














Operating Plan







2019 – 2020







Q1 Progress Report



Goal 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 directly with local authority services to identify new collaborative procurement opportunities 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage directly with local authority service stakeholders, particularly in relation to the development of the new build residential housing and care and support frameworks. Regular engagement is also continuing with local authority procurement leads through Commercial User Intelligence Group (CUIG) meetings. Discussions at these meetings in May and June focused on opportunities for restructuring renewal contracts to better reflect evolving service needs.
	<ul style="list-style-type: none"> Complete the tender process for a new build residential housing framework on behalf of participating local authorities and market this effectively to local authorities and housing associations 		<ul style="list-style-type: none"> The tender for the new build residential housing framework is being evaluated and is due to be awarded in August 2019.
	<ul style="list-style-type: none"> Embed ownership for the National Care Home Contract (NCHC) within Scotland Excel and refresh the approach to this contract based on the implementation of the NCHC Cost Model © 		<ul style="list-style-type: none"> Scotland Excel took ownership of the National Care Home Contract (NCHC) on 01 April 2019, and work is underway to implement contract management arrangements.
	<ul style="list-style-type: none"> Complete the delivery of a framework for adult care and support services and secure sustainable funding for ongoing management of this contract 		<ul style="list-style-type: none"> Work to develop the adult care and support framework is continuing. A remedial review and report of progress has been completed to ensure that delivery of the framework remains on track.
	<ul style="list-style-type: none"> Complete the Scottish Government funded project to deliver guidance, procurement templates, and terms and conditions to support the expansion of early learning and childcare provision 		<ul style="list-style-type: none"> Guidance documents for purchasing early learning and childcare services have been completed and were published on Scottish Government website on 29 April 2019. Work has begun on the first draft of procurement templates and terms & conditions which are to be provided to Scottish Government by September 2019.






	<ul style="list-style-type: none"> Continue to develop and deliver contract and supplier management (CSM) and key supplier management (KSM) programmes which monitor and enhance the performance of Scotland Excel contracts 		<ul style="list-style-type: none"> A revised approach to contract and supplier management has now been rolled out across the portfolio. Contracts are being managed within five classifications, with scores against key criteria providing additional guidance on the level of oversight required. Work is continuing with the CUIG steering group on the development of a key supplier management programme.
	<ul style="list-style-type: none"> Continue to identify opportunities to lead and/or participate in national cross-sector procurement opportunities and initiatives with partners in health, further and higher education, and central government 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage with national procurement partners to identify opportunities for cross-sector initiatives, including an invitation to participate in the development of a key supplier management programme.
	<ul style="list-style-type: none"> Continue to inform and support national procurement policy in consultation with the local government procurement community 		<ul style="list-style-type: none"> Scotland Excel is continuing to provide regular reports to the Scottish Government to inform their decisions on Brexit preparations. Brexit planning has been undertaken with suppliers, and reports are being issued to councils every two weeks.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Complete the second cycle of Procurement & Commercial Improvement Programme (PCIP) assessments for all local authorities 		<ul style="list-style-type: none"> Procurement & Commercial Improvement Programme (PCIP) assessments have now been completed with 30 councils. The final two assessments will be completed by September 2019.
	<ul style="list-style-type: none"> Develop and deliver a targeted programme of sector-wide change projects based on development needs identified by the second cycle of PCIP assessments 		<ul style="list-style-type: none"> Three sector-wide change programmes are currently in progress for contract and supplier management, demand management and developing councils. Further projects will be considered following completion of the PCIP cycle.
	<ul style="list-style-type: none"> Continue to deliver the chargeable consultancy projects and transformation programmes for Fife Council, East Renfrewshire Council and the Tayside councils, and respond to any further requests for these types of services 		<ul style="list-style-type: none"> The transformation programme for Fife Council is continuing to meet milestones, with some projects reprofiled at the council's request to focus on savings. The Tayside transformation programme and the third phase of the East Renfrewshire Council consultancy project began in June. A consultancy proposal has been submitted to East Lothian Council.









