

To: Joint Committee

On: 07 December 2018

**Report
by
Director Scotland Excel**

Operating Plan Update 2018-19






1. Purpose of the report

In June 2018, Scotland Excel's Joint Committee approved a new five-year corporate strategy which is supported by annual operating plans. This report presents the organisation's half year performance against the Operating Plan 2018-19.

2. Reporting methodology

Progress reports are produced quarterly to track Scotland Excel's performance against operating plan commitments. Reports are produced at the end of each quarter and submitted to Executive Sub-Committee meetings. Half yearly and annual reports are also submitted to Joint Committee meetings.

The reports summarise the progress made against operating plan commitments and uses a 'traffic light' symbol to provide a guide to the status of each activity. This guide has been revised to include symbols to indicate projects or activities which have not yet started, and projects or activities which have been completed:

	Project or activity 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 or activity completed

The report also tracks performance against thirteen key performance indicators (KPIs) linked to strategic outcomes.

3. Performance

The majority of activities in the operating plan are progressing in line with plans and are indicated as green within the report. Three activities are progressing more slowly than anticipated, predominantly due to external factors, and these are indicated as amber within the report.

Three activities were completed during the first two quarters and are indicated as black within the report. Thirteen activities indicated as white will commence in the latter part of this financial year or during 2019-20. Most of these activities have dependencies on the outcome of other actions being undertaken as part of the 2018-19 Operating Plan.

4. Recommendation

The members of the Joint Committee are invited to note Scotland Excel's performance in the delivery of the Operating Plan 2018-19.














Operating Plan





2018 – 2019








Half Year 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"> Develop plans which support direct engagement with local authority services to identify new collaborative procurement opportunities 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage directly with stakeholders across a number of local authority services including housing, social care, ICT and catering in support of existing projects and to identify new opportunities.
	<ul style="list-style-type: none"> Complete the sourcing strategy and initiate the tender process for a new build housing framework on behalf of participating local authorities 		<ul style="list-style-type: none"> A User Intelligence Group model has been established and meetings began in September 2018. A Prior Information Notice (PIN) is continuing to attract interest from the market, and the framework is on track for delivery by August 2019.
	<ul style="list-style-type: none"> Implement a procurement strategy for older people care home services for that provides choice, continuity of care and innovation in service delivery 		<ul style="list-style-type: none"> The majority of Health & Social Care Partnerships (HSPCs) have confirmed their agreement with the proposed sourcing strategy. A meeting of the User Intelligence Group will be held on 21 November 2018 to discuss implementation of the strategy.
	<ul style="list-style-type: none"> Implement the procurement strategy for adult care and support services and secure sustainable funding for ongoing delivery as part of the social care portfolio 		<ul style="list-style-type: none"> The Scottish Government has extended the timescales for this project to allow for additional stakeholder consultation and co-production work. The framework is now scheduled to begin in January 2020. Scotland Excel will establish a strategic steering group for adult social care to bring stakeholders together to discuss key issues.
	<ul style="list-style-type: none"> Continue to pursue funding to deliver proposals which support the expansion of early learning and childcare provision 		<ul style="list-style-type: none"> Funding has been secured for Scotland Excel to produce guidance, cost modelling and standard terms and conditions to support the expansion of early learning and childcare provision. Work is now underway to deliver this project.







	<ul style="list-style-type: none"> Develop and implement 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"> The roll out of CSM to Category 1 contracts is continuing. Segmentation of contracts by CSM category is being reviewed to ensure resources are allocated effectively before the programme is extended to Category 2 and 3 contracts from Q4. A KSM programme will be considered once CSM is in place across the portfolio.
	<ul style="list-style-type: none"> 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 participate in the Scottish Government's Collaborative Leads Group to explore cross-sector opportunities. A workshop with NSS National Procurement took place in Q2 to discuss collaborative opportunities across the health and local government sectors.
	<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 advise councils on their duty to produce an Annual Procurement Report. Thirteen councils had completed the report by the end of Q2. Scotland Excel is also working with the Scottish Government to produce Brexit briefing notes for public procurement stakeholders.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	<ul style="list-style-type: none"> Develop and deliver a targeted programme of change projects based on development needs identified by Procurement & Commercial Improvement Programme (PCIP) assessments 		<ul style="list-style-type: none"> Four change projects are underway to support outcomes from the first PCIP cycle. A further two change projects addressing specific council needs are being scoped.
	<ul style="list-style-type: none"> Deliver a second cycle of local government PCIP assessments for all local authorities 		<ul style="list-style-type: none"> The second PCIP cycle began in September 2018, and two assessments took place in Q2. All 32 councils have committed to taking an assessment, with some opting for the new focussed assessment which assesses areas selected by the council.
	<ul style="list-style-type: none"> Deliver the chargeable consultancy projects and transformation programmes agreed for Aberdeen City and Fife Councils, and respond to any further requests for these types of services from other councils 		<ul style="list-style-type: none"> Scotland Excel's project team have been working within Fife Council since July, with initial work focusing on procurement foundations. The Aberdeen City Council project is progressing, and an extension has been agreed to 31 March 2019. Scotland Excel is scoping two other consultancy proposals at the request of councils.








