

Scotland Excel

To: Executive Sub Committee

On: 28 February 2020

**Report
by
Director Scotland Excel**

Operating Plan Update 2019-20

1. Summary

- 1.1 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 an update on the progress that the organisation has made towards delivering this five-year strategy, with specific reference to the commitments contained within the Operating Plan 2019-20.

2. Recommendations






- 2.1 The members of the Joint Committee are invited to note Scotland Excel's progress in delivering the commitments contained within the Operating Plan 2019-20.
- 2.2 Fifty-two of the 64 activities in the operating plan are progressing in line with plans and are indicated as green within the report.
- 2.3 Five activities are progressing more slowly than anticipated, mainly due to external factors, and these are indicated as amber within the report. Scotland Excel is undertaking actions to mitigate these issues.
- 2.4 Three activities were completed during the first three quarters of the financial year and are indicated as black within the report.
- 2.5 Four activities indicated as white will commence in the fourth quarter of this financial year or during 2020-21. Most of these activities have dependencies on the outcome of other actions that are still in progress.

3. Background

- 3.1 Progress reports are produced quarterly to track Scotland Excel's activity 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.

- 3.2 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

- 3.3 The report also tracks performance against fourteen key performance indicators (KPIs) linked to strategic outcomes. A guide to the indicators is included below:

KPI	Description
Number of contracts delivered v plan	Number of contracts in the delivery plan that have been awarded to date against the total number set at the beginning of the financial year. The number due for delivery can vary from quarter to quarter.
Value of contract portfolio v target	Total awarded value of all live contracts in the portfolio against the target portfolio value set at the beginning of each year.
Number of PCIP assessments delivered v plan	Number of assessments delivered against those due to be delivered in the financial year as part of the current cycle of the national Procurement & Commercial Improvement Programme.
Number of Scotland Excel Academy courses v plan	Number of accredited programme modules, practitioner workshops and masterclasses delivered to date against the target set at the beginning of the financial year.
Tonnes of waste diverted from landfill through Scotland Excel contracts	Tonnes of organic waste collected through the Scotland Excel framework in the last recorded quarter. There is no target for this KPI as tonnage is generated by councils using the framework.
Number of community benefits realised to date	Number of community benefits realised to date. Updates to this information is collected twice each year

	and is also included in a more detailed report submitted to each Joint Committee. There is no target for this KPI as the benefits are generated by council spend on frameworks.
Number of Scottish suppliers & percentage SMEs	Number of suppliers located in Scotland and the percentage of these that fall into the UK definition of an SME (fewer than 250 employees). While there is no target for this KPI, it monitors Scotland Excel's efforts to encourage SME participation in tenders.
Number of business change initiatives delivered v plan	Number of change initiatives agreed with council procurement representatives that are in progress or have been delivered against the target set at the beginning of the financial year.
Media coverage v target	Number of positive media articles generated as a direct result of Scotland Excel marketing and communications efforts against the target set at the beginning of the financial year. This KPI provides an indication of the level of awareness of Scotland Excel.
Number of speaking engagements v target	Number of occasions when Scotland Excel is asked to share expertise at an external conference, seminar, workshop or event. This KPI provides an indication of the level of influence of Scotland Excel.
Percentage savings achieved across the portfolio v target	Rolling percentage savings figure currently being achieved across the portfolio against the target set within the five-year corporate strategy.
Savings achieved in the last quarter	Total estimated savings made by councils in the last reported quarter. These are calculated using spend figures from suppliers and the forecast savings percentage agreed with councils when each framework is awarded. Social care frameworks are excluded from this calculation.
Customer satisfaction scores v target	Overall customer satisfaction figure reported in Scotland's most recent customer survey. Surveys currently take place every three years.

- 3.4 In response to feedback from Executive Sub-Committee members, Scotland Excel is currently working on a new approach to reporting progress against its corporate strategy and operating plan commitments, and proposals will be brought to the committee in due course.













Operating Plan







2019 – 2020






Q3 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"> Scotland Excel's Operating Supplies and Services (OSS) team has been completed engagement meetings with procurement and services staff at councils to support the uptake of small value contracts and identify requirements for future frameworks. The information gathered from these meetings will inform contract delivery plans for 2020-21.
	<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"> A contract management strategy has agreed for the new build residential housing framework, and extensive marketing and engagement activity is continuing to promote uptake of the framework 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"> A contract review is underway with key local authority partners and COSLA. Figures produced by the NCHC Cost Model are being used in negotiations with care provider representatives to set care home rates for 2020-21.
	<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"> The adult care and support framework tender closed in November 2019, and attracted significant interest from providers. Bids are currently being evaluated and award recommendations are expected to be made in January 2020.
	<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"> The procurement templates and model terms and conditions produced by Scotland Excel to help local authorities purchase early learning and childcare services have now been completed, and have already been used by nine councils. Scotland Excel is continuing to support councils with using this documentation, and discussions are ongoing with Scottish Government on further support that could be delivered through the programme.