	<ul style="list-style-type: none"> Continue to develop and deliver accredited work-based learning programmes through the Scotland Excel Academy 		<ul style="list-style-type: none"> The Academy currently has 206 learners across 14 procurement, leadership and management, and project management programmes. Qualifications range from Higher National Certificate (HNC) to degree level equivalents.
	<ul style="list-style-type: none"> Develop and deliver a programme of non-accredited practice workshops through the Scotland Excel Academy 		<ul style="list-style-type: none"> Scotland Excel delivered two practice workshops in Q1. A further 16 workshops have been scheduled to the end of the fiscal year, subject to demand.
	<ul style="list-style-type: none"> Continue to develop Scotland Excel Academy online resources to support learning programmes and create a community platform for sharing best practice 		<ul style="list-style-type: none"> Academy online resources are continually evolving as new programmes and cohorts are introduced. Content from events and practitioner workshops is shared with the wider procurement community.
1.3 Harness the potential of digital technology and data insight to support the delivery of public services	<ul style="list-style-type: none"> Continue to provide ICT procurement services for the Digital Office for Scottish Local Government, engaging proactively with stakeholders to accelerate a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> The Scotland Excel and Digital Office partnership has now entered its third year, and a further scoping exercise has been completed to prioritise local government activity over the next 12 -18 months. The tender for a social work case management system is in the final stages, and ICT and social work professionals from councils will be involved in its evaluation. The framework is expected go live early in the new year.
	<ul style="list-style-type: none"> Continue to develop data analytic tools and resources to support the expansion of the contract portfolio and provide management information to the sector 		<ul style="list-style-type: none"> Requirements have been defined for the next phase of Scotland Excel's new spend data repository system which is expected to be completed by the end of Q3. Two further phases of development will be required to complete the system which will be implemented during 2020-21.
	<ul style="list-style-type: none"> Complete negotiations with providers on rates of return to enable implementation of the NCHC Cost Model © which supports the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> Discussions to finalise the NCHC Cost Model are ongoing, with agreement on aspects such as commercial return still to be agreed. The model's benchmarking and assumptions were updated following a meeting with stakeholders in April.


	<ul style="list-style-type: none"> Continue to develop and share access to Indexation Modelling to track market influences on costs 		<ul style="list-style-type: none"> Scotland Excel is continuing to use Indexation Modelling across its contract portfolio, and will deliver workshops on the model as part of the Tayside transformation programme and East Renfrewshire Council consultancy project later in the year.
	<ul style="list-style-type: none"> Develop plans to roll out data analytic tools to staff across the organisation 		<ul style="list-style-type: none"> Power BI data analytics tools will be rolled out to staff once the development of data resources has been completed in 2020-21.
1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery	<ul style="list-style-type: none"> Continue to work with the Scottish Government, COSLA and other partners to support the development and/or delivery of national policy in social care 		<ul style="list-style-type: none"> Scotland Excel is working with the Scottish Government, COSLA and other social care partners as a member of the Leadership Alliance for the reform of adult social care. In May, Scotland Excel presented at a 'Contracting for Sustainability' event at the invitation of the Coalition of Care Providers in Scotland (CCPS).
	<ul style="list-style-type: none"> Continue to work with the Scottish Government and other partners to support the development and/or delivery of education policies such as early learning provision, pupil attainment funding, and food procurement for school meals 		<ul style="list-style-type: none"> Scotland Excel has been working with the Scottish Government and other public sector colleagues to identify and mitigate any Brexit risks relating to food supply. Scotland Excel has also been helping councils respond to the increase in early learning provision, resulting in a higher spend on food and education frameworks.
	<ul style="list-style-type: none"> Continue to work with the Scottish Government, Association of Local Authority Chief Housing Officers (ALACHO) and other partners to support the development and/or delivery of national policy in affordable housing 		<ul style="list-style-type: none"> Scotland Excel is working with the Scottish Government, Scottish Federation of Housing Associations (SFHA) and West of Scotland Housing Association to agree options for embedding procurement policy within the affordable housing sector.
	<ul style="list-style-type: none"> Continue to work with the Scottish Government, Zero Waste Scotland and other partners to support the development and/or delivery of national environmental policy 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage with Zero Waste Scotland on environmental issues across the procurement portfolio. Adrian Bond, the Programme Manager for Recycling at Zero Waste Scotland, presented at the Scotland Excel Annual Conference in April 2019.

