

Question No	Your Score	<b>Summary of Your Bids</b> <b>The Tender Evaluation Panel felt that the positive aspects of your response to this question included:</b>
A1	3.67	<p><b>The response demonstrated extensive experience in delivering advocacy with 40 years' experience.</b></p> <p><b>Provided clear and full descriptions of:</b></p> <ul style="list-style-type: none"> <li>• SG priorities</li> <li>• Experience of delivering accessible service, and of working with wide range of client support needs. Inclusive practices and policies already embedded in org's existing delivery.</li> <li>• Existing partnership network for in-person support venues</li> <li>• Self-advocacy approach supports communities to reduce reliance on 1:1 support</li> <li>• Built relationships with over 100 co-location partners across Scotland</li> <li>• Strong indication of awareness of communication needs and accessibility, demonstrating clear alignment with both principles of the 2018 Act and our Charter commitments.</li> <li>• Multi-channel approach, with in person, digital, telephony and self-service tools to suit a variety of different circumstances</li> <li>• Use of co-location to meet client's needs, as well as use of accessible venues,</li> <li>• Development of training centre indicates potential to professionalise advocacy and delivery training materials in a range of accessible formats aligns with our core values</li> <li>• All staff to be directly employed – no sub-contracting.</li> <li>• Clear evidence of scalability of approach, and realistic staffing profile in line with rollout of benefits</li> <li>• Creation of 100 new jobs and 50 volunteer opportunities delivering 30 structured qualification-linked placements and 60 school work experience placements</li> <li>• Will create opportunities for local people to develop and grow their skills through volunteering opportunities</li> <li>• Co-designed service with steering group led by disabled people</li> <li>• Steering group to drive continuous improvement within the service,</li> <li>• Inclusion of case-study examples.</li> </ul>

A2a	4	<ul style="list-style-type: none"> <li>• Approach inherently agile, with in-house training centre and directly employed advocates. Co-location partnerships already exist to ensure agility in coverage.</li> <li>• Detailed overview on how tenderer will ensure service principles will be achieved</li> <li>• Comprehensive mandatory training offer, including non-instructed forms of advocacy, and accessibility.</li> <li>• Ability to tailor provision quickly and efficiently.</li> <li>• Simplicity of service delivery model means it is easily scalable.</li> <li>• UK-wide service means that there is contingency to provide short-term support in case of a peak in demand.</li> <li>• Clear detailed evidence of flexible approach in practice, including a de-centralised multi-channel approach.</li> <li>• Track demand in real time and matching resource to demand.</li> <li>• Demonstrates awareness of both very remote geography of Scotland and digitally excluded technologies for our clients.</li> <li>• Evidence provided of mandatory equality and diversity training, working to minimise bias and advance equality of opportunity, including connections with LBTQ + awareness and use of a range of formats for communication materials.</li> <li>• Evidence of capturing protected characteristics and needs at point of referral to ensure that these needs can be met in supporting clients.</li> <li>• Use of data to map demand and use of management information to inform future of service delivery.</li> <li>• Ability to respond and continue to meet clients' needs, remote working, single point of contact ensured continuity.</li> <li>• Range of delivery channels, balanced with commercial pragmatism and with a view to ensure cost-effective delivery.</li> <li>• All frontline staff will be directly employed by tenderer and appropriately qualified and trained</li> <li>• Robust staffing structure</li> <li>• Proven resilience from dealing with COVID 19 pandemic</li> </ul>
A2b	3.67	<ul style="list-style-type: none"> <li>• Evidence of existing practices relating to projects of this scale – including a number of teams explicitly responsible for openness and transparency in specific areas of the service.</li> <li>• Very clear management structure with well-defined roles and responsibilities.</li> <li>• Clear monitoring and reporting processes should ensure transparency around MI and KPI's</li> <li>• Indicative topics for quarterly reports presented</li> <li>• Effective cross-referral processes including step-up/step-down signposting.</li> <li>• Clear outcomes framework set out, including advocacy cycle – flexible and agile</li> <li>• Evidence of robust methodology for ensuring accurate recording of contacts, with escalated process for concerns relating to child or adult protection, shows good awareness of the high risk and profile of such issues.</li> </ul>

