committee since Aug 2022:

#### **3.4.1 Supply and Delivery of Roadstone Materials**

This framework covers a range of coated, uncoated and recycled roadstone, as well as ready mixed concrete to support the requirements of councils' road departments. Given current market conditions and analysis including our indexation model, it was anticipated that an increase for roadstone materials was likely, and benchmarking has confirmed an average increase of around 1.97%. This is representative of the ongoing challenging market conditions faced by suppliers over the course of the last year. Analysis of our Indexation model, which predicts framework performance against market movement, demonstrates that our current framework pricing was approx. 6% below the market. When this is considered with the 1.97% increase, it is forecast that there will be an average of 4% cost avoidance against current market pricing.

#### **3.4.2 Salt for Winter Road Maintenance**

This framework covers a full range of salt and de-icing equipment and accessories including bulk and bagged rock salt, marine salt and treated salt to allow councils to deliver various public services. Given current market conditions and analysis including our indexation model, it was anticipated that an increase for salt products was likely, and benchmarking has confirmed an average increase of around 7.98%. Analysis of our indexation model suggests that the current framework costs are around 8% lower than the market price. When this is considered with the 7.98% increase, we would therefore recommend the new framework is approved with a neutral savings position.

#### **3.4.3 Provision and Delivery of Washroom Solution and Sanitary Products**

This framework will provide councils and associate members with a mechanism to procure a range of products and services including sanitary waste disposal, nappy waste disposal, sanitisers, air fresheners, sharps disposal, and medical waste disposal. An "on-loan" provision is also included for certain equipment, which is free of charge to Scotland Excel members, and also a second lot for sanitary products to support the Scottish Government's commitment to promote

dignity to women in educational establishments by providing free sanitary wear. The projected average saving is 0.38% which equates to an estimated total saving of approximately £24,000 per annum across all councils based on current forecast spend levels. Although the saving is slight, given the market movement including surging energy prices, fuel pricing and elevated oil and gas prices this is seen as a positive outcome. It should also be noted that the current framework contract is currently operating 20% under market conditions as detailed in the contract indexation report. This would represent a cost avoidance of approximately £1.2m against the estimated annual spend figure. This saving is in addition to the conducted benchmarking exercise and is a result of tight contract management procedures.

#### **3.4.4 Building Construction Consultancy**

This framework will provide members with a mechanism to procure services relating to buildings and their surrounding grounds. Following the delivery of Scotland Excel's New Build Residential Construction (NBRC) framework in 2019, there has been a growing demand to deliver a consultancy framework to support the NBRC framework. Scotland Excel operates frameworks for other building construction works, such as demolition, asbestos removal and energy efficiency contractors which this framework will also support. Due to the lack of comparable data, Scotland Excel did not benchmark the framework with councils' arrangements. An alternative approach of benchmarked costs against those on Scotland Excel's Engineering and Technical Consultancy Framework, a similar consultancy framework supporting another construction sector was used. The Engineering and Technical Consultancy Framework tendered in October 2020, demonstrated 3.7% average savings for councils, and despite high inflation between then and now, the Building Construction Consultancy rates have seen a minimal rise. This indicates that the Building Construction Consultancy Framework pricing is highly competitive.

### **3.5 Supply Chain Disruption**

Since the first Coronavirus pandemic lockdown in March 2020, supply chain insecurity and associated financial pressures have been challenging.

Global economic and geopolitical factors are affecting supply chains, the most prominent being:

- Invasion of Ukraine; disruption to goods available from Ukraine
- Sanctions on Russia and Russian owed entities; ceasing supply from that area
- UK Exit from the European Union
- Coronavirus pandemic; production and logistics disruption
- Climate; wetter and hotter growing seasons disrupting crop cycles
- Disease; Avian Flu impact on poultry and eggs and agricultural pests on timber and crops for food

These factors mean there is significant complexity to manage in our supply chains, and many factors to take into consideration when managing costs and availability of supply. Notably, energy cost impacts, currency fluctuations and transport and logistics disruption are all additional costs affecting all types of public spend.

