











Scotland Excel Year End Report 2014-15

Performance against business plan 01 April 2014 – 31 March 2015





Best value - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
a. Deliver the contract delivery programme on time and secure savings in line with agreed predictions.	<ul style="list-style-type: none"> • 16 new contracts • 7 extensions • 11 renewals 		<ul style="list-style-type: none"> • 8 new contracts (8 carried forward into the 2015-16 financial year) • 8 extensions • 11 renewals
b. Increase the total advertised annual value of contracts on the portfolio from the 2013-14 total of £410M per annum.	<ul style="list-style-type: none"> • £750M p.a 		<ul style="list-style-type: none"> • The annual value of the portfolio at year end is £648m.
c. Achieve range of savings between 2% and 7% against the delivery programme	<ul style="list-style-type: none"> • Average 5% over the contact portfolio for the year 		<ul style="list-style-type: none"> • The average savings from contracts awarded this financial year was 7.6%. Average savings from all contracts awarded since the start of the 3 year business plan is 5.7%.
d. Increase the average % of actual council spend v estimated council spend from the 2013-14 level of 81% to enable a move towards commitment styled contracts to be considered	<ul style="list-style-type: none"> • 85% 		<ul style="list-style-type: none"> • The average percentage of actual council spend is currently 83% based on the latest available spend figures (Q3).
e. Increase the number of contracts managed as “category 1” contracts from the 2013-14 total of 24 to ensure that maximum value and quality is delivered through the life of the contract	<ul style="list-style-type: none"> • 25 actively managed contracts • Annual review and improvement of CSM methodology, systems and outputs 		<ul style="list-style-type: none"> • The number of contracts managed through the contract and supplier management (CSM) programme remained at 24 this year, pending a review of the contract priority segmentation model. • Plans for improving CSM methodology, system and reporting have been developed and will be implemented in 2015-16.




Procurement capability - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Complete the annual round of Procurement Capability Assessments (PCAs) with all relevant councils, develop and deliver a reform programme to meet their needs and help them meet the targets set out in the PPRB Delivery Plan</p>	<ul style="list-style-type: none"> 2014 PCAs completed average sector score improved in line with PPRB targets Procurement Improvement Programme agreed and delivered National PCA regime review (AR15 project) supported 		<ul style="list-style-type: none"> 25 PCA meetings completed with participating local authorities. The average sector score rose from 56% to 62%. The sector now has 4 organisations at Superior, 25 at Improved and 3 at the Conformance level of performance. Resource constraints within the reform team limited the number of Procurement Improvement Programme initiatives that could be delivered this year. However, the Annual Event for local authority procurement teams took place in Clydebank on 31 March and 01 April 2015 to enable sharing of best practice in procurement. Over 80 delegates attended each day. Scotland Excel continued to work with national partners to develop a new PCA regime which will be rolled out to the local government sector in 2016.
<p>b. Deliver the external Learning and Development strategy set out in Appendix 3 of the 3 year business plan</p>	<ul style="list-style-type: none"> Implement the Learning and Development Strategy – Phase3 		<ul style="list-style-type: none"> External learning and development programmes were delivered in line with plans. A total of 824 delegates attended 73 courses over the course of the financial year.
<p>c. Report on future of reform activities completed including funding</p>	<ul style="list-style-type: none"> Report, resourcing and funding model completed 		<ul style="list-style-type: none"> A new funding model, based around core and additional service options, is being developed as part of the Scotland Excel transformation programme.
<p>d. Retain Chartered Institute of Purchasing and Supply (CIPS) accreditation award for excellence in policies and procedures.</p>	<ul style="list-style-type: none"> CIPs accreditation retained 		<ul style="list-style-type: none"> Scotland Excel retained CIPS Corporate Certification Standard for their purchasing policies, processes and procedures in October 2014.
<p>e. Further to the Scottish Government's pilot PCA for Centres of Procurement Expertise (CoEs) undertaken in 2012, prepare for the next assessment in 2015</p>	<ul style="list-style-type: none"> Benchmarking with other CoEs completed 		<ul style="list-style-type: none"> A benchmarking exercise planned for Q4 was cancelled to free up resources to focus on Scotland Excel's transformation project.