	<ul style="list-style-type: none"> • Develop and deliver a calendar of communications activities which promotes our knowledge and experience in support of our policy and public affairs goals 		<ul style="list-style-type: none"> • Discussions are taking place with the Scottish Government on opportunities for the Cabinet Secretary for Finance, Economy & Fair Work to raise the profile of Scotland Excel's work with housing associations. A round table event in conjunction with Holyrood magazine is also in development to promote Scotland Excel's efforts to support the sustainable future delivery of social care services.
	<ul style="list-style-type: none"> • Explore the feasibility of becoming a Scottish Credit & Qualifications Framework (SCQF) Credit Rating Body to support the expansion of the Scotland Excel Academy and position it as a future provider of Graduate Apprenticeships 		<ul style="list-style-type: none"> • Following meetings with the Scottish Credit & Qualifications Framework (SCQF) Partnership, the Scotland Excel Academy team are now working on a proposal to become a credit rating body.





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 monitor the proportion of Scotland Excel suppliers paying their staff the Scottish Living Wage and identify any opportunities to increase this 		<ul style="list-style-type: none"> Information is captured in all tenders and monitored as part of on-going contract management. Around 80% of Scotland Excel's suppliers have confirmed payment of the Scottish Living Wage.
	<ul style="list-style-type: none"> Continue to embed community benefit models which enable councils to achieve direct benefits for their areas 		<ul style="list-style-type: none"> Community benefits reporting for the 2018-19 financial year was completed and submitted to the Joint Committee in June. A sector-wide community benefits forum is scheduled for August 2019, and around 15 councils are planning to attend.
	<ul style="list-style-type: none"> Continue to support opportunities for disabled/disadvantaged workers through community benefits and/or the participation of supported businesses and the third sector within our supply chain 		<ul style="list-style-type: none"> A requirement for contractors to work with supported businesses and/or social enterprises has been embedded within the new build residential housing tender. Scotland Excel is engaging with Partnership for Procurement (P4P), an organisation which supports third sector participation in public procurement, to discuss options for delivering against this requirement. Work to develop a strategy for engaging with supported businesses and third sector organisations will begin in Q2.
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 work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs 		<ul style="list-style-type: none"> Scotland Excel delivered a webinar for Scottish SMEs on behalf of the Supplier Development Programme (SDP) during Q1.
	<ul style="list-style-type: none"> Continue to increase direct and supply chain opportunities for Scottish SMEs and contractors within Scotland Excel contracts, particularly within the construction portfolio 		<ul style="list-style-type: none"> Opportunities to encourage Scottish SMEs participation continue to be considered during strategy development for all contracts. The forthcoming new build residential framework includes a requirement for suppliers to advertise all sub-contracting opportunities through the Public Contracts Scotland portal.



	<ul style="list-style-type: none"> Continue to encourage housing associations to consider the local economic impact they can deliver through the use of Scotland Excel contracts 		<ul style="list-style-type: none"> Housing associations which become associate members of Scotland Excel are being encouraged to use Scotland Excel contracts to access community benefits for their area.
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> Continue to encourage suppliers to Scotland Excel contracts to consider opportunities to increase recycling of their products and packaging and/or reduce their carbon footprint 		<ul style="list-style-type: none"> All Scotland Excel tender documents incorporate appropriate environmental considerations including, where appropriate, the weighting and scoring of emissions.
	<ul style="list-style-type: none"> Continue to consider 'whole life' costing within tender evaluations 		<ul style="list-style-type: none"> All Scotland Excel tender documents include appropriate cost evaluation to ensure that overall value is assessed.
	<ul style="list-style-type: none"> Develop plans for assessing and mitigating the environmental impact of Scotland Excel's activities 		<ul style="list-style-type: none"> Scotland Excel has introduced environmentally friendly office practices across the organisation including recycling and agile working.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Produce an annual report on 2018-19 procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014 		<ul style="list-style-type: none"> An Annual Procurement Report for 2018-19 has been published in line with the requirements of the Procurement Reform (Scotland) Act 2014.
	<ul style="list-style-type: none"> Monitor the progress and publication of annual procurement reports within the local government sector, providing support and guidance to councils as required 		<ul style="list-style-type: none"> Scotland Excel has distributed Scottish Government updates and best practice guidance to councils to support their completion of their Annual Procurement Report.
	<ul style="list-style-type: none"> Continue to work with national partners on the development of sustainable procurement guidance and tools 		<ul style="list-style-type: none"> Scotland Excel continues to engage with national partners through the Scottish Government's Best Practice Working Group. Current focus is on developing practical, proportional guidance on sustainable procurement.
	<ul style="list-style-type: none"> Continue to develop opportunities to increase the local government sector's sustainable procurement knowledge and capability through the Scotland Excel Academy 		<ul style="list-style-type: none"> Sustainable procurement principles and practices are embedded throughout the Chartered Institute of Procurement & Supply (CIPS) accredited programmes offered by the Scotland Excel Academy, and are incorporated into procurement practitioner workshops. Sustainable procurement was also a key theme at this year's Scotland Excel Annual Conference which took place in April 2019.