	<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"> An exploratory meeting with council procurement leads and key supplier, Brakes, took place in December as part of work to develop a sector-wide KSM programme. Annual key supplier meetings will now be incorporated into CSM plans for relevant Scotland Excel frameworks, and a key supplier will be invited to meet with council procurement leads each quarter.
	<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"> The Scottish Government have set up a new portfolio team to manage cross-sector construction procurement opportunities. Scotland Excel is actively involved in working groups for this portfolio to represent the needs of the local government sector and ensure there is no duplication with Scotland Excel's construction portfolio.
	<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 engagement continues to take place with the Scottish Government to inform their decisions on Brexit preparations. In December 2019, Scotland Excel participated in a Health & Sport Committee round table at the Scottish Parliament, and will continue to be involved in providing evidence for their Social Care Inquiry.
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"> Four of the six sector-wide change programmes targeted for this year are in progress, covering contract and supplier management, demand management, developing councils, and local suppliers. Further projects will be discussed with the Procurement Improvement Programme (PIP) steering group in 2020-21.








	<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"> The consultancy programmes and projects for Fife Council, East Renfrewshire Council and the Tayside councils are all progressing in line with plans. A new project has commenced for East Lothian Council, and a project for Dumfries & Galloway Council has been approved and will begin in early 2020.
	<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"> The Academy currently has 221 learners across 17 accredited programme cohorts, and a further 7 cohorts are being planned.
	<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 four practice workshops to date. Demand for programmed workshops has been limited, and customers are being surveyed to understand if a demand-led schedule would better meet their needs.
	<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"> Following the refresh of the Academy online platform in August, the operating system was upgraded in December 2019 to boost its functionality. 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 continuing to support the Digital Office with the development of their new business plan, and is currently researching market intelligence on artificial intelligence and robotics for a digital partnership project. A new care case management framework was approved in November 2019. A number of queries have since arisen relating to this award and an appropriate course of action is being considered.
	<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"> Scotland Excel's project to develop spend data resources and BI tools is entering its final phase, with a targeted launch date of June 2020.




	<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 continuing to lead 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 and is delivering indexation workshops for councils on request. A workshop was held for Renfrewshire Council in November 2019.
	<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 participate as a member of the Scottish Government's Leadership Alliance for the reform of adult social care, and has established a Social Care Steering Group for local government stakeholders to provide a platform for the sector to influence the review.
	<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 attended a round table meeting with the Deputy First Minister in November 2019 to discuss the new School Nutrition Act, and is continuing to support council catering with sourcing new products which are compliant with the 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"> Discussions are continuing with the Scottish Government, Scottish Federation of Housing Associations (SFHA) and West of Scotland Housing Association on options for embedding procurement policy within the affordable housing sector. The Chief Executive of SFHA, Sally Thomas, was a keynote speaker at Scotland Excel's affordable housing conference in October 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, and is currently assessing the feasibility of a number of projects that would support Scottish Government and Zero Waste Scotland policy aims.
	<ul style="list-style-type: none"> Develop and deliver a calendar of communications activities which promotes our knowledge and experience in support of our policy and public affairs goals 		<ul style="list-style-type: none"> A social care round table in association with Holyrood magazine is being planned for May 2020. The event will bring together senior figures involved in care policy and delivery to discuss the future sustainability of care services. Work is underway on the Scotland Excel Conference which will take place in February 2020. The conference theme is Inclusive Growth and will cover a wide range of key policy topics from expert speakers.
	<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 Academy team submitted a proposal to the Scottish Credit & Qualifications Framework Partnership (SCQFP) to become a credit rating body in November 2019. Feedback is expected in late January, and the SCQFP review team will visit the Academy in February 2020.