	<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"> A new Professional Development Award (PDA) in project management, accredited by the Scottish Qualifications Authority (SQA), and a second Chartered Institute of Procurement & Supply (CIPS) cohort were launched in August 2018. Sixty-four learners are now engaged in six learning cohorts, and a further eight cohorts are in development including a new CIPS advanced practitioner programme and a Masters-level Chartered Management Institute (CMI) programme.
	<ul style="list-style-type: none"> Develop and deliver a programme of practitioner workshops, masterclasses and events to lead best practice through the Scotland Excel Academy 		<ul style="list-style-type: none"> A webinar on Purchase-to-Pay (P2P) automation was delivered on 26 September 2018. This forms part of a programme of practitioner learning opportunities which are currently in development. A CSM workshop was delivered in early October, and further six workshops, masterclasses and events are in the pipeline for delivery by March 2019. Two non-accredited 'introduction to procurement' programmes are also being developed in response to customer 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 and expertise is shared with the procurement community where possible.
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 promote a collaborative approach to the adoption of digital technologies 		<ul style="list-style-type: none"> A Prior Information Notice (PIN) has been published for a replacement social care case management solution, with tendering expected to take place before the end of the year. Scotland Excel and the Digital Office are planning joint workshops to improve procurement awareness among local authority ICT professionals to increase the pace of collaboration within the sector, which has delayed progress to date.


	<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"> Progress on the development of data analytic tools has been slower than anticipated during Q2 due to a technical issue which is being resolved.
	<ul style="list-style-type: none"> Continue to develop and share access to the Cost of Care calculator to support the delivery of affordable and sustainable social care services 		<ul style="list-style-type: none"> The consultancy arm of CIPFA, C.Co, have been commissioned to report on a methodology for calculating commercial return for providers within the calculator. This work will enable the calculator to be finalised.
	<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 as part of its contract management activities. Indexation Modelling will be one of the topics discussed at a CSM workshop for the sector in October 2018, and a masterclass in Indexation Modelling will be held in December.
	<ul style="list-style-type: none"> Deliver market analysis reports in support of new collaborative procurement or service opportunities 		<ul style="list-style-type: none"> IBIS World is now being used for standard market intelligence across all teams. In addition, Gartner market intelligence has been used within the ICT portfolio for this 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 during 2019-20 once the first development phase has been completed.
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 continuing to engage with the Scottish Government, COSLA, Health & Social Care Partnerships and care providers on the cost of care calculator and new frameworks for care and support and older people's care homes.
	<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 invited to present at a Holyrood food and education policy conference in December 2018 to share best practise in food procurement within educational establishments.

	<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 will focus on the development of the new build housing framework in 2018-19 and will explore further opportunities to influence or support affordable housing policy in 2019-20.
	<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"> Regular meetings continue to take place with Zero Waste Scotland to discuss opportunities to support the Circular Economy. Scotland Excel has endorsed Zero Waste Scotland's application for a European Regional Development Fund project to review and consolidate public sector knowledge and improve waste collection methods and tools.
	<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"> A rolling calendar of communications activities is in place and is reviewed and updated regularly. During Q2, Scotland Excel published and distributed its new corporate strategy, continued to place media articles on key policy themes, and developed six award entries showcasing the organisation's success. Plans are also in development for a parliamentary reception to engage with political stakeholders in January 2019.
	<ul style="list-style-type: none"> Continue to play a lead role in the development and delivery of national Graduate Apprenticeships as a cost-effective talent management opportunity for the local government sector 		<ul style="list-style-type: none"> Scotland Excel is exploring an opportunity for the Academy to become a Graduate Apprenticeship assessment partner. Two members of Scotland Excel staff commenced Graduate Apprenticeships offered by the University of the West of Scotland in September 2018.






