

Scotland Excel

To: Joint Committee

On: 06 December 2019

**Report
By:
Director Scotland Excel**

Operating Plan Update 2019-20

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 2019-20.

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 fourteen 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. Two activities are progressing more slowly than anticipated due to external factors, and these are indicated as amber within the report. Scotland Excel is undertaking actions to mitigate these issues.

Three activities were completed during the first two quarters and are indicated as black within the report. Five 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 2019-20 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 2019-20.



Operating Plan

2019 – 2020

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"> Continue to engage directly with local authority services to identify new collaborative procurement opportunities 		<ul style="list-style-type: none"> The first of two new framework opportunities, identified through engagement with catering managers, was delivered in Q2. The framework for fresh bread and rolls was awarded in August 2019, and will be followed by a framework for fruit and vegetables in early 2020. Scotland Excel's Operating Supplies and Services (OSS) team has been engaging with procurement and services staff to support the uptake of small value contracts and identify requirements for future frameworks.
	<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 new build residential housing framework was awarded to 19 suppliers, including 12 Scottish SMEs, in August 2019. Extensive marketing and engagement activity is underway to support uptake by councils and housing associations.
	<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 has now agreed all contract management arrangements with COSLA.
	<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 continues. A full suite of tender documents has been produced, and the tender was advertised at the end of September 2019.
	<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"> Scotland Excel has delivered five regional sessions to help local authorities use the guidance documents for purchasing early learning and childcare services. The sessions attracted a broad range of attendees from procurement, early learning and childcare quality teams, legal, finance and other service areas. A first draft of the procurement templates and terms and conditions to support the guidance documents was submitted to the Scottish Government in 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"> The revised approach to contract and supplier management (CSM) is now embedded across the contract portfolio. Work is continuing on a sector-wide key supplier management (KSM) programme, and a meeting has been arranged with council representatives and a key supplier in December to explore options. Cross-sector partners have also been invited to attend.
	<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 has been engaging with the Scottish Government and Scottish Futures Trust (SFT) on the development of public sector construction frameworks. Regular meetings will continue to take place to share information and avoid duplication.
	<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"> Regular reports continue to be provided to the Scottish Government to inform their decisions on Brexit preparations. In September 2019, Scotland Excel gave evidence to the Scottish Parliament's Justice Committee on secure care services for children and young people.
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 for all councils.
	<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 are being discussed with the Procurement Improvement Programme (PIP) steering group.

	<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"> A review of the first year of Fife Council's transformation programme has taken place and the council has indicated their satisfaction with progress made. Project and communications plans are now in place for the Tayside transformation programme, with projects scheduled to begin from Q3. The third phase of East Renfrewshire Council's consultancy project is progressing well. A proposal submitted to East Lothian Council in Q1 has been approved, and Scotland Excel is currently working on a proposal for Dumfries & Galloway 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"> In August 2019, the Scotland Excel Academy held 'Coaction', an event to discuss public sector organisational development and training needs. Outputs will be used to draft a national roadmap for fulfilling these requirements, and this work will continue through regional events. The Academy currently has 219 learners across 17 programme cohorts, including a new masters level qualification in strategic leadership and management launched in September 2019.
	<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 has delivered two practice workshops to date. 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"> The design of the Academy online platform was refreshed in August 2019. Content is continually evolving as new programmes and cohorts are introduced, and information 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"> Scotland Excel is supporting the Digital Office with the development of their new business plan which will include procurement priorities for the next two years. Six bidders for the social work case management system have presented their solutions to the evaluation panel, and award recommendations will be made in November 2019.
	<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"> Scotland Excel is leading negotiations with Scottish Care, the representative body for independent care home providers. Agreement has not yet been reached on using the NCHC Cost Model for setting care home rates, with providers requesting further movement on a number of commercial aspects. COSLA is continuing to support negotiations.
	<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. Indexation workshops will be delivered as part of the Tayside transformation programme and East Renfrewshire Council consultancy project, and will be held for other councils on request.
	<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 continuing to work with the Scottish Government, COSLA and other social care partners as a member of the Leadership Alliance for the reform of adult social care. Scotland Excel met with the Scottish Government in September to advise them of the work being undertaken to deliver sustainable rates for the National Care Home Contract.
	<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 is supporting councils with planning for proposed amendments to the Nutrition Act for Schools. Scotland Excel has been invited to attend a round table meeting with the Deputy First Minister in November to discuss the new Act.
	<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 continuing to work 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. A presentation on the new build residential framework was given to Association of Local Authority Chief Housing Officers (ALACHO) members in August 2019.
	<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 work with partners to support national environmental policy. Recent tenders for food frameworks included method statements which made specific reference to food waste in line with advice from Zero Waste Scotland.

	<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"> • The Cabinet Secretary for Finance, Economy & Fair Work has agreed to give the keynote address at a conference being organised by Scotland Excel to promote the new build residential framework and raise the profile of the organisation's work with housing associations. Plans for a social care round table in association with Holyrood magazine are on hold pending the Scottish Government's roll out of their Review of Adult Social care, and is now expected to take place in early 2020.
	<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"> • The Scotland Excel Academy is continuing to work on a proposal to become a Scottish Credit & Qualifications Framework Partnership (SCQFP) credit rating body which is expected be submitted at the end of November 2019.

