SCOTLAND EXCEL

Scotland Excel

To: **Executive Sub-Committee**

On: **27 November 2020**

Report by:
Chief Executive of Scotland Excel

Draft Operating Plan Performance Report for 1st April 2020 – 31st Dec 2020

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 performance against the Interim Operating Plan (1st April 2020 – 31st December 2020) approved by the September 2020 Executive Sub Committee.

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 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:

W	Project or activity not yet started
R	Project or activity is currently stalled or significantly behind schedule
A	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
G	Project or activity is progressing in line with expected/agreed timelines and results
B	Project or activity completed

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

3.   Performance

The majority of commitments in the operating plan are progressing in line with plans and are indicated as green within the report.

Four activities are progressing more slowly than anticipated, predominantly due to the impact of Covid-19, and these are indicated as amber within the report.

1.2 Sector Wide Change Projects – This work was impacted by resourcing within the team responsible for delivery, which was exacerbated by the recruitment freeze implemented as a result of Covid-19. This commitment has been revisited and discussed with community representatives.

1.4 SCQF Credit Rating Body – This activity was put on hold in November 2020 due to resourcing issues and plans are being developed on how to continue this work.

4.3 Procurement Support to Housing Associations – Support has continued for this sector although the continued delay of the Scottish Government funded programme and Covid-19 has impacted overall progress.

4.3 Develop Scotland Excels Associate Member programme - Associate member support has continued throughout the pandemic, although fee paying growth has been limited and impacted our income target. The emergency membership has clearly had an impact and work is underway to look to convert these temporary memberships.

4.   Recommendation

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

Interim Operating Plan

1st April 2020 – 31st December 2020

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	• Continue to engage directly with local authority services on the collaborative procurement opportunities pipeline	G	• Scotland Excel continues to support local authorities by hosting Commercial User Intelligence Groups where opportunities are investigated based upon local authority feedback. • An opportunity assessment is taking place looking at the feasibility of a Property repair, maintenance and refurbishment framework. • Agreement has been reached for Scotland Excel to conduct tender activity in partnership with Zero Waste Scotland aimed at creating a framework providing consistent and quality waste composition analysis and reporting accessible to all 32 Scottish Councils.
	• Drive the next generation development of the National Care Home Contract (NCHC)	G	• A programme of work is in place for 2020/2021 including a refresh of the current NCHC contract, terms and conditions and/or agreed variations, further development of market intelligence reporting and the production of supporting documents such as a Purchasers Guide.
	• Open the Adult Care and Support flexible framework to allow new providers to join, ensuring a diverse range of services and providers are available to meet the varying needs of people across the country, and promote choice for people who need support	G	• The Care and Support Flexible Framework commenced on 1 April 2020 and includes 78 providers offering over 300 services. The framework reopened in October 2020 to new providers. Local framework mobilisation is a key activity moving forwards.
	• Continue to develop and deliver contract and supplier management (CSM) programme which monitor and enhance the performance of Scotland Excel contracts	G	• A revised contract segmentation model has been implemented which includes the risk, value and appropriate complexities of contract management to drive an appropriate mechanism of resource required for managing the contracts and ongoing supplier engagement.

	• 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	G	• Several cross-sector activities have taken place with colleagues across various sectors in line with management of the Covid-19 pandemic. This includes meetings with Scottish Government, Health, Education sectors and COSLA to manage the best processes for supply during the pandemic. • Scotland Excel has been engaging with the Scottish Government on the development and strategy for their newly established construction procurement team. We have provided feedback that the clear expectation from the local government sector is that most benefit is derived from SPPD focusing on where they are best placed to meet needs across the Scottish public sector.
	• Continue to inform and support national procurement policy in consultation with the local government procurement community	G	• Scotland Excel are workstream leaders within the Scottish Government Procurement Climate change forum on behalf of Local Government and will chair a workstream in relation to working with suppliers.
1.2 Deliver programmes which lead and develop professional, organisational and commercial capability	• Consult members on the refresh of a targeted programme of sector-wide change projects	A	• Four sector-wide change programmes are in progress covering contract and supplier management, demand management, developing councils, and local suppliers. Limited progress has been made due to resourcing issues. Further areas are being discussed with the Procurement Improvement Programme (PIP) steering group including online Best Practice sessions.
	• Continue to deliver the chargeable consultancy projects and transformation programmes for Fife Council, East Renfrewshire Council and the Tayside and other Councils, and respond to any further requests for these types of services	G	• The Fife transformation programme completed in September, as planned, having achieved all aims and objectives required. The year two progress report has been submitted, and lessons learned report drafted. • The consultancy programmes and projects for East Renfrewshire Council, East Lothian Council and the Tayside Councils are all progressing in line with plans.