Scotland Excel has produced detailed, commodity focused analysis to our membership on these issues and the mitigating actions available through collaborative responses to the markets. These reports will continue to be provided throughout 2023 and the learning applied to contract and supplier management work, as well as to shaping framework renewals.

#### **4. National Care Service (NCS) Bill Consultation**

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 ([scotland-excel-ncs-consultation-response.pdf](#)). The response confirms Scotland Excel's support for the overarching aspirations of the Bill and its commitment to continuing to work in partnership to support improvement, and highlights concerns that the context of the current commissioning landscape and the contribution of good commissioning and improvement activity have not been fully recognised.

Scotland Excel attended the first NCS Forum on 3<sup>rd</sup> October, will participate in the Stakeholder Register where appropriate and has been invited to participate in the Adult Social Care Working Group on Ethical Commissioning on 16<sup>th</sup> November.

Early conversations have taken place with Scottish Government to consider unique and specialist workstreams which Scotland Excel are best placed to review. The scope of any work is not fully defined.

An invitation to attend the Health, Social Care and Sport Committee Meeting: 29 November 2022 has been accepted and planning is underway to prepare for questioning by the committee.

#### **5. Scotland Excel 5 Year Strategy**

Scotland Excel has been working throughout 2022 to create its new 5-year strategy. This has involved extensive stakeholder consultation including stakeholders within local government and beyond.

The strategy revolves around 5 goals for the organisation:

- Journey towards a net zero Scotland
- Support the financial sustainability of local public services
- Community wellbeing
- Resilient supply chains that maximise opportunities for Scottish businesses and the third sector
- Advancement of skills to deliver Scotland's economic transformation

The new strategy will be taken to the December Joint Committee for approval.



## **6. Savings Opportunities – A National approach to new opportunities**

Throughout the history of Scotland Excel, opportunities to make savings and change patterns of buying have been provided to our membership. There has been a mixed response to this approach, with some members fully or partially implementing opportunities. Further good practice has arisen from working with framework suppliers but there has been limited collaboration in this regard.

The need to assess and maximise the potential for savings and efficiency in respect of all external and third party spend has never been greater. A national, collaborative approach to identifying and defining a methodology for achieving savings is therefore timely.

For the first tranche of strategic savings opportunities, Scotland Excel has identified eight areas in which savings can be achieved. Each of these have been developed with a short-term gain, and more detail on what is available to members with medium and long-term commitment to the changes required to access the saving.

## **7. The Academy**

The Academy has 1,424 registered learners accessing content on our Moodle platform, with 132 learners participating in 8 accredited cohorts - four in procurement, two in leadership & management, one in project management and one in business analysis and innovation. There are also two hybrid procurement and leadership & management development programmes spanning five NHS health boards.

Nine accredited programmes are planned - three in procurement, three in leadership & management, two in project management and one in business analysis and innovation.

The Academy continues to deliver the Scottish Government procurement and commercial training framework across our public-sector. To date:

- 315 people attending 23 workshops to date.
- 5 open workshops are scheduled
- 12 closed (restricted to an organisation) workshops are scheduled.

Local Authorities continue to have a high uptake in utilising the framework.

The Academy recently delivered a taster session for the new serious organised crime programme of which 200 people participated. The first 2-day course is due to run in November with further dates scheduled for early next year.

Other suites of programme which are currently being designed and/or delivered include:

- a delegated procurement programme for Dumfries and Galloway council.
- a procurement and project management programme for Aberdeen Corporate Procurement Shared Service.
- a contract management programme for the Highland Council.