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"> Work is underway to gather community benefits data from suppliers for the six months to end of September 2019. A community benefits forum was held for councils in August 2019, and a number of collaborative actions have been agreed.
	<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"> Scotland Excel is identifying senior level champions within councils to accelerate their organisation's engagement with supported businesses and the third sector. This approach is currently being piloted with a number of councils. Scotland Excel has been shortlisted as a finalist at this year's GO Awards for joint entries with supported business, Scotland's Bravest Manufacturing Company and social enterprise, Hey Girls.
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 training session in Edinburgh on behalf of the Supplier Development Programme (SDP) in August 2019, and attended their 'Meet the Buyer North' event in Aviemore in September.
	<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 new build residential framework awarded in August 2019 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 continues to follow 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 is continuing to liaise with the Scottish Government and councils to support the publication of Annual Procurement Reports across the sector.
	<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 a key theme at this year's Scotland Excel Annual Conference.

	<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"> Following the launch of two new interactive business intelligence reports for contract spend and savings in Q1, Scotland Excel is now working on a report to provide councils with information on spend with local suppliers. An interactive pricing tool has been developed for the new build residential housing framework to help users calculate project costs for specific requirements.
	<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's Senior Management Team has identified a range of new business opportunities which will be assessed during the second half of 2019-20. Customer feedback will also be used to inform new 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 across the organisation was completed in Q2. The outputs will be reviewed to inform the development of stakeholder engagement plans in the second half of 2019-20.

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 August 2019, Scotland Excel met with people who use or have used traditional care and support services, and their feedback has informed the specifications for the new framework.
	<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. Mock job interviews were held across two days with Glasgow Gaelic school pupils in September 2019.
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"> An updated map of Scotland Excel's wider public sector stakeholder landscape has been completed. This will be reviewed in the second half of 2019-20 to prioritise and develop plans which strengthen influence on behalf of the sector. Similar workshops have been held for the social care team to facilitate a deeper understanding of their key external stakeholders and their influence across the full social care portfolio.
	<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 undertaken in July 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 established to enhance the organisation's approach to staff development is exploring ways to integrate the national procurement competency and development framework into Scotland Excel's performance review and development (PRD) activities. This action will support staff development, workforce planning, organisational development, succession planning and wider talent management. Scotland Excel has refreshed its graduate programme, and is currently recruiting for a trainee.
	<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 held centrally. Hot desking is now available within the Scotland Excel headquarters in Paisley, allowing remote workers to base themselves there as required.

Goa1 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. Early indications suggest that the overall income target for 2019-20 will be met.
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 continuing on a refresh of Scotland Excel's ICT strategy, with priority projects to be agreed by the Senior Management Team during Q3. 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"> Scotland Excel's Senior Management Team has identified a range of new business opportunities which will be assessed during the second half of 2019-20 as part of ongoing horizon scanning meetings.
	<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 continuing to assess and strengthen the organisation's cyber resilience. Work is also continuing on a range 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. The Scottish Government has agreed to fund a further programme of work for the housing sector which is expected to begin in Q4.
	<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"> • Four new associate members joined Scotland Excel in Q2, generating £8,971 in annual membership fees. Associate member income is also being generated through chargeable projects, with a further three proposals for City Property agreed during Q2. In September 2019, Scotland Excel attended the Social Enterprise Market event in Glasgow to raise awareness of the benefits of associate membership among the third sector.
	<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 comprehensive marketing campaign is underway to promote the new build residential framework. Media articles are appearing across a range of titles during September and October, supported by digital advertising on key housing websites. A conference will take place in Edinburgh on 08 October to launch the framework to councils and housing associations. High profile speakers secured for the event include Derek Mackay MSP and the Chief Executive of the Scottish Federation of Housing Associations (SFHA).
	<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. Further participation will be encouraged through the Performance Review & Development (PRD) programme in Q3.

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, and has requested a meeting with Skills Development Scotland to discuss potential partnership opportunities. Other partnership opportunities will be considered in the second half of 2019-20 as part of a review of the organisation's stakeholder landscape.
	<ul style="list-style-type: none"> Continue to manage Scotland Excel's partnership with Crown Commercial Service (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 (CCS) presented at a Scottish Greenfleet event in Glasgow in August 2019. This was the third in a series of Scottish events focusing on Ultra Low Emission Vehicles (ULEVs) and electric vehicles. The partnership with CCS continues to progress well, and Scotland Excel attended a forum at their Liverpool offices in September 2019.
	<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"> A project plan for £1.5m of procurement activity is being developed with SEEMiS to support Phase II of the Next Generation management information system for schools.

Report Key	
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	Project completed

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"> 7 of 38 contracts delivered £1.88bn 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"> 7 of 7 assessments delivered 46 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) 546 Scottish suppliers of which 76% 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"> 821 jobs 275 apprenticeships 192 work placements 67,184 hours work experience 6,362 hours volunteering/mentoring £1,462m 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"> 16 of 60 media items published 10 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"> 3.34% 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

Report issued: November 2019

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)