		<ul style="list-style-type: none"> <li>• Evidence of reporting for areas of non-compliance, reduces risk of failure to meet standards and sets out in broad detail steps for addressing any concerns.</li> <li>• Recognition of importance of continuity of service delivery.</li> <li>• Tenderer will ensure a single monitoring system is used across the organisation, with all enquiries tracked</li> <li>• Automated weekly and monthly reporting.</li> <li>• Flexibility to Reporting system, easy adaption to reports.</li> <li>• Salesforce activity log and call handling software to ensure auditability and tracking.</li> <li>• Annual publications of 'You said, we did' reports</li> <li>• Co-production with a steering group</li> <li>• Advocacy cycles and outcome framework.</li> </ul>
A2c	3.33	<ul style="list-style-type: none"> <li>• Quality assurance Framework developed in-house in-line with SIAA Principles, Code of Best Practice and QPM standards, was recognised by NDTi during 2020 QPM reaccreditation</li> <li>• Client-led steering group.</li> <li>• Commitment to KPI's ensuring timely service delivery on budget</li> <li>• Weekly audit of KPI's allowing org to respond reactively, and to identify trends and take proactive action.</li> <li>• Good example provided on impact of KPI monitoring.</li> <li>• Due diligence based on existing tried and tested practices – commitment to equal opportunities in recruitment</li> <li>• Clear evidence of due diligence on partnership network orgs</li> <li>• Strong evidence of commitment to accessibility of the service through appropriate policies and training</li> <li>• Existing accessibility infrastructure due to size and specialism of org</li> <li>• Regular reviews of policies, procedures and protocols built in at regular intervals to ensure service remains timely and accessible.</li> <li>• Evidence of commitment to full quality appraisal within three months, with commitment to quality action plan to demonstrate areas for improvement, sharing with SG quarterly..</li> <li>• Commitment to respond within one working day.</li> <li>• Robust approach to screening of employment history, seeking references for an appropriate period, clearance, re-checking of disclosure, and seeking explanation for gaps in history.</li> <li>• training takes into account communication tools to ensure that these meet the needs of clients.</li> <li>• Structured approach to ensuring premises are safe and meet the necessary regulatory requirements.</li> <li>• Good range of channels to access the service, encouraging uptake of self-referral and recognises importance of receipt of support from point of first contact.</li> <li>• Delivery areas initially aligned with health boards</li> <li>• Monthly in depth financial review against budget</li> <li>• Weekly audits to be carried out with more in depth monthly reviews to drive continuous improvement</li> </ul>

A2d	3.67	<ul style="list-style-type: none"> <li>• Substantial approach to managing fluctuating demand, with significant existing resource and infrastructure across UK.</li> <li>• Advocates embedded in local communities.</li> <li>• Greater use of self-advocacy where appropriate likely to reduce 1:1 demand where it is not necessary.</li> <li>• Experience of delivering similarly demand-led projects at scale.</li> <li>• Good example provided showing management of demand without using zero-hours contracts on large-scale project.</li> <li>• Projected demand using MI to form basis of targeted recruitment</li> <li>• Phased staffing model ramps up resource in line with demand</li> <li>• Locally-based volunteer-led support network</li> <li>• Evidence of connecting resourcing profile to future delivery of benefits, clearly demonstrates awareness of the environment in which service will operate.</li> <li>• Operating model maximises flexibility by making use of home-based advocates, who are embedded locally to provide in person support within their local community.</li> <li>• Experience in delivering similar demand-led, wide scale advocacy contracts</li> <li>• All advocates to coach clients through our self-advocacy toolkits to proactively manage peaks in demand</li> </ul>
A2e	4	<ul style="list-style-type: none"> <li>• Thorough risk register provided with mitigation to risks included</li> <li>• Strategic approach to capturing, assessment and management of risk, with timely escalation of red level risks to Scottish Ministers</li> <li>• Regular reviews of risk, as well as responding to emerging risks.</li> <li>• Strategic/executive level review of whole register quarterly, willingness to work with SG to map challenges/risks.</li> <li>• Broadly capturing key risks and suggested actions for management/mitigation,</li> <li>• Responsibility for specific risks will be allocated to the appropriate risk-owner</li> <li>• New risks added as identified with control measures put in place</li> <li>• Any red-rated risks will be escalated to the Head of Operations</li> <li>• Risks identified and documented for this contract</li> </ul>