Stakeholder engagement - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Develop an appropriate and targeted corporate communications strategy to reflect the 3 year strategic goals</p>	<ul style="list-style-type: none"> Annual schedule of communications activity planned Communications strategy developed to support 2015-18 business plan 		<ul style="list-style-type: none"> Resource constraints limited communications activity in 2014. An interim schedule of activity for the six months of 2015 has generated 10 media stories. A new corporate newsletter and website are also close to completion. The new 3 year corporate strategy will be completed in June 2015. A communications strategy to support this will be developed once approved.
<p>b. Provide appropriate support to customers to help them optimise the benefits they receive as members of Scotland Excel</p>	<ul style="list-style-type: none"> Stakeholder engagement embedded to manage and improve customer experience 		<ul style="list-style-type: none"> A project to improve stakeholder engagement is underway as part of Scotland Excel's transformation programme.
<p>c. Complete a customer survey to measure satisfaction with services delivered.</p>	<ul style="list-style-type: none"> Carry out follow up survey 		<ul style="list-style-type: none"> In-depth focus group research was completed in August 2014 to provide further insight into the findings of the 2013 customer satisfaction survey. The results have been used to inform the stakeholder engagement transformation project.
<p>d. Annual report on activities produced and distributed to key stakeholders</p>	<ul style="list-style-type: none"> Annual report produced by June. 		<ul style="list-style-type: none"> The 2013-14 annual report is available for download from the Scotland Excel website. The 2014-15 report will be published in the summer of 2015.

Corporate social responsibility - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Further to attaining level 4 of the Flexible Framework (FF) continue to follow best practice and consider achieving level 5</p>	<ul style="list-style-type: none"> Pilot Level 5 of the revised Flexible Framework 		<ul style="list-style-type: none"> Scotland Excel has continued to maintain Level 4 standards in sustainable procurement during 2014-15. The Scottish Government has not yet released the revised version of this framework.
<p>b. Continue to engage with supplier organisations, including third sector and SMEs, to encourage and monitor participation in Scotland Excel tender opportunities</p>	<ul style="list-style-type: none"> Supplier development strategy established Host or attend up to 6 supplier development events, including at least 1 regional Produce six month reports on supplier demographics 		<ul style="list-style-type: none"> A supplier development strategy will be developed as part of the new three year corporate strategy, and will include an annual supplier recognition awards and development event. The first event is being held in Glasgow in June 2015. Scotland Excel attended 8 Meet the Buyer events and hosted 9 pre-tender events for suppliers during 2014-15. Procurement teams also held one-to-one pre-tender meetings with suppliers throughout the year. As of 31 March 2015, SMEs accounted for 68.5% of framework suppliers and 43.5% of spend.
<p>c. Embed Community Benefits clauses in contract development process and publish successes</p>	<ul style="list-style-type: none"> Measure percentage of contracts with Community Benefit clauses 		<ul style="list-style-type: none"> Community benefits clauses were incorporated into 27 contracts by the end of March 2015, (60% of the portfolio). A new system to track the impact of community benefits has been developed. Quarterly reports will be submitted to elected members from June 2015.

Organisational development - summary

Strategic aims and objectives	Year 3 target	RAG status	Progress summary
<p>a. Further to retaining “Investors in People” status continue with business Improvement plans</p>	<ul style="list-style-type: none"> Continuous improvement plans delivered in line with IIP recommendations 		<ul style="list-style-type: none"> Continuous improvement plans have been incorporated into Scotland Excel’s organisational development transformation project.
<p>b. Reduce and maintain sickness absence at below 4%</p>	<ul style="list-style-type: none"> 3.9% 		<ul style="list-style-type: none"> The annual absence rate was 1.2% in 2014-15.
<p>c. Improve organisational development (OD) and improving employee engagement</p>	<ul style="list-style-type: none"> Review Scotland Excel’s vision, values and culture Organisational development plans completed Employee engagement plans delivered 		<ul style="list-style-type: none"> Scotland Excel’s vision, values and culture have been reviewed as part of the development of the new three year strategy. An organisational development strategy will be produced as part of the transformation programme. Scotland Excel continued to support initiatives developed by the Staff Engagement Group during 2014-15. The results of the biannual staff surveys showed average scores of around 7 out of 10 across all five engagement measures.
<p>d. Improve employee development through more effective use of cross functional working, enhanced leadership and development of people skills</p>	<ul style="list-style-type: none"> Employee development plans implemented 		<ul style="list-style-type: none"> Staff development progressed in line with agreed plans and included a mix of formal and informal training. Development of graduate trainees and graduate interns has continued through work placements and allocated projects. Development of modern apprentices has continued through work experience required for SVQs.

Report Key	
R	Target not achieved by end of financial year
A	Target partially achieved by the end of financial year
G	Target fully achieved by the end of the financial year