

## Scotland Excel

**To: Joint Committee**

**On: 10 December 2021**

**Report by:  
Chief Executive of Scotland Excel**

### **Draft Operating Plan for April 2022 – March 2023**

#### **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 proposed operating plan for the period 01 April 2022 to 31 March 2023.

The plan covers the key activities that will be undertaken during the 2022-23 financial year to complete the delivery of the current five-year corporate strategy. A new five-year strategy will be developed over the coming year in conjunction with the Executive Sub-Committee, and will be presented to the Joint Committee for approval in December 2022.

#### **2. Strategic Planning Process**

Scotland Excel follows a robust process to develop its corporate strategy and operating plans as illustrated below.



Due to the impact of the Covid-19 pandemic, Scotland Excel’s annual planning process was suspended in 2020, and an interim operating plan was created to guide activities for the remainder of the year. This was followed by a 15-month operating plan covering the period from 01 January 2021 to 31 March 2022 which was approved by the Joint Committee in December 2020.

Responding to feedback from Scotland Excel’s Executive Sub Committee, the 2021-22 operating plan was simplified to reduce the number of detailed commitments to ensure that reporting focused on key priority areas. The plan retained the 16 strategic objectives set out in the original five-year plan but reduced the number of detailed commitments from 68 to 30.

It is important to note that this approach did not represent a decrease in Scotland Excel activity. The 30 commitments were aligned to more than 120 specific actions cascaded to staff as part of Scotland Excel’s Performance Review and Development (PRD) programme.

The draft 2022-23 plan continues with this approach to allow reporting to focus on those activities that are most relevant for members. The new plan has 34 commitments reflecting the key actions Scotland Excel will undertake next financial year to conclude the five-year strategy, with expanded commitments on project work to reflect growing demand for flexible procurement, consultancy and Academy services.

### 3. 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 use a ‘traffic light’ symbol to provide a guide to the status of each activity. This guide was revised in 2018-19 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

#### **4. Key Performance Indicators**

Members will note that the proposed plan does not contain quantified key performance indicators (KPIs). The ongoing and residual impact of both the Covid-19 pandemic and Brexit has made it difficult to provide indicators that offered a degree of confidence in an uncertain operational environment. A new set of KPIs will be developed as part of the new five-year strategy and planning process that will begin in early 2022.

#### **5. Recommendation**

The members of the Joint Committee are invited to approve the proposed operating plan for 2022-23.



# Operating Plan

01 April 2022 – 31 March 2023

## Introduction

Scotland Excel is the Centre of Procurement Expertise for the local government sector. Established in 2008, we deliver procurement and commercial solutions through a portfolio of high risk, high value collaborative contracts, professional development opportunities and organisational change initiatives which enhance the influence and impact of procurement across the sector.

Our contracts are designed to increase efficiency and ensure money is saved to protect front line public services. Our strategic approach to procurement supports innovation in service delivery, helps to deliver national and local policies, and brings social, economic and environmental benefits to communities.

Accredited professional development programmes and practitioner workshops, delivered through the Scotland Excel Academy, are designed to increase the skills and knowledge of those working in public procurement. Our change initiatives take a 'whole organisation' approach to best procurement practice, ensuring that it is considered in the development of policies and plans across all service areas.

In 2018, we published a new five-year corporate strategy which builds on the achievements of our 2015-18 strategy and sets out our ambitions for supporting local authorities and public sector partners. Developed in consultation with key local government stakeholders, the strategy seeks to increase the value delivered by Scotland Excel and ensure the long-term sustainability and growth of our organisation.

Our vision is to be recognised as a leading provider of innovative, transformative procurement solutions for local and national public services across Scotland. We aim to achieve this by building on our strategic procurement expertise and experience of developing collaborative solutions which support better outcomes for Scotland's people and communities.

The strategy map on page 3 provides an overview of the business goals and strategic objectives which support our aim. The full strategy document is available to download from our website.

To support the strategy, we develop annual operating plans which record the commitments we will undertake to achieve our business goals. Each year, the plan is used to set priorities and develop detailed action plans for the organisation, which are cascaded as annual performance objectives for employees.

This document records the commitments we will deliver from April 2022 - March 2023 to complete the delivery of our existing five-year strategy. Reports are issued quarterly to record our progress against these commitments.