A2f	4	<ul style="list-style-type: none"> <li>• Strong evidence of involvement in shaping legislation</li> <li>• Clear understanding of the legislative requirements of the contract</li> <li>• Prior experience of delivering similarly innovative forms of advocacy elsewhere</li> </ul>

		<ul style="list-style-type: none"> <li>• Steering group led by disabled people to drive continuous improvement</li> <li>• 90% of service delivery related to specific decisions defined under law</li> <li>• Clear management structure includes professional development specialist, and this combined with bespoke training centre is likely to ensure legislative understanding and compliance are up to date.</li> <li>• Evidence of linking policy and public affairs function to quality and practice, to ensure that key developments can be cascaded through to service delivery.</li> <li>• Willingness to work as partner to Social Security Scotland in training alongside Agency team.</li> <li>• Track record in adapting to new statutory advocacy services.</li> <li>• Regular engagement with Social Security Scotland, operations management and other relevant organisations.</li> <li>• Effective system of auditing training, monthly team meetings and practice forums, good to tie evidence of this to actual delivery with the weekly file audits and quarterly observations.</li> <li>• Commitment to refresh training annually or as new law emerges</li> <li>• Knowledge sharing amongst team leaders and input into communities of practice shows willingness to embed CPD into delivery</li> <li>• Commitment to professionalise the role by willingness to work with SQA to develop an award or qualification.</li> <li>• Same-day cascade of key information to ensure that practice remains connected to high profile developments in wider operational environment.</li> <li>• Willingness to develop national toolkit shows initiative to work with other organisations will be taken and built through regular communications.</li> <li>• Utilise the expertise of their designated Policy and Public Affairs and Quality &amp; Practice team to embed compliance with legislative</li> </ul>
A3	3.67	<ul style="list-style-type: none"> <li>• Sole provider model simplifies supply chain</li> <li>• Clear evidence of robust co-location partnerships network</li> <li>• Due diligence to ensure all partner sites are compliant with disability and equality requirements.</li> <li>• Advocacy awareness training for partners – including advice on referral processes</li> <li>• Marketing resources also provided to partners</li> <li>• Proactively building positive working relationship with key stakeholder organisations in the community, seeking to maximise reach and uptake.</li> <li>• Identifies and proposes solutions to ensure that people do not risk falling between two services by developing resources on DWP administered benefits for people otherwise ineligible.</li> <li>• Strategic and systematic evaluation of suitability of venues for clients, including review of venues’ health and safety policies, GDPR etc.</li> <li>• Willingness to develop a range of suitable communication materials to support partnership relationships, and commitment to have these materials approved by Scottish Government.</li> <li>• Evidence of regular meetings during implementation at weekly intervals initially and thereafter monthly, shows good evidence of awareness of need to maintain partnership working, as well as need to adapt messaging</li> <li>• Have already begun building positive working relationships with over 100 community organisations</li> <li>• Partnership approach for co locations will allow tenderer to maximise reach and increase the amount of people they support</li> </ul>

		<ul style="list-style-type: none"> <li>• Will work with partners who will promote advocacy service to clients</li> <li>• Designated Manager to oversee the identification, management and performance of all partnerships</li> <li>• Manager will deliver advocacy awareness training on how to identify advocacy needs and how to make a referral</li> <li>• Training will ensure partners understand the needs of all individuals are fully addressed. Training will be refreshed annually, or when changes are made to relevant legislation</li> <li>• Able to develop a wider support network for signposting</li> </ul>