			• A procurement programme for Dumfries & Galloway Council for a number of work packages/procurement exercises is underway.
	• Continue to develop and deliver accredited work-based learning programmes through the Scotland Excel Academy	G	• The Academy is delivering 8 active cohorts engaging 170 learners and has 7 new programmes scheduled.
	• Develop and deliver a programme of non-accredited development workshops through the Scotland Excel Academy	G	• Responding to the challenges of the Covid-19 pandemic, The Academy created Stay Connected one hour online non-accredited workshops and has now engaged 630 learners.
	• Continue to develop Scotland Excel Academy online resources to support learning programmes and create a community that supports the sharing of best practice	G	• The Stay Connected online workshops are a component of this and we will launch "Stay Connected with Best Practice" in December 2020. • Best practice information is available to members through a repository in The Academy. • Online videos are being created as an additional component of learning provision.
	• Respond to the pandemic by transitioning development programmes to online delivery and created a portfolio of Stay Connected online workshops	G	• All accredited and non-accredited programmes are now delivered online using software enabling audio, video and screen sharing. • 630 learners have now engaged in 31 Stay Connected online workshops.
1.3 Harness the potential of digital technology and data insight to support the delivery of public services	• 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	G	• In conjunction with the Digital Office, the sectoral technical asset management tool has been upgraded and is currently being used to agree a collaborative contract delivery schedule. • The strategy for the digital telecare contract has been approved and is anticipated to be live by March 2021.
	• Continue to develop data analytic tools and resources to support the expansion of the contract portfolio and provide management information to the sector	G	• A number of new online Power-BI reports have been developed within the members area and will continue to be developed to support the framework portfolio.

	• Continue 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	G	• The cost model negotiations for 20/21 agreed an offer to set care home rates, from 1 April 2020. The Cost of Care Model will continue to be the baseline anchor to conclude the contract negotiations for 2021/22.
	• Implement a mechanism to offer useful signposting and to give vital information about our on-going Covid-19 response work to our members, suppliers and wider stakeholders.	G	• The Scotland Excel Covid-19 response newsroom was launched in April to give Covid-specific information. • Scotland Excel set up a dedicated area of the website "Supporting Scotland's Recovery" providing regular news and updates on Covid-19 information and support activities.
1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery	• Continue to work with the Scottish Government, COSLA and other partners to support the development and/or delivery of national policy in social care	G	• Scotland Excel is a member of the National Covid-19 Contingency Planning Group for care services, working with key partners to share information and guidance across the public sector and continue to work with COSLA in relation to recovery planning. • Scotland Excel also participates on short life working groups such as; people with complex care needs who are delayed in hospital which will inform the wider review of Adult Social Care.
	• 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 procurement for school meals	G	• Scotland Excel has completed the final report for the Scottish Government Early Learning and Childcare grant funding, providing an overview of the support given to local authorities, the outputs of the grant funding and the uptake by local authorities of the documentation/templates. • Work has been undertaken to understand councils' current and future plans surrounding school meal provision. This takes into account changes to the nutritional requirements that are due to come into force in Spring 2021. Scotland Excel will continue to engage with Scottish Government, COSLA and local authorities to support school meal provision.

	• 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	G	• Continued to support government policy through ongoing procurement support and engagement with Housing Association Associate members and the wider affordable housing sector.
	• Continue to work with the Scottish Government, Zero Waste Scotland and other partners to support the development and/or delivery of national environmental policy	G	• Scotland Excel is providing ongoing support to the Scottish Government, Zero Waste Scotland and other partners in relation to national environmental policy. • Early discussions have taken place with both the Scottish Government's Zero Waste Unit, Zero Waste Scotland and various groups of councils, in relation to a "centrally delivered intervention" in response to the forthcoming ban on biodegradable municipal waste to landfill. • Scotland Excel has recently been in discussion with Zero Waste Scotland, the Waste Managers Network and the Scottish Governments Directorate for Trade and International Investment concerning how market conditions could be created in order to attract and increase large scale waste management infrastructure within Scotland.
	• Develop and deliver a calendar of marketing and communications activities which promotes our knowledge and experience in support of our policy and public affairs goals	G	• Our calendar has included key activities from our contract delivery plan and mobilisation of our New Build framework and our Care and Support framework. It has also included our Covid-19 response activities.
	• Continue the work towards 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	A	• As of November 2020, the Credit Rating Body application has been put on hold. A new plan will be created to progress this at a future date. Our aspiration remains to become a credit rating body.