## **Academy Future Opportunities**

We are currently exploring opportunities in response to our customers' requests for lower priced, shorter duration programmes and will consult with our community on the following:

- a scope of work with the SQA to ensure we can offer fit for purpose development programmes at significantly lower price points.
- Opportunity to develop new procurement programmes that will be co-branded by the Academy and the Scottish Government Property and Procurement Directorate fully align to the national procurement development framework.
- The creation of a new Graduate Apprenticeship (GA) programme in Procurement and Supply Chain Management with the purpose of offering a free degree development programme for our customers. We are currently exploring funding for the GA through the apprenticeship levy in collaboration with Development Scotland.
- Training to address gaps across the procurement community

## **8. Projects Update**

### **8.1 Dumfries and Galloway Council**

The programme of work within Dumfries and Galloway Council continues with the aim of improving control and visibility of procurement spend by restricting delegations to services for a period to give time for a full improvement programme to be delivered. Training sessions are in development for staff who have Delegated Procurement Authority to enhance skills and raise awareness of procurement within the organisation. These are due to commence over the coming weeks and will complement training sessions previously held with the council Elected Members and other Senior Stakeholders. Scotland Excel continues to support the Council on their Community Wealth Building journey and attended and exhibited at a Meet the Buyer South event in Selkirk on 4<sup>th</sup> October.

### **8.2 South Lanarkshire Council**

The transformation programme with South Lanarkshire Council is now 11 months into the first year and progressing well. Phase 1 and Phase 2 projects have been approved and in the process of being implemented and savings realised. Phase 3 and Phase 4 projects will be presented during November 2022 and January 2023 respectively.

The target set at the start of the programme for savings in initial part of year one; 2022/23 was £300,000 and in year two and part year three was £500,000 each year.

To date, CMT at South Lanarkshire Council have approved projects which exceed year one and year two savings target, with a programme of projects identified for delivery in 2023/24 and 2023/25.

### **8.3 Stirling Council**

With the programme entering its final few weeks work has focused on handing over the outcomes of the programme in the most sustainable way to best enable the team to thrive in the coming years.

Within the Community Wealth Building workstream, planning is underway for a series of thematic or spend area specific events in the coming months. One event early in the new year will be focused on local housing and facilities management suppliers, and supply chain opportunities. Another event based around Climate Change and Sustainability will take place shortly afterwards. These will be followed with an annual event in summer 2023 similar to the format of the launch event held earlier this year, and it's intended that this becomes an annual Community Wealth Building event.

Work continues around the future team structure, which the development framework activity will help to support, along with career and succession planning with a paper submitted outlining recommendations for the structure and ongoing support of the team to enable it to grow its influence and strive for continued success in the coming years.

### **8.4 East Renfrewshire Council**

Work has recommenced on year three of the project and the focus is on developing a Community Wealth Building programme. Scotland Excel is working with the Council's Chief Procurement Officer and the new Assistant Economic Development Manager to develop this. Initial activity will focus on data set analysis and the planning of a workshop for key stakeholders. This workshop, due to take place in November, will be based around developing a shared understanding of local procurement, identifying opportunities to boost economic wellbeing in the area, as well as highlighting current good practice, challenges, and possible constraints on local procurement activity.

### **8.5 Flexible Procurement Services**

The flexible procurement team continues to deliver for several Council and associate member clients, delivering a variety of procurement exercises and related activity on their behalf. The team is also working with several new clients as there continues to be a growth in demand for Flexible Procurement Services, in particular where organisations have procurement resource or expertise gaps.

The team has undertaken a structured marketing campaign which includes campaign letters, case studies and a brochure. The first two case studies have been released with a third in the works. The case studies highlight the way our members use the resource and the results achieved when making use of the flexible procurement services.

## **8.6 City Property Glasgow (Investments) LLP**

City Property Glasgow (Investments) LLP continues to engage with Scotland Excel as their 'Procurement Partner' with a number of tenders having been prepared covering the waste streams from the Blochairn Food Market in the city. The tenders for Wood Waste and Cardboard Waste were run using the Scotland Excel Recyclable and Residual Waste framework and these are now completed and awarded.

The next sourcing requirement to be conducted for the waste streams is for support to engage with a consultancy around the market operations. In addition to this a tender is being prepared for a facilities maintenance contractor to provide services in an office location on the outskirts of Glasgow City Centre. The route to market will use a Crown Commercial Services framework and is expected to be completed before the end of 2022.