A4a	3.33	<ul style="list-style-type: none"> <li>• Person-centred approach and steering group ensure accessibility is central to service delivery</li> <li>• UK-wide experience of delivering for 30,000 disabled and vulnerable people annually</li> <li>• High proportion of cases can be supported by telephone or digital means</li> <li>• Co-location sites accessible (over 100) – impressive reach shown on map.</li> <li>• Evidence of mobilising similar services in range of localities but also showing awareness to the geographic sensitivities of island and rural Scottish community life.</li> <li>• Considered need to maximise support other than through in-person means,</li> <li>• Encouraging self-advocacy and seeking to empower people.</li> <li>• Willingness to align with organisation’s digital strategy.</li> <li>• Evidence of having agreement in principle with organisations to support colocation in a wide variety of areas and through different organisations.</li> <li>• Monitor reach, identify under-represented groups through systematic appraisal of data shows good, robust and intelligent approach to delivery,</li> <li>• Each co-located partner site has undergone a comprehensive risk assessment process to ensure it is appropriate for clients, and compliant with the Disability Act 2010 and Equality Act 2010 (Disability) Regulations 2010</li> </ul>
A4b	4	<ul style="list-style-type: none"> <li>• Consideration of wide range of accessibility needs (beyond physical and language barriers)</li> <li>• Organisations already set up to deliver accessible services</li> <li>• Training centre will deliver modules on specialist forms of advocacy, as well as accessibility and equalities issues</li> <li>• Clear approach set out to increasing accessibility across partner network, and for a range of specific needs.</li> <li>• Accessibility audit on all partner venues</li> <li>• Expanding provision to ensure all people have access to social security advocacy within 90 minutes of their house, through partnership with community shops and faith centres.</li> <li>• Scale of network means that there is clear contingency built in – ensuring business continuity.</li> <li>• Evidence of use of co-production aligns strategically well with our own organisational values, including the principle of designing Scotland’s social security system with the people of Scotland.</li> <li>• Demonstrates good awareness of the range of needs and considerations to take into account in assessing the suitability of a venue, and making use of data to help match these against the client’s needs.</li> </ul>

		<ul style="list-style-type: none"> <li>• Evidence of willingness to embed continuous improvement shows key willingness to reinvest in the needs of clients where their accessibility needs cannot be met.</li> <li>• Awareness of local provision and uses this to ensure that tailored support can be provided for clients.</li> <li>• Bespoke communication requirements onto case management system to allow the allocation of appropriately skilled advocate</li> <li>• Robust selection and auditing of co-location and community delivery venues to ensure accessibility</li> <li>• Have sourced expert, specialist providers who can complement staff skills through interpretation, translation and specialist communication skills</li> <li>• Will only utilise community venues that are compliant with the Disability Act 2010 and Equality Act 2010 (Disability) Regulations 2010</li> <li>• Carries out accessibility audit prior to agreeing the use of a venue</li> <li>• Accessibility features of a venue recorded on case management system and reviewed against clients' needs to ensure suitability</li> <li>• Works alongside specialist organisations to consult about local needs</li> <li>• Co-location allows tenderer to use premises that people are already familiar and comfortable with</li> <li>• Will maximise coverage, particularly in deprived areas and those poorly served by public transport, to reduce barriers to engagement for people who are already marginalised</li> </ul>
B1	3.67	<ul style="list-style-type: none"> <li>• Comprehensive organogram provided – shows clear management and delivery structure</li> <li>• Well-resourced, and realistic staffing plan.</li> <li>• Clearly established relevant skills and expertise of management structure – key to effective delivery</li> <li>• Very experienced named management team, and clear responsibilities for those yet to be recruited</li> <li>• Evidence of good experience of managing dispersed teams.</li> <li>• Clear organisational structure showing delineation of functions.</li> <li>• Evidence of matching relevant skills and expertise to functions within the organisation appropriately at each level.</li> <li>• Appropriate range of skills, roles and expertise, organised by function.</li> <li>• Use of relevant technologies to support staff demonstrates awareness of importance to leverage these in order to maximise effective service delivery and new, smarter methods of working.</li> <li>• Thorough description of management skills and expertise provided</li> <li>• Detailed description of all job roles provided</li> <li>• Details provided explaining how the skills and expertise provided will meet the standards required</li> </ul>