Goa1 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	• Continue to monitor the proportion of Scotland Excel suppliers paying their staff the Real Living Wage and identify any opportunities to increase this	G	• Information is captured in all tenders and monitored through contract management. 85% of Scotland Excel's suppliers have confirmed payment of the Real Living Wage. Figures have been provided to the Scottish Government for inclusion in the Minister's annual report on procurement.
	• Continue to embed community benefit models which enable councils to achieve direct benefits for their areas	G	• Data has been gathered on community benefits for the period to the end of September 2019, and the figures were reported to the Joint Committee in December 2019. • Work is underway to gather community benefits data from suppliers for the 12 months to the end of September 2020.
	• 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	G	• Scotland Excel continues to look at opportunities to embed supported businesses within the portfolio. • Scotland Excel is working with BASE on the renewal tender for the Education and Office Furniture framework, to understand how we can engage with supported businesses around this opportunity. • Scotland Excel is a member of the Supported Business Advisory Group (SBAG), where best practice is shred and policy developed.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	• Continue to work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs	G	• In June 2020, Scotland Excel participated in an SDP webinar for "Finding and Understanding Framework Opportunities" delivering a presentation on the types of frameworks available at Scotland Excel, how we work with SMEs in Scotland, where to find opportunities and what is expected. • Scotland Excel also presented at SDP's webinar focussed on frameworks and dynamic purchasing systems. This formed part of their Twitter Takeover

			Day in lieu of the SDP National Meet the Buyer Event. • In September SXL had an exhibition stand at SDPs Virtual Meet the Buyer North event and also presented as part of an SDP Finding and Understanding Frameworks training webinar during this event. • Supported the Fife Meet the Buyer event in November 2020.
	• Continue to increase direct and supply chain opportunities for Scottish SMEs and contractors within Scotland Excel contracts, particularly within the construction portfolio	G	• Opportunities to encourage Scottish SMEs participation continue to be considered during strategy development for all contracts. • Around three quarters of Scotland Excel suppliers are SMEs. • Subcontracting opportunities arising from the New Build framework have been advertised through Public Contract Scotland, as a result of a mandate from the framework.
2.3 Deliver positive and measurable environmental benefits through our contracts	• 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	G	• All Scotland Excel tender documents incorporate environmental considerations including, where appropriate, the weighting and scoring of emissions and the consideration of recycled products. • On our Catering Sundries framework, the KPIs requested from suppliers now include how many recycled or compostable products were purchased. This will be reported within future contract management reports.
	• Continue to consider 'whole life' costing within tender evaluations	G	• All Scotland Excel tender documents include appropriate cost evaluation to ensure that overall value is assessed. Where appropriate cost evaluation includes initial cost and operating cost elements.
	• Develop plans for assessing and mitigating the environmental impact of Scotland Excel's activities	G	• Scotland Excel is participating in the Scottish Government Climate Forum working groups.

			• Scotland Excel has embedded remote working and this has assisted in reducing SXL's environmental impact.
2.4 Lead and develop sustainable procurement knowledge and practice	• Produce an annual report on 2019-20 procurement activity in line with the requirements of the Procurement Reform (Scotland) Act 2014	G	• An Annual Procurement Report for 2019/20 has been published in line with the requirements of the Procurement Reform (Scotland) Act 2014.
	• Monitor the progress and publication of annual procurement reports within the local government sector, providing support and guidance to councils as required	G	• Scotland Excel is continuing to liaise with the Scottish Government and councils to support the publication of Annual Procurement Reports.
	• Continue to work with national partners on the development of sustainable procurement guidance and tools	G	• Scotland Excel is continuing to engage with national partners to ensure the effective delivery of best practice. There is a continuing focus on the implementation of the revised/improved Sustainable Procurement Tools.
	• Continue to develop opportunities to increase the local government sector's sustainable procurement knowledge and capability through the Scotland Excel Academy	G	• Working with the Scottish Government, Scotland Excel are implementing the national development framework to identify development needs. • Stay Connected online workshops also support this development need.
	• Develop plans to promote sustainable procurement to senior stakeholders including elected members and senior officers to support a 'whole organisation' approach	G	• Sustainable procurement is built into all framework strategies, and also included in contract authorisation reports. • Sustainability matters continue to be a focus for elected members and submitted reports evidence Scotland Excel's approach on a framework by framework basis • Scotland Excel's Sustainable Procurement Strategy has been updated to strengthen our overall consideration of sustainability.