## **8.7 Improvement Service**

Scotland Excel has provided support to the Improvement Service and Scottish Government for the development of a procurement process for employability services. The Flexible Dynamic Purchasing System (DPS) has now been established and councils are able to utilise it to publish tenders to relevant participants. The DPS also allows for new applicants to apply and join at any time during its lifetime, supporting changes in the market. The DPS will run alongside local commissioning arrangements and provisions and is intended to complement local contractual or procurement arrangements and therefore is not a mandatory route to market.

## **8.8 Community Wealth Building**

Scotland Excel continues to work with Scottish Government and Local Authority partners, focussing on the 'Progressive Procurement' Community Wealth Building (CWB) pillar. A Community Wealth Building Toolkit, designed to provide a repeatable model to share with councils in support of their CWB journeys, has been created and published on the Scotland Excel Academy.

A workshop is being developed for East Renfrewshire council's key stakeholders and will take place in November. The workshop is designed to help develop a shared understanding of local procurement, identify opportunities to boost economic wellbeing in their area, as well as highlighting current good practice, challenges, and possible constraints on local procurement activity. Scotland Excel will present on the topic of Community Wealth Building at Procurex Scotland on 27<sup>th</sup> October and at a future Heads of Procurement event.

## **9. Climate Change**

Scotland Excel is focused on bringing forward options for responsible sourcing in support of the Scottish Government's target to cut greenhouse gas emissions to net-zero by 2045.

Procurement teams continue to review all opportunities for lowering the emissions associated with the framework portfolio. New products, supplier innovation and logistics management all form part of the offering in the majority of our frameworks. Throughout 2022 the partnership work with other public agencies, the manufacturing base and Scottish Government has been built into the developing strategies for new frameworks as well as supplier development and management work.

At an organisational level Scotland Excel has prioritised the development of a Net Zero Strategy which will sit alongside the objectives set out in the 5-year Strategy from 2023 onwards. By making specific commitments about the way we do business, organise our activities and complete our procurement work we will strengthen the awareness of our teams and our members, increasing our overall impact.

## **10. Associate Membership including new Members**

There have been Eight new associate members since the last CEOMG:

Caledonian MacBrayne  
Dovetail Enterprises 1993 Ltd  
Eden Court Highlands  
Ferguson Marine Ltd  
Hebridean Housing Partnership Ltd  
Partick Housing Association Ltd  
Provanhall Housing Association Ltd  
Southside Housing Association Ltd

The total number of associate members of Scotland Excel currently stands at 144 for this reporting period. Since the last reporting period, Scotland Excel has added new housing association members keen to use the energy efficiency contract and to take advantage of the new property maintenance and refurbishment contract when it goes live early next year. Scotland Excel has a new 'supported business' associate member this period and are currently engaging with other third sector businesses for possible membership.

## **11. GO Awards**

We were extremely proud to have our energy efficiency contractors (EEC) framework and our work in community wealth building, recognised at the Scottish GO Awards 2022 ceremony on 27 October.

The EEC framework won the Collaborative Procurement Initiative Award and our project to improve local capability and economic growth through community wealth building, was the winner of the Supply Chain Diversity Award.

We have an excellent track record at the Scottish GO awards, which celebrate excellence in public procurement.

Collaboration was at the very heart of the EEC framework development. This framework took collaboration to a new level by reaching out beyond our existing

stakeholder group and engaging experts, thought leaders and policy developers, to ensure an innovative approach to contract development.

This extensive level of collaboration continued after the framework was awarded with our Energy Efficiency Conference and Expo 'Building a Net Zero Scotland' which took place in Edinburgh in May this year.

Our community wealth building project was rooted in advancing the 'progressive procurement' pillar of Scotland's community wealth building agenda.

It was a pathfinder project, focused on four sample councils to help them further drive the ethos of 'grow local' within their local supply base. Another key outcome was creation of a toolkit for other councils and other public bodies to use, to strengthen local supply chains.