A new five-year strategy will be developed during 2022, informed by our stakeholders, to build on our progress and ensure that our activities continue to reflect public sector priorities.

# Strategy Map

## Vision

To provide innovative, transformative solutions for local and national public services across Scotland

## Mission

To make the most of our strategic **procurement expertise** and our experience of developing **collaborative solutions** which support **better outcomes** for Scotland's people and communities through **early intervention** and the delivery of **sustainable public services**

## Values

**Professional • Courageous • Respectful • Integrity**

## Outcomes

Our services shape the effective and efficient delivery of public services

Our services facilitate the delivery of national and local policy priorities

Our insight and knowledge underpin innovative solutions for our customers

Our customers receive a measurable return on investment through savings

Our expertise leads continuous improvement in commercial performance

Our services enable positive and sustainable outcomes for people and communities

Our activities are recognised as leading the way in public procurement

Our customers are satisfied with our services and how we deliver them

## Goals

1: Shaping solutions for innovative public services

### Strategic objectives:

1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services

1.2 Deliver programmes which lead and develop professional, organisational and commercial capability

1.3 Harness the potential of digital technology and data insight to support the delivery of public services

1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery

2: Being sustainable in everything we do

### Strategic objectives:

2.1 Deliver positive and measurable social value through our contracts

2.2 Deliver positive and measurable local impact through SME and third sector participation in our contracts

2.3 Deliver positive and measurable environmental benefits through our contracts

2.4 Lead and develop sustainable procurement knowledge and practice

3: Placing people at the heart of our business

### Strategic objectives:

3.1 Ensure our customers continue to receive maximum value from our services

3.2 Engage stakeholders in the delivery of effective local solutions

3.3 Represent the collective views of stakeholders at a national level

3.4 Implement policies which develop, empower, value and engage our workforce

4: Driving sustainable and scalable growth

### Strategic objectives:

4.1 Implement a new governance model which supports scalable business growth

4.2 Continue to maintain a robust business infrastructure to support our growth ambitions

4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities

4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities

## Goa1 1: Shaping solutions for innovative public services

Strategic Objective	Commitment
<p>1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services</p>	<ul style="list-style-type: none"> <li>• Continue to engage with local authority and cross-sector partners to identify and deliver on collaborative procurement and supply chain opportunities</li> <li>• Continue to monitor, report on and, where possible, mitigate the impact of supply chain disruptions arising from the Covid-19 pandemic and Brexit</li> <li>• Continue to drive the development of the next generation National Care Home Contract (NCHC) incorporating the use of the NCHC Cost Model © to support the delivery of affordable and sustainable social care services</li> <li>• Develop a strategy for the next generation new build residential framework which incorporates learnings from the current framework and findings from stakeholder engagement meetings</li> </ul>
<p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p>	<ul style="list-style-type: none"> <li>• Continue to deliver a portfolio of accredited Academy programmes based on member and wider public sector requirements</li> <li>• Develop and deliver programmes of free and/or low-cost online workshops and events which support practitioner skills and best practice</li> <li>• Develop and deliver bespoke chargeable Academy programmes requested by councils, associate members or other partners</li> <li>• Continue to deliver chargeable consultancy and transformation programmes requested by councils, associate members or other partners</li> <li>• Continue to develop and grow Scotland Excel's flexible procurement service to provide chargeable support which increases the capacity and/or capability of councils, associate members and other partners</li> </ul>
<p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p>	<ul style="list-style-type: none"> <li>• Continue to develop Scotland Excel's ICT procurement category, providing procurement services for the Digital Office for Scottish Local Government and other partners to accelerate a collaborative approach to the adoption of digital technologies</li> </ul>
<p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<ul style="list-style-type: none"> <li>• Continue to work with the Scottish Government and other partners to support the development and/or delivery of national policy objectives across the Scotland Excel portfolio</li> </ul>