	<ul style="list-style-type: none"> • Develop and implement plans to promote sustainable procurement to elected members and senior officers to support a 'whole organisation' approach 		<ul style="list-style-type: none"> • Plans to promote sustainable procurement to elected members and senior officers will form part of senior stakeholder engagement plans which will be developed in Q4. In the meantime, senior officers and elected members are being invited to Scotland Excel conferences and events which include presentations on sustainable procurement.
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Goal 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 develop Scotland Excel's account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for councils 		<ul style="list-style-type: none"> Scotland Excel has restructured its account management function to integrate the project management team. Staff now have a dual project and account management role and provide a wide range of support to council procurement teams including quarterly business reviews, change projects, PCIP assessments and workshops.
	<ul style="list-style-type: none"> Continue to explore further opportunities to use digital technologies to engage with and/or provide online 'self-service' to customers, incorporating the findings into Scotland Excel's ICT strategy and roadmap 		<ul style="list-style-type: none"> Scotland Excel has developed two new interactive business intelligence reports for nominated council staff. The reports enable users to quickly and easily view their participation in Scotland Excel's contract portfolio along with estimated contract spend and savings, and the ability to drill down to supplier level detail. Data in the reports can be exported to allow users to undertake their own analysis.
	<ul style="list-style-type: none"> Explore the feasibility of providing additional services requested by customers, incorporating the findings into future operational plans 		<ul style="list-style-type: none"> Scotland Excel will begin to identify and evaluate opportunities for new services from Q2. Customer feedback will be used to inform opportunities, and an internal innovation forum is being established to support the development of new services.
	<ul style="list-style-type: none"> Embed the outputs of Scotland Excel's stakeholder engagement project into all engagement plans and activities, ensuring that these reflect the organisation's expanding customer base 		<ul style="list-style-type: none"> Work to expand and refresh customer and stakeholder mapping and engagement plans across the organisation commenced in Q1. The mapping exercise is expected to be completed in July, and the outputs will be reviewed to inform the development of stakeholder plans later in the year.



3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Continue to incorporate community engagement, where appropriate, into the development of procurement strategies 		<ul style="list-style-type: none"> Scotland Excel's sustainable procurement strategy is being updated with an enhanced focus on community engagement. Opportunities for stakeholder participation, including wider community engagement, are considered within all procurement strategies.
	<ul style="list-style-type: none"> Continue to engage directly with service users, where appropriate, to ensure their needs are considered within service design 		<ul style="list-style-type: none"> In May 2019, Scotland Excel held tasting sessions for older people to incorporate their views into the evaluation of the community meals tender.
	<ul style="list-style-type: none"> Continue to work with educational partners and/or suppliers to promote the benefits of procurement to pupils 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with educational charity, Founders4Schools, and attended three educational events to encourage young people into procurement careers during Q1.
3.3 Represent the collective views of stakeholders at a national level	<ul style="list-style-type: none"> Review Scotland Excel's representation activities to ensure that these are targeted where they can have the greatest impact 		<ul style="list-style-type: none"> A review of Scotland Excel's engagement with the wider public sector landscape will take place in July 2019 as part of the stakeholder mapping exercise.
	<ul style="list-style-type: none"> Establish a model for undertaking representation activities, including a clear feedback loop for customers and/or communities 		<ul style="list-style-type: none"> The model will be developed on completion of the review of national engagement activity. Outputs will be discussed with key stakeholders including the Scottish Local Government Procurement Forum (SLGPF).
	<ul style="list-style-type: none"> Continue to build on relationships with the Convention of Scottish Local Authorities (COSLA) and/or elected members to represent customers and communities in appropriate policy and political matters 		<ul style="list-style-type: none"> Scotland Excel is continuing to meet regularly with COSLA at a strategic and operational level, particularly in relation to social care. The findings of the stakeholder mapping exercise will be used to ensure that relationships are in place with COSLA across all relevant areas.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Refresh Scotland Excel's organisational development strategy to incorporate feedback from Investors in People, involving staff in the development of plans, policies and initiatives where appropriate 		<ul style="list-style-type: none"> Scotland Excel will begin a refresh of its organisational development strategy in Q3. The strategy will be informed by the recent Investors in People report and will incorporate working groups for staff development and innovation.