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	• Continue to develop Scotland Excel's project and account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for members	G	• Scotland Excel's Project and Account Managers continue to provide a wide range of support to council procurement teams including quarterly business reviews, change projects, and workshops.
	• 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	G	• A number of new online Power-BI reports have been developed within the members area. • A review of ICT strategy with regard to further provision of data to customers will be undertaken in Q3.
	• Explore the feasibility of providing additional services, incorporating the findings into future operational plans	G	• 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 2021-22.
	• Implement engagement plans and activities based on the outputs of Scotland Excel's stakeholder engagement project.	G	• A schedule of meetings with Local Authority Chief Executives and Elected Members is underway to explore opportunities for additional service provision.
3.2 Engage stakeholders in the delivery of effective local solutions	• Continue to incorporate community engagement, where appropriate, into the development of procurement strategies	G	• Scotland Excel continues to engage with councils in support of Community Wealth Building and the outputs of this will be replicated where appropriate in contract strategies. • In conjunction with COSLA, workshops have been held to support councils pursue opportunities to embed participatory budgeting in their contracting activity.

	• Continue to engage directly with service users, where appropriate, to ensure their needs are considered within service design	G	• Adults and young people have been engaged in the development of contracts within the care category. • Initial engagement has been made with 'The Promise' team at the Scottish Government to ensure that contract development plans align with the overhaul of the care system for young people.
	• Continue to work with educational partners and/or suppliers to promote the benefits of procurement to pupils	G	• Scotland Excel supports educational charity, Founders4Schools by attending career fairs and holding mock interviews for pupils although this has been impacted by the pandemic.
3.3 Represent the collective views of stakeholders at a national level	• Continue the ongoing review of Scotland Excel's representation activities to ensure that these are targeted where they can have the greatest impact	G	• Cost modelling and analysis from adult social care contracts were used to support the level of additional funding allocated to the sector during the pandemic.
	• 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	G	• Regular engagement with COSLA has been maintained throughout the period, and this will continue through the rate setting negotiation period for the National Care Home Contract.
3.4 Implement policies which develop, empower, value and engage our workforce	• 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	G	• The organisation continues to work on its organisational development strategy. • A refresh of the Investors in People accreditation is underway with staff surveys complete and actions to be agreed.
	• Develop and implement leadership and management initiatives to inspire and develop staff, increase Scotland Excel's capability, and support succession planning	G	• We have launched a leadership & management strategy to develop our future and aspiring leaders and managers. • The Scotland Excel staff team are engaged in Stay Connected online workshops. • Progressive new ways of working are being developed through a Scotland Excel Innovation Working Group.

|			
	• Review agile working strategy and policies, incorporating pandemic experiences, to create a productive working environment that benefits staff, Scotland Excel, and customers.	G	• Scotland Excel now supports a fully agile workforce where employees can work remotely with full access to email and files held centrally. Scotland Excel staff have been working effectively from home since March 2020 as a result of Covid-19.

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	• Continue to implement appropriate funding models to support the delivery of new and existing services, monitoring income and providing • Review existing income generating services based on pandemic impact and implement appropriate changes	G	• Additional income continues to be pursued through provision of managed services, project delivery and associate member development. • The frequency of Income Review Board meetings has been increased. • Review of income generating projects has been undertaken, included within appropriate committee meetings and corrective actions explored.
4.2 Continue to maintain a robust business infrastructure to support our growth ambitions	• 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	G	• Hardware and software requirements for efficient and effective business operations have been identified as a result of the Covid-19 pandemic. Work has already begun in relation to building organisational utilisation of software solutions such as MS Teams and SharePoint. Existing hardware will be continuously ungraded within available budgets to provide improved reliability and performance.
	• Develop a risk model for evaluating new business opportunities to assess their impact on internal resources and/or existing customers	G	• A project risk model has been developed and is being trialled on a number of new projects in Q3.
	• Continue to implement technology solutions which increase efficiency, support agile working and offer scalability for business growth	G	• ICT infrastructure requirements highlighted during the Covid-19 pandemic have been recorded and added to the organisational ICT Development Plan. Actions to ensure robust service delivery, whether home-based or office based, have been identified and will be explored with current providers in the new year.
4.3 Use our knowledge and insight to identify new services and/or sectors	• Review collaborative procurement and leading change solutions available in other public sector markets to identify potential business opportunities,	G	• Work has continued to support councils in the migration to 1140 hours in early learning provision through tailored projects.