B2a	3.67	<ul style="list-style-type: none"> <li>• Comprehensive and well-reasoned resourcing plan</li> <li>• Evidence of good understanding of benefit rollout and impact on demand/resourcing</li> <li>• Consideration of scalability of resourcing model from 16 FTE advocates in phase 1 to 60-85 FTE in phase 3.</li> <li>• Impressively detailed plan</li> <li>• Consideration of geographical spread of resources</li> <li>• Appropriately qualified and experienced staff for day one delivery, will create credible conditions and environment.</li> </ul>

		<ul style="list-style-type: none"> <li>• Use of coaching and mentoring to help introduce new staff, creating appropriate supportive structure.</li> <li>• Targeting recruitment to maximise engagement in seldom heard communities, showing clear recognition of practical reality of delivery in very rural and island communities.</li> </ul>
B2b	3.67	<ul style="list-style-type: none"> <li>• Eminently scalable resourcing model based on ramping up of the service.</li> <li>• Training centre and ongoing training programme supports advocates to be trained up quickly and efficiently, whilst beginning to deliver certain services.</li> <li>• Volunteers will provide support to advocates.</li> <li>• Flexible home-based approach to working to allow for flexibility in resourcing geographically (where appropriate)</li> <li>• Contract manager to monitor real-time MI in order to respond quickly to emerging issues and changes.</li> <li>• Linking resourcing with critical delivery milestones, showing good linkage with our key strategic objectives.</li> <li>• Willing to work with Agency to understand source of ineligible enquiries, to respond creatively to these challenges, whilst also using signposting for appropriate sources of support.</li> <li>• Developing partnership with SG to support and work with our transition plans, proactively monitoring changes in demand to work with Agency and respond to this.</li> <li>• Organisational adaptability in challenging circumstances to keep critical services running and focus on managing risks appropriately.</li> <li>• Delivery assumption based on knowledge of the welfare and benefits sector and 40+ years' experience delivering advocacy.</li> <li>• Flexible staffing structure</li> <li>• Contract Manager proactively monitoring demand in real-time to inform staffing requirements</li> </ul>
B2c	3.33	<ul style="list-style-type: none"> <li>• Establishing a specialist training centre for the duration of the project will allow for a consistent and flexible approach to training and upskilling.</li> <li>• Development of an SVQ4 professional qualification in advocacy to be offered through Glasgow training centre.</li> <li>• Development qualification in management for team leaders.</li> <li>• Clearly set out L&amp;D plan to ensure continuous improvement and consistent upskilling</li> <li>• Evidence of career development (80% of team leaders with org began working as advocates and were supported to progress)</li> <li>• Clear training programme for community partners, and commitment to regular multi-agency training on cross-cutting skills/knowledge.</li> <li>• Good mixture of skills and experience baselined by role shows rich understanding of the requirements of delivery, with good connection between the expectations of the service user.</li> <li>• Provision of mentoring as a means of upskilling modern apprentices, linking to vocational experience, and providing a clear link to career progression within the organisation.</li> <li>• Evaluating gaps in qualifications and skills, linking these into a recognised personal development plan and working to monitor these during the probation period.</li> <li>• Will establish a unique Training Centre in Glasgow, which will focus on upskilling all staff and volunteers</li> <li>• E learning to maximise accessibility</li> <li>• Developing benefit specific training for advocates which will mirror training that Social Security Staff receive</li> <li>• Tailored Social Security Advocacy Learning &amp; Development reviewed quarterly throughout contract</li> </ul>



		<ul style="list-style-type: none"> <li>• Training outlined in staffs Personal Development Plan checked by team leaders</li> <li>• Designated Learning and Development team</li> </ul>