## Goal 2: Being sustainable in everything we do

Strategic Objective	Commitment
2.1 Deliver positive and measurable social value through our contracts	<ul style="list-style-type: none"> <li>• Continue to champion Fair Work principles as part of framework development and contract management, including payment of the Real Living Wage</li> <li>• Continue to develop and deliver community benefit and supply chain initiatives which enable members to achieve direct benefits for their areas</li> </ul>
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> <li>• Continue to engage with SME, supported business and other third sector organisations to encourage their participation in public procurement, working with partners such as the Supplier Development Programme (SDP) and Chambers of Commerce</li> <li>• Continue to develop and deliver supply chain opportunities for SME, supported business and other third sector organisations to participate in public procurement, including joint initiatives with partners such as Scottish Enterprise</li> </ul>
2.3 Deliver positive and measurable environmental benefits through our contracts	<ul style="list-style-type: none"> <li>• Refresh Scotland Excel's sustainable procurement strategy to ensure that frameworks and other business activities maximise opportunities to support carbon reduction</li> <li>• Promote member usage of the next generation energy efficiency contractors (EEC) and electric vehicle charging infrastructure frameworks to help members work towards their net-zero targets</li> </ul>
2.4 Lead and develop sustainable procurement knowledge and practice	<ul style="list-style-type: none"> <li>• Continue to explore the development of progressive, sustainable learning pathways, working with educational and/or cross-sector partners to address skills gaps, support career development, and attract new entrants to procurement</li> </ul>

## Goal 3: Placing people at the heart of our business

Strategic Objective	Commitment
<p>3.1 Ensure our customers continue to receive maximum value from our services</p>	<ul style="list-style-type: none"> <li>• Continue to deliver Scotland Excel's account management services to demonstrate value to members and support a positive customer experience</li> <li>• Continue to develop and deliver stakeholder engagement plans to assess member satisfaction and identify key priorities for Scotland Excel's new five-year strategy</li> </ul>
<p>3.2 Engage stakeholders in the delivery of effective local solutions</p>	<ul style="list-style-type: none"> <li>• Continue to develop and deliver initiatives to help members implement a progressive procurement approach which supports their community wealth-building plans</li> <li>• Continue to engage directly with stakeholders, partners and service users to ensure that Scotland Excel's social care contracts meet the needs of all care groups, and align with national policy</li> </ul>
<p>3.3 Represent the collective views of stakeholders at a national level</p>	<ul style="list-style-type: none"> <li>• Continue to represent the views of members, customers and communities within appropriate national and/or cross-sector fora and working groups</li> <li>• Monitor the progress of National Care Service proposals and continue to champion Scotland Excel's delivery of national care arrangements that support local, person-centred commissioning</li> </ul>
<p>3.4 Implement policies which develop, empower, value and engage our workforce</p>	<ul style="list-style-type: none"> <li>• Continue to implement Scotland Excel's organisational development strategy and Investors in People (IIP) action plan</li> <li>• Develop and implement a refreshed recruitment and retention strategy to mitigate the impact of skills shortages and/or changing attitudes in the workforce</li> </ul>

## Goa1 4: Driving sustainable and scalable growth

Strategic Objective	Commitment
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> <li>Continue to deliver Scotland Excel's approved funding model, including income from rebates, projects, Academy programmes and associate membership, and provide regular reports to the governance committees</li> </ul>
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	<ul style="list-style-type: none"> <li>Continue to develop a robust business environment and infrastructure that securely and effectively supports Scotland Excel's hybrid working model</li> <li>Continue to develop Scotland Excel's digital technology capability, harnessing data assets and emerging technology to benefit staff and customers</li> </ul>
4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities	<ul style="list-style-type: none"> <li>Roll out a competitor analysis model across the organisation to support the successful delivery of new and existing business opportunities</li> <li>Continue to grow and develop Scotland Excel's associate membership programme to maximise benefits for the organisation and members.</li> <li>Deliver a second tranche of Procurement &amp; Commercial Improvement Programme assessments for housing associations, highlighting the community value of enhanced procurement practices and collaboration</li> </ul>
4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	<ul style="list-style-type: none"> <li>Continue to develop and implement effective marketing and communications plans to promote Scotland Excel through traditional and social media in support of financial, policy and public affairs goals</li> <li>Continue to explore and develop partnership opportunities with organisations such as Crown Commercial Services (CCS), Scottish Enterprise, Construction Scotland Innovation Centre and Zero Waste Scotland (ZWS) which support the delivery of business and policy objectives</li> </ul>