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"> Develop plans to increase the proportion of Scotland Excel suppliers paying their staff the Scottish Living Wage 		<ul style="list-style-type: none"> Scotland Excel's process will be reviewed from Q3 to align CSM activity with the objective of increasing the overall percentage of suppliers paying the Scottish Living Wage.
	<ul style="list-style-type: none"> Continue to develop community benefit models which enable councils to achieve direct benefits for their areas 		<ul style="list-style-type: none"> The model used to evaluate community benefits in tenders has been revised and updated to recognise the proportionate value of specific benefits to councils.
	<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 supported business has bid for the road signage materials tender which was advertised in August 2018 and a social enterprise has been awarded a place on the new washroom solutions framework. Further engagement initiatives to develop links between the local government sector and supported businesses will be considered in 2019.
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"> In Q2, Scotland Excel delivered an SDP webinar for SMEs, and co-sponsored, presented and exhibited at SDP's Meet the Buyer North event in Inverness.
	<ul style="list-style-type: none"> 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"> The proposed strategy for the new build housing framework will encourage SME participation through small scheme lots and mandatory advertising of sub-contracting opportunities.
	<ul style="list-style-type: none"> 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"> Consideration of local economic impact forms a key part of the PCIP assessment undertaken with housing associations. In September 2018, Scotland Excel presented a session on community benefits at a Scottish Federation of Housing Associations (SFHA) conference, and work is ongoing to promote the use of Scotland Excel contracts as a route to securing local impact from procurement.



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"> Scotland Excel has written to all suppliers with non-recyclable plastic products to establish progress on eliminating these from their supply chain. Tetrapack, the manufacturer of drinks cartons which include plastic straws, have advised that they will make an announcement on the use of plastic materials by the end of this year.
	<ul style="list-style-type: none"> Develop and implement a model for considering 'whole life' costing within tender evaluations, including plans for monitoring costs over the lifecycle of products and services 		<ul style="list-style-type: none"> Scotland Excel's ITT documentation continues to include appropriate cost evaluation to ensure that lifetime value is assessed.
	<ul style="list-style-type: none"> Continue to support the collection, handling, treatment and recovery of value from waste by implementing new recyclable and residual waste arrangements which offer increased options for recycling and/or disposal and cover additional types of waste 		<ul style="list-style-type: none"> The tender for the new recyclable and renewable framework has been delayed due to changes in waste legislation and will now be published by the end of November 2018.
	<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"> Plans for assessing and mitigating Scotland Excel's environmental impact will be considered in 2019-20 following the appointment of new Corporate Services Manager in Q4.
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> Produce an annual report on procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014, providing support and guidance on reporting commitments to the local authorities 		<ul style="list-style-type: none"> An Annual Procurement Report has been published in line with the requirements of the Procurement Reform (Scotland) Act 2014.
	<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 is continuing to engage with national partners through the Scottish Government's Best Practice Working Group.
	<ul style="list-style-type: none"> Develop plans 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 is embedded in the CIPS accredited course delivered through the Scotland Excel Academy, and will form part of a non-accredited 'introduction to procurement' course available from October.