C1	4	<ul style="list-style-type: none"> <li>• Contract Manager to work with SG to produce MI reports (monthly and quarterly)</li> <li>• Experience in this space – tailored MI reports currently produced regularly for 30 statutory bodies</li> <li>• Single-system approach due to sole-provider model of delivery.</li> <li>• Operations Manager and other relevant staff will attend contract management meetings</li> <li>• GDPR compliance</li> <li>• Impressive examples of reporting attached</li> <li>• Comprehensive range of MI covering key aspects of service delivery which will help to inform continuous improvement. The information will provide rich data to help SG analyse the effectiveness of delivery.</li> <li>• use of their tried and tested dashboards and reporting tools to produce reports</li> <li>• Reporting system which can adapt reports to meet the needs of Social Security Advocacy as it develops</li> <li>• MI to be tailored to KPI's</li> <li>• Training provided to ensure advocates are recording activities accurately</li> <li>• Quarterly management information reports within 10 working days following the end of each quarter accompanied by narrative progress reports that detail how outcomes and objectives are being met</li> <li>• All data will be held and managed in-line with the Data Protection Act 2018 and the GDPR</li> </ul>
C2	3.33	<ul style="list-style-type: none"> <li>• Circular feedback model employed – likely to aid continuous improvement and involve clients.</li> <li>• Comprehensive complaints process, with clear lines of governance, escalation, and appeal</li> <li>• Robust reporting policies for compliments, complaints, and concerns.</li> <li>• Dedicated Head of Quality &amp; Practice role.</li> <li>• Self and peer assessment to provide accountability and improvement where necessary</li> <li>• Effective quality assurance and performance management already within the organisation</li> <li>• Regular review of feedback with action planning as well as formal quarterly evaluation shows clear thought of how the service will keep the feedback of client's.</li> <li>• Evidence of strategic thought the management of underperformance, using SMART objectives that is clear, specific and focused on solutions rather than problems.</li> <li>• Comprehensive quality assurance framework in place, supported by monitoring and appraisal indicates good strategic fit with SSAS and SIAA standards.</li> <li>• Clear lines of escalation along with appropriate governance structure to ensure that serious incidents can be captured and notified as part of due diligence.</li> <li>• Commitment to continuous improvement by way of CPD and training, demonstrates clear commitment to be responsive to changes in the wider operating environment.</li> </ul>

		<ul style="list-style-type: none"> <li>• Implement comprehensive feedback gathering mechanisms into service delivery</li> <li>• Pro-actively requests feedback at the end of each case using a range of tools, records details and addresses any issues that's been highlighted</li> <li>• Utilisation of volunteers to run community focus groups and online surveys to obtain a better understand how local communities feel about the advocacy service</li> <li>• Organises annual stakeholder surveys</li> <li>• Feedback recorded including a summary of action taken</li> <li>• Feedback evaluated to track any themes or trends</li> <li>• Complaints Policy which governs how complaints are recorded, managed and reported against, including escalation, with clear responsibility and timescales for resolution</li> <li>• All clients notified complaints procedure at initial appointment and provided with a guide in an appropriate, accessible format</li> <li>• Quality assurance framework in place.</li> </ul>
D1	3.33	<ul style="list-style-type: none"> <li>• Comprehensive data protection policy attached</li> <li>• Relevant security certificates.</li> <li>• Robust policies and training outlined in relation to data protection</li> <li>• Appropriate measures to protect key personal data, with policies and procedures in place to handle any breaches and mitigation.</li> <li>• GDPR-compliant Data Protection policy and Confidentiality and Record Keeping policies in place</li> <li>• Cyber essentials accreditation.</li> <li>• Data controller and data protection officer.</li> <li>• Only hold data that is relevant and limited to what is necessary in relation to delivering advocacy services</li> <li>• Tenderer does not hold data on their servers. Instead, uses cloud-based systems, using large, established suppliers with minimum certification levels of ISO27001 and Cyber Essentials Plus</li> <li>• Records Retention Policy and Records Retention Schedule outlining how long to retain clients' personal data.</li> <li>• Information management and technology processes and systems are overseen by qualified IT team, governed by Data Protection Officer and Board of Trustees</li> <li>• Policies, procedures and processes reviewed every two years, unless there is a change in legislation, case law or guidance</li> <li>• All staff and volunteers delivering Social Security Advocacy receive data protection, recording and confidentiality training at induction, which will be repeated annually to ensure it is relevant and up-to-date</li> <li>• Staff will use Salesforce to record all interactions with clients. No clerical records kept and all activity on Salesforce and Office 365 files is logged and footprinted, enabling an effective audit trail if required</li> <li>• Collecting and analysing data will be done on ISO27017 and ISO27018 compliant case management system</li> </ul>