which provide growth opportunities	reporting on the findings to inform future operational plans		• Continued support of strategic partnerships including SEEMiS, Digital Office, City Property etc. to explore ongoing and future opportunities. • Scotland Excel have negotiated a partnership agreement with Construction Scotland Innovation Centre (CSIC) for approval at Nov20 Executive Sub-Committee. A reciprocal arrangement that will assist both organisations in developing Scotland's construction growth.
	• Continue to deliver procurement support to housing associations and implement plans to market additional services to this sector	A	• Scotland Excel is continuing to provide procurement support to housing associations on request. • The Scottish Government funded programme of work for the housing sector has not yet been initiated due to the continuing restrictions caused by the Covid-19 pandemic. This has impacted associate member growth.
	• Continue to develop and market Scotland Excel's associate membership programme to maximise its commercial potential for the organisation and the benefits it provides for members	A	• Six new associate members have joined Scotland Excel since April, generating £6.5k in annual membership fees. • Thirty-Six organisations took advantage of Scotland Excel's free temporary membership programme accessing the portfolio to support re-opening following lockdown. • Fee based membership has been negatively impacted by Covid-19.
	• Continue to market Scotland Excel through traditional and social media, targeted communications activity and political engagement to support new business opportunities	G	• Scotland Excel has implemented a combined print and digital communications campaign to inform the public sector and political leaders about our service offerings. This has been centred on our work to support Scotland's recovery.
	• Continue to identify opportunities arising for staff development through new business opportunities, fostering an understanding of commercial and entrepreneurial approaches across the organisation	G	• A revised PRD for staff has been rolled out, a key element of which will be to ensure that development opportunities align with individual goals and objectives.

4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities	• 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	G	• Scotland Excel cocreated and codeliver the project management programme and the business analysis and innovation programme with the Improvement Service. • Scotland Excel are working with Scottish Government to cobrand development programmes aligned to the national development framework.
	• 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	G	• The partnership continues within fleet collaborative procurement. • Scotland Excel worked in partnership with Crown Commercial Services and the Local Government Digital Office to source digital devices and connectivity to support blended learning in schools.
	• Continue to provide procurement support to SEEMiS in line with the partnership agreement	G	• Work continues to support the development of the Next Generation management information system for schools. • Work continues to support the delivery of the next generation operating platform • Additional opportunities underway include early years MIS platform and supply teacher booking application.

Report Key	
⬜	Project not yet started
🔴 R	Project or activity is currently stalled or significantly behind schedule
🟡 A	Project or activity is progressing at a slower pace than anticipated and/or results have been weaker than expected
🟢 G	Project or activity is progressing in line with expected/agreed timelines and results
⚫	Project completed

Key Performance Indicators

Outcomes	Key Performance Indicators	QX Status
Our services shape the effective and efficient delivery of public services	• Number of contracts delivered v plan[1] • Value of contract portfolio v target	• 5 of 5 contracts delivered • £2bn against £2bn target
Our expertise leads continuous improvement in commercial performance	• Number of Scotland Excel Academy courses v plan[2]	• 91 of 30 courses delivered
Our services facilitate the delivery of national and local policy priorities	• Number of Scottish suppliers & percentage SMEs	• 640 Scottish suppliers of which 85% are SMEs
Our services enable positive and sustainable outcomes for people and communities	• Number of community benefits realised to date	• Due to impact of the Pandemic, data related to community benefits have not yet been collected.
Our insight and knowledge underpins innovative solutions for our customers	• Number of business change initiatives in progress v plan	• 4 of 4 initiatives in progress
Our activities are recognised as leading the way in public procurement	• Media coverage v target • Number of speaking engagements v target	• 15 of 7 published media items • 6 of 2 speaking engagements
Our customers receive a measurable return on investment through savings	• Percentage savings achieved across the portfolio v target[3] • Savings achieved in the last quarter	• 1.3% against 2.5% savings target

Report issued: [9/11/20]

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[1] Contracts developed, renewed or extended

[2] Programme modules and practice workshops

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