	<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 from Q4.
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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's account managers are now involved in delivering change projects and facilitating workshops. Quarterly business reviews continue to take place with councils to demonstrate the value of membership and gather feedback from council procurement teams.
	<ul style="list-style-type: none"> Explore further opportunities to use digital technologies to engage with customers and/or expand online 'self-service' facilities, incorporating the findings into Scotland Excel's ICT strategy and roadmap 		<ul style="list-style-type: none"> Data analytics tools now allow self service of a range of social care information. Further opportunities will be explored once the first phase of development of these data tools has been completed.
	<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"> In 2018-19, Scotland Excel will focus on expanding the range of courses available through the Academy, extending the range of small value contracts, developing a new build housing framework and delivering consultancy services to councils. Further opportunities to provide new services will be explored in 2019-20.
	<ul style="list-style-type: none"> Embed the outputs of Scotland Excel's stakeholder engagement project into customer and stakeholder engagement plans and activities, ensuring that these reflect the organisation's expanding customer base 		<ul style="list-style-type: none"> Work to embed the outputs of Scotland Excel's stakeholder engagement project will begin in Q4. Tools created as part of this project will be used to analyse, plan and prioritise engagement activities with different stakeholder groups.
3.2 Engage stakeholders in the delivery of effective local solutions	<ul style="list-style-type: none"> Develop a model for incorporating community engagement, where appropriate, into the development of procurement strategies 		<ul style="list-style-type: none"> Scotland Excel's approach to developing procurement strategies will be reviewed later this year to ensure that opportunities to engage with communities are considered as part of strategy development.




	<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"> Scotland Excel has engaged with supported learning and additional support schools as part of the AV and presentation equipment framework renewal. The new framework will include a lot for extra sensory equipment to meet the curriculum needs of children requiring this type of support.
	<ul style="list-style-type: none"> Explore the feasibility of working with educational partners and/or suppliers to promote the benefits of procurement to pupils, incorporating the findings into future operational plans 		<ul style="list-style-type: none"> Scotland Excel is continuing to work with Founders 4 Schools, a business to business model which encourages coaching and mentoring for pupils. In Q2, staff delivered a workshop on interview skills through the programme for pupils at the Gaelic School in Glasgow.
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"> Scotland Excel will initiate a review of all national engagement activity by the end of December 2018 to ensure that resources are targeted effectively for the benefit of stakeholders.
	<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) to ensure that national engagement activities undertaken by Scotland Excel incorporate local views.
	<ul style="list-style-type: none"> 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"> Quarterly meetings continue to take place with the CEO and policy leads at COSLA. Scotland Excel is helping COSLA and the Scottish Government to procure research to understand the impact that a switch from analogue to digital will have on call handling for technology enabled care.
3.4 Implement policies which develop, empower, value and engage our workforce	<ul style="list-style-type: none"> Continue to deliver Scotland Excel's organisational development strategy and rolling improvement plans, involving staff in the development of plans, policies and initiatives where appropriate 		<ul style="list-style-type: none"> Scotland Excel is continuing to implement the Organisational Development (OD) strategy developed in 2017-18. Projects to review recruitment policy and performance management are underway in response to staff feedback. Proposals for improvements are expected in Q3.






	<ul style="list-style-type: none"> • Develop and implement a talent management programme to inspire and develop staff, increase Scotland Excel's capability, and support succession planning 		<ul style="list-style-type: none"> • Following feedback at a staff meeting in Q1, plans for developing a talent management programme have been put on hold pending the development of a new approach to performance management.
	<ul style="list-style-type: none"> • Develop plans for agile working to create a productive working environment that benefits staff, Scotland Excel, and customers 		<ul style="list-style-type: none"> • Technology solutions which support agile working are now in place as part of ICT strategy. A review of telephony arrangements is underway and the number of hot desks available in the office will be increased in Q3. Policy to support agile working will be developed from Q4.