E1	3.67	<ul style="list-style-type: none"> <li>• Great deal of previous experience of implementing similar large-scale contracts of this nature</li> </ul>

		<ul style="list-style-type: none"> <li>• Impressive evidence of ability of org to mobilise and deliver at pace.</li> <li>• Implementation Plan and commitment to mobilising comprehensively ahead of the launch date</li> <li>• Research into location of premises for training centre, and of colocation arrangements.</li> <li>• Clear marketing, promotion, and communication plan set out as part of implementation.</li> <li>• Commitment to development of volunteers and clear link to community benefits to enable substantial majority of those volunteers to move into paid roles.</li> <li>• Appropriate policies and processes in place to support recruitment of suitable staff and volunteers, sensible, appropriate measures for establishing their suitability.</li> <li>• Consideration of key risks to delivery and in relation to recruitment, with appropriate range of mitigating measures showing clear consideration of the wider operating environment and potential for impact on service delivery.</li> <li>• Extensive experience of implementing complex, large-scale contracts</li> </ul>
F1	NS	<ul style="list-style-type: none"> <li>• Evidence of a range of policies and approaches to sustainable operations</li> <li>• Consideration of Greener Scotland principles, and adherence to them.</li> <li>• Support sustainability and evidence of partnering with local organisation to re-use surplus equipment shows strategic thought to the organisation's commitment to sustainability.</li> <li>• Vet potential locations to determine its efficiency, ensuring it complies with regulations and has the appropriate energy-efficient waste and water management systems in place, including recycling contracts</li> <li>• Advocates have responsibility to implement tenderers Environmental policy</li> <li>• Reducing energy consumption included in induction training</li> <li>• Home working staff to reduce commute to/from work</li> <li>• Use of co-location venues to reduce energy</li> <li>• Encourages staff to use alternative forms of transport, where appropriate including cycling, walking, or utilising public transport to keep carbon emissions to a minimum</li> <li>• Car sharing schemes.</li> <li>• Incentive schemes for staff to use public transport and bicycles, including paying the HMRC cycle mileage rate</li> <li>• Considers the environmental effects when making purchases</li> <li>• Monthly MI reporting will provide details of all sustainability and environmental measures that are in place and their progress</li> </ul>
G1	4	<ul style="list-style-type: none"> <li>• Creation of over 100 new jobs in Scotland over the life of the contract targeting those with lived experience</li> <li>• 75% of staff employed for contract employed from long-term unemployed, economically inactive, or NEET.</li> <li>• Pay above Real Living Wage</li> <li>• Upskilling of local people through comprehensive training offer for staff</li> </ul>

		<ul style="list-style-type: none"> <li>• Target of 60% of volunteers moving into paid roles</li> <li>• Work with SQA to establish SVQ4 qualification as part of Advocacy Apprenticeship programme</li> <li>• Commitment to Modern Apprenticeships, and effort to provide clear positive destinations from these</li> <li>• Advocacy workshops to support local communities</li> <li>• Clear policies on promoting work for people in seldom heard groups.</li> <li>• Co-location approach to ensure a presence in local communities. whilst also recognising that taking a blended approach to delivery provides opportunity for a range of environmental benefits.</li> <li>• Staff will be recruited in-line with Equality, Diversity and Inclusion policies and principles, promoting equal opportunities in the workplace</li> <li>• Work with JobCentre+, Skills Development Scotland and Fair Start Scotland providers to target recruitment activities at those who experience barriers to work</li> <li>• Opportunities for local people to develop and grow skills through volunteering opportunities.