

# Appendix 4: Scotland Excel Commitments



1. Communications will be clear and timely.
2. The tone of all communication will be professional and respectful, whether in writing or in person.
3. The meeting chair will ensure that:
  - a. the reason for the meeting is clearly explained.
  - b. an agenda is provided in advance.
  - c. the commitments are adhered to.
4. All views will be listened to and respected. Any conflicting views will be acknowledged, and parties will seek to find common ground to progress actions, issues, or concerns.
5. Feedback and discussions on issues and improvements will be constructive, with reasonable and relevant actions and adjustments agreed where possible. A proportionate approach will be taken, with the focus being on issues and improvements which have the potential to have a material impact. Minor issues will be recognised and treated as such.
6. Parties will recognise each other as partners and seek to collaborate effectively and achieve consensus where possible. Joint solutions to problems identified will be developed where possible.
7. Parties will recognise the respective roles and responsibilities of others, including the limits of those roles.
8. Opportunities for sharing information/views in a group format will be encouraged.
9. Opportunities for identifying and sharing best practice will be actively sought.
10. Timescales will be communicated clearly and set out ahead of time.
11. Any delays or changes to timelines will be communicated in a timely manner and any appropriate mitigations considered. This will include full consideration of feedback from providers, where relevant.
12. A minimum notice period of two weeks will be provided for key meetings such as post tender negotiations. Where possible, more than one date option will be provided.
13. Opportunities will be given to communicate via telephone or via online meetings where this is appropriate.
14. Documentation and processes will be as streamlined as possible.
15. Requests for information will be accompanied by a rationale for the request and a reasonable deadline for completion.
16. Links to online surveys will be issued along with a separate summary of the questions included, to aid completion.
17. Issues or concerns will be dealt with promptly. Where a provider raises a concern, Scotland Excel will respond with 2 working days acknowledging the communication and confirming an anticipated timeline for a response.
18. Responses to questions posted on the PCSTender portal will be answered in a timely manner. Responses will be helpful, meaningful and concise whilst aligning, and where necessary, directing, to related information provided within the contract documents.
19. Templates provided will be fully tested prior to publication. Scotland Excel will work with providers to develop formatting and to test templates where it is appropriate to do so.