	<ul style="list-style-type: none"> • Develop and implement talent management initiatives to inspire and develop staff, increase Scotland Excel's capability, and support succession planning 		<ul style="list-style-type: none"> • A working group has been established to enhance Scotland Excel's approach to staff development. The group's first task is to integrate the national procurement competency and development framework into the organisation's performance review and development (PRD) activities. Implementation of this framework will support staff development, workforce planning , organisational development, succession planning and wider talent management.
	<ul style="list-style-type: none"> • Complete and embed plans for agile working to create a productive working environment that benefits staff, Scotland Excel, and customers 		<ul style="list-style-type: none"> • Scotland Excel now supports a fully agile workforce where employees can work remotely, with full access to email and files. Hot desking is also now available within the Scotland Excel offices in Paisley, allowing remote workers to base themselves there as required.

Goal 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 implement appropriate funding models to support the delivery of new and existing services, monitoring income and providing regular reports to the joint committee 		<ul style="list-style-type: none"> Income is being accrued through Academy programmes, consultancy revenue and associate membership fees. The new build residential housing framework is expected to accrue income from 2020-21, and all new frameworks are now being reviewed for rebate potential. An income board has been established, and meets on a monthly basis to monitor revenue against targets.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Continue to monitor Scotland Excel's business infrastructure to ensure it can support the organisation's growth ambitions, developing plans for continuous improvement and to address any gaps in capacity and/or capability 		<ul style="list-style-type: none"> Work is underway on a refresh of Scotland Excel's ICT strategy. A refresh of the organisational development strategy is due to begin in Q3.
	<ul style="list-style-type: none"> Develop a risk model for evaluating new business opportunities to assess their impact on internal resources and/or existing customers 		<ul style="list-style-type: none"> Work to develop a new business evaluation model will begin in Q2. In the meantime, Scotland Excel is continuing to ensure that a sufficient level of commitment is secured for consultancy projects before detailed proposals are developed.
	<ul style="list-style-type: none"> Continue to implement technology solutions which increase efficiency, support agile working and offer scalability for business growth 		<ul style="list-style-type: none"> Significant work is currently being undertaken to assess and strengthen the organisation's cyber resilience. The ICT team are also working on a number of business apps which increase staff communication and/or efficiency.
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> Review collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel is currently evaluating new growth opportunities through regular horizon scanning meetings and will undertake a competitive review of the markets for existing and potential new services during Q4.