</li> <li>• Offer of work experience placements for students in 3<sup>rd</sup> – 5<sup>th</sup> year</li> <li>• Advocates will visit job fairs in schools to highlight advocacy as a potential career pathway for school leavers and beyond</li> <li>• Anticipate that over the life of the contract at least 50% of frontline advocates will be recruited as Modern Apprentices (at least 30 apprenticeships)</li> <li>• Maximise supply chain opportunities, by working with SCVO to publicise ongoing search for venues, particularly in the most remote and rural communities</li> <li>• Work with local community centres and health and social care providers to roll out tried-and-tested self-advocacy workshops and training for carers and relatives</li> </ul>
H1	NS	<ul style="list-style-type: none"> <li>• Home-based staff where possible/appropriate</li> <li>• Public transport commitment</li> <li>• Investment in technology</li> <li>• Monitoring progress.</li> <li>• Promote sustainable transport, use of technology, reduction of waste..</li> <li>• Committed to driving travel emissions down</li> <li>• Delivery model ensures home-based advocates travelling to deliver face to face advocacy only when necessary and utilise co-location settings where possible</li> <li>• Increasing digital advocacy to reduced travel significantly during the COVID-19 pandemic and has empowered to continue delivering an effective advocacy service remotely</li> <li>• Alternative forms of transport, where appropriate including cycling, walking, or using public transport to minimise carbon emissions</li> <li>• Incentive schemes for staff to use public transport and active transport schemes, paying the HMRC cycle mileage rate</li> <li>• Teleconferencing facilities for training and team meetings, reducing the need for multiple team members to travel to and from meetings</li> <li>• Advocates have responsibility to implement tenderers environmental policy</li> </ul>

		<ul style="list-style-type: none"> <li>• Commitment to ensure technology does not go to landfill by working with local charities and organisations to donate their technology, which has been reset to factory settings and all encrypted data removed</li> <li>• MI reporting will provide details of all sustainability and environmental measures they have implemented</li> </ul>
I1	3.67	<ul style="list-style-type: none"> <li>• Clear commitment to Fair Work principles</li> <li>• Progressive recruitment policies – sustainable routes to employment</li> <li>• Fair pay, and flexible working</li> <li>• Nurturing talent, and upskilling through full funded specialist training centre.</li> <li>• Fully funded training, and supporting staff to achieve qualifications</li> <li>• Career progression built in</li> <li>• Equality, Diversity, and Inclusion forum to support implementation of inclusive working practices.</li> <li>• Commitment to applying advocacy principles to staff – they have a voice</li> <li>• Commitment to establish both a training centre and a PDA/qualification, which shows commitment to professionalization of role.</li> <li>• Funding for training and commitment to invest in this as part of working towards IIP accreditation.</li> <li>• Systematic approach to staff supervision and appraisal, shows clear consideration of importance of quality and supporting wellbeing amongst staff.</li> <li>• Career discussions included as part of annual appraisal, demonstrates investment in people and explicitly recognises their value.</li> <li>• Number of different workforce engagement schemes/systems in place, focus on health, wealth and wellbeing embedded as part of engagement.</li> <li>• Will offer flexible working as standard including home based working ensuring rurality is not a barrier to employment progression</li> <li>• Collects and analyses data, via recruitment campaigns, provided about the characteristics identified in the Equality Act 2010 to tailor recruitment and marketing approach to attract individuals with these protected characteristics</li> <li>• An accredited Living Wage Employer</li> <li>• Appointing staff on clear, transparent pay scales, which reward qualification and good performance with incremental pay rises, ensuring equity for all staff</li> </ul>
J1	3.67	<ul style="list-style-type: none"> <li>• Robust lessons learned through Covid-19 and improvement of practices as a result</li> <li>• Comprehensive organisational BCDR Plan provided</li> <li>• Robust and comprehensive BCP provided</li> <li>• Business Continuity Plan underpinned by a localised Disaster Recovery Plan</li> <li>• Emergency response checklist.</li> <li>• Contact list containing information for staff, commissioners, key suppliers, utilities, emergency services and insurance</li> </ul>

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