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"> Complete the review of Scotland Excel's governance and funding models, presenting recommendations to the Joint Committee for approval 		<ul style="list-style-type: none"> Governance and funding proposals to support the delivery of the 2018-23 strategy were approved by the Joint Committee in June 2018.
	<ul style="list-style-type: none"> Develop plans to implement the governance recommendations approved by the Joint Committee 		<ul style="list-style-type: none"> Scotland Excel will continue to operate its existing governance model in support of the 2018-23 strategy. Governance arrangements will continue be reviewed periodically to ensure they align with the organisation's ambitions.
	<ul style="list-style-type: none"> Implement appropriate funding models to support the delivery of new and existing services 		<ul style="list-style-type: none"> Income is being accrued through Academy and consultancy revenue, and all new or renewed contracts in development are being assessed for rebate potential. Plans to increase income from associate membership are in development. Income from the new build housing framework is expected to accrue from Q4 of 2019-20.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> Review Scotland Excel's business infrastructure to ensure it can support the organisation's growth ambitions, developing plans for continuous improvement initiatives and to address any gaps in capacity and/or capability 		<ul style="list-style-type: none"> Scotland Excel has strategies and plans in place for the continuous development of key business areas including ICT and OD. Negotiations have been completed for additional space in Renfrewshire House to accommodate growing staff numbers, and the new office space is expected to be available from Q4.
	<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"> Learnings from business opportunities secured this financial year will be used to develop a new business evaluation model during 2019-20. In the meantime, Scotland Excel has refined its new business pitching process to ensure a sufficient level of commitment is secured 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"> Delivery of the ICT strategy is progressing well. During 2018, the focus will be on consolidating the technology phase, which introduced new servers and software, before moving into the application development phase in Q4.
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"> A rolling calendar of communications activities is now in place and is reviewed and updated regularly. During Q2, Scotland Excel published and distributed its new corporate strategy, continued to place media articles on key policy themes, and developed six award entries showcasing the organisation's success. Plans are also in development for a parliamentary reception to engage with political stakeholders in January 2019.
	<ul style="list-style-type: none"> Continue to deliver procurement support to housing associations on behalf of the Scottish Government and develop plans to market additional Scotland Excel services which secure the long term sustainability of this service 		<ul style="list-style-type: none"> Scotland Excel completed 9 PCIP assessments with housing associations on behalf of the Scottish Government during Q2. This brings the total to 31 assessments and a further 35 are expected to be completed by the end of March 2019.
	<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"> Scotland Excel has initiated workshops to develop a strategy for marketing associate membership to housing associations. A consultancy project is being scoped for an associate member, City Property, and a proposal will be issued in Q3.
	<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"> A range of activities to promote the work of the organisation continues to take place each quarter. During Q2, marketing support was provided for the launch of a new Scotland Excel Academy Professional Development Award (PDA) and for promoting the new build housing project at the Scottish Social Housing Annual Conference.
	<ul style="list-style-type: none"> 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"> Scotland Excel staff have been deployed on a number of consultancy projects alongside new recruits. Plans to extend participation to support staff development will be put in place as part of ongoing performance management activity.

4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> 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 has launched a Professional Development Award (PDA) in project management in partnership with the Improvement Service. The course has attracted significant interest from the local government sector, and a further four cohorts are being planned.
	<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"> The new CCS vehicles framework which will be used by councils has been awarded and is due to go live in December 2018. Scotland Excel and CCS are planning an engagement event for council fleet managers in Q3 at which the new contract will be mobilised.
	<ul style="list-style-type: none"> Design a model for providing procurement support to SEEMiS in line with the partnership agreement 		<ul style="list-style-type: none"> Scotland Excel is continuing to provide resource to SEEMiS to deliver procurement support for a range of IT projects. A meeting will take place in Q3 to discuss resource requirements to continue to deliver the workplan beyond the period of the current agreement.

Report Key	
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Key Performance Indicators

Outcomes	Key Performance Indicators	Q2 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"> • 16 of 31 contracts delivered • £1bn against £1.4bn 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"> • 2 of 22 assessments delivered • 18 of 40 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 in the last recorded quarter³ • Number of Scottish suppliers & percentage SMEs 	<ul style="list-style-type: none"> • 56,436 tonnes (Jan-Mar 2018) • 485 Scottish suppliers of which 77.1% 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 	<ul style="list-style-type: none"> • 474 jobs • 242 apprenticeships • 88 work placements • 61,053 hours work experience • 45,633 hours volunteering/mentoring • £670,848 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"> • 2 of 6 initiatives delivered
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"> • 34 of 60 media items published • 9 of 12 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 target⁴ • Savings achieved in the last quarter 	<ul style="list-style-type: none"> • 4% against 2.5% savings target • £3.5m (Apr – Jun 2018)
Our customers are satisfied with our services and how we deliver them	<ul style="list-style-type: none"> • Customer satisfaction scores v target⁵ 	<ul style="list-style-type: none"> • 80% of respondents

Report issued: October 2018

¹ Contracts developed, renewed or extended

² Programmes, workshops and masterclasses

³ Through Scotland Excel's organic waste framework

⁴ Average savings during the strategy period (2018-23) excluding social care contracts

⁵ Percentage of respondents reporting 'good' or 'very good' overall satisfaction in the most recent customer satisfaction survey (currently 2017)