	<ul style="list-style-type: none"> Continue to deliver procurement support to housing associations and implement plans to market additional services to this sector 		<ul style="list-style-type: none"> Scotland Excel is continuing to provide procurement support to housing associations on request. Discussions are underway with the Scottish Government on a second round of funding to support a further programme of work for the housing sector.
	<ul style="list-style-type: none"> Continue to develop and market Scotland Excel's associate membership programme to maximise its commercial potential for the organisation and the benefits it provides to members 		<ul style="list-style-type: none"> Two new associate members joined Scotland Excel in Q1, generating £2,730 in annual membership fees. Associate member income is also being generated through chargeable projects. A procurement project for Bikeability Scotland was concluded in June 2019 with the award of a dynamic purchasing system for training providers, and a similar project is ongoing for City Property.
	<ul style="list-style-type: none"> Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities 		<ul style="list-style-type: none"> Scotland Excel has implemented a comprehensive marketing campaign to promote Academy courses which generated significant awareness and engagement from the target audience. An extensive marketing plan has been developed to promote the new build residential framework which will be implemented from Q2.
	<ul style="list-style-type: none"> Continue to identify opportunities arising for staff development through new business opportunities, fostering an understanding of commercial and entrepreneurial approaches across the organisation 		<ul style="list-style-type: none"> A number of staff are working on external consultancy projects as full-time team members while others are providing support for projects in specific areas.
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 explore opportunities to work in partnership with other public sector bodies to increase internal efficiency and/or improve service delivery for customers, reporting on the findings to inform future operational plans 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with the Improvement Service on the delivery of Academy programmes. Opportunities to work in partnership with other public sector organisations will be considered as part of the current stakeholder mapping exercise.

	<ul style="list-style-type: none"> Continue to manage Scotland Excel's partnership with Crown Commercial Services (CCS) to ensure it is delivering against customer expectations, and explore opportunities to extend this partnership 		<ul style="list-style-type: none"> Scotland Excel and Crown Commercial Service presented at Scottish Greenfleet events in Edinburgh and Aberdeen during Q1, and will present at a third event in Glasgow in August 2019. These events focus on the rapidly evolving Ultra Low Emission Vehicle (ULEV) and electric vehicle landscape.
	<ul style="list-style-type: none"> Continue to provide procurement support to SEEMiS in line with the partnership agreement 		<ul style="list-style-type: none"> Scotland Excel has supported SEEMiS with the procurement of a development partner for a management information system which supports the expansion of early learning and childcare. Further procurement activity in support of the Next Generation management information system for schools is expected once funding has been confirmed.

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

Key Performance Indicators

Outcomes	Key Performance Indicators	Q1 Status
Our services shape the effective and efficient delivery of public services	<ul style="list-style-type: none"> • Number of contracts delivered v plan¹ • Value of contract portfolio v target 	<ul style="list-style-type: none"> • 4 of 38 contracts delivered • £1.47bn against £1.9bn target
Our expertise leads continuous improvement in commercial performance	<ul style="list-style-type: none"> • Number of PCIP assessments delivered v plan • Number of Scotland Excel Academy courses v plan² 	<ul style="list-style-type: none"> • 5 of 7 assessments delivered • 27 of 88 courses delivered
Our services facilitate the delivery of national and local policy priorities	<ul style="list-style-type: none"> • Tonnes of waste diverted from landfill through Scotland Excel contracts • Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> • 86,277 tonnes (Apr-Jun 2019) • 531 Scottish suppliers of which 79% are SMEs
Our services enable positive and sustainable outcomes for people and communities	<ul style="list-style-type: none"> • Number of community benefits realised to date • Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> • 629 jobs • 254 apprenticeships • 165 work placements • 61,313 hours work experience • 5,761 hours volunteering/mentoring • £902k value of other initiatives
Our insight and knowledge underpins innovative solutions for our customers	<ul style="list-style-type: none"> • Number of business change initiatives delivered v plan 	<ul style="list-style-type: none"> • 3 of 6 initiatives in progress
Our activities are recognised as leading the way in public procurement	<ul style="list-style-type: none"> • Media coverage v target • Number of speaking engagements v target 	<ul style="list-style-type: none"> • 9 of 60 media items published • 6 of 20 speaking engagements
Our customers receive a measurable return on investment through savings	<ul style="list-style-type: none"> • Percentage savings achieved across the portfolio v target³ • Savings achieved in the last quarter 	<ul style="list-style-type: none"> • 3.75% against 2.5% savings target • £2.8m (Apr-Jun 2019)
Our customers are satisfied with our services and how we deliver them	<ul style="list-style-type: none"> • Customer satisfaction scores v target⁴ 	<ul style="list-style-type: none"> • 80% of respondents

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¹ Contracts developed, renewed or extended

² Programmes, workshops and masterclasses

³ Average savings during the strategy period (2018-23) excluding social care contracts

⁴ Percentage of respondents reporting 'good' or 'very good' overall satisfaction in the most recent customer satisfaction survey (currently 2017)