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 Real Living Wage and identify any opportunities to increase this 		<ul style="list-style-type: none"> Information is captured in all tenders and monitored through contract management. Around 80% of Scotland Excel's suppliers have confirmed payment of the Real Living Wage. Figures are provided to the Scottish Government for inclusion in Minister's annual report on procurement.
	<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"> Data has been gathered on community benefits for the six month period to the end of September 2019, and the figures were reported to the Joint Committee in December.
	<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 presented at the BASE Scotland forum meeting in November 2019 to encourage the participation of supported businesses in the upcoming renewal of the domestic furniture and furnishings framework. Further meetings have since taken place with supported businesses that have expressed an interest. Supported business, Scotland's Bravest Manufacturing Company and social enterprise, Hey Girls have both been shortlisted as finalists in the Scotland Excel Supplier Excellence Awards 2020.
2.2 Deliver positive and measurable local economic impact through SME and third sector participation in our contracts	<ul style="list-style-type: none"> Continue to work with the Supplier Development Programme (SDP) to raise awareness of public procurement opportunities and encourage participation among Scottish SMEs 		<ul style="list-style-type: none"> In October 2019, SDP supported Scotland Excel with the delivery of a webinar for providers interested in tendering for the care and support framework. During Q3, Scotland Excel delivered a training session in Dunfermline on behalf of SDP, and attended the Meet the Buyer (National) event in Glasgow and local Meet the Buyer events in Dumfries and Dunfermline.



	<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.
	<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 environmental considerations including, where appropriate, the weighting and scoring of emissions. Scotland Excel has recently published a report on the opportunities and challenges of reducing plastic waste within the supply chain, which is being shared with stakeholders.
	<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. During Q3, an environmental risk was added to the Scotland Excel Strategic Risk Register to raise environmental awareness across the organisation.
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. Status updates on publication have been circulated to the sector, and support is being provided to progress outstanding reports.

	<ul style="list-style-type: none"> Continue to work with national partners on the development of sustainable procurement guidance and tools 		<ul style="list-style-type: none"> Scotland Excel is continuing to engage with national partners through the Scottish Government's Best Practice Working Group. The current focus is on developing practical, proportional guidance for sustainable procurement, and a number of Scotland Excel staff have attended a national Sustainable Procurement Tools Development Workshop.
	<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.






Goal 3: Placing people at the heart of our business






Strategic Objective	Commitment	RAG status	Progress summary
3.1 Ensure our customers continue to receive maximum value from our services	<ul style="list-style-type: none"> Continue to develop Scotland Excel's account management services to ensure they deliver value to local authority procurement teams and support a positive customer experience for councils 		<ul style="list-style-type: none"> Scotland Excel's Project and Account Managers continue to 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"> A new report detailing spend with local suppliers has been launched for customers. A new report is in development which will provide corporate procurement staff with the ability to carry out more detailed analysis of their own council's spend.
	<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 first six months of 2020. 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 have been reviewed to inform the development of senior stakeholder engagement plans which will be implemented during Q4. Further work to embed stakeholder management activity across the organisation will take place during 2020-21.
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 has been 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"> Adults and young people with lived experience of the care system were involved during the development of the new secure care framework which is expected to be awarded in February 2020.
	<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 by attending career fairs and holding mock interviews for pupils. Discussions are underway with Glasgow Caledonian University with a view to offering placements for students with autism.
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, and further in-depth workshops assessing the impact of external stakeholder relationships on the care and construction portfolios are taking place. All findings will be reviewed in early 2020-21 to prioritise and develop plans which strengthen the influence of Scotland Excel on behalf of the local government sector.
	<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 liaise with COSLA in key strategic areas such as social care. The recent stakeholder mapping exercise has identified a number of opportunities to strengthen operational level relationships with COSLA.
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"> A project to refresh Scotland Excel's organisational development strategy began in December. 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"> • Scotland Excel is continuing to identify and develop new approaches to support staff development, workforce planning, organisational development, succession planning and talent management.
	<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.

Goal 4: Delivering sustainable and scalable growth

Strategic Objective	Commitment	RAG status	Progress summary
4.1 Implement a new governance model which supports scalable business growth	<ul style="list-style-type: none"> 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 meets on a monthly basis to monitor revenue against targets, and 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"> Scotland Excel's Senior Management Team has agreed priority ICT projects for the forthcoming 18 months and an implementation plan is in development. A refresh of the organisational development strategy is underway.
	<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 is continuing to assess a range of new business opportunities 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"> Work is to assess and strengthen the organisation's cyber resilience has been completed, including awareness training for all staff. Work is continuing on the development of business apps which increase staff communication and/or efficiency, and a resource monitoring app was launched in October 2019 to capture project hours.
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 products during 2020-21.

	<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 indicated that they will fund a further programme of work for the housing sector, but agreement on the content and start date has not yet been reached.
	<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 Q3, generating £6,029 in annual membership fees. Income is also being generated through chargeable projects for associate members. A Scotland Excel staff member has been appointed to a business development role for six months with a remit to increase associate membership.
	<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 to promote the new build residential framework took place during September and October 2019, with a second wave of activity being planned for March and April 2020. Further campaigns to promote the Academy are being planned for early next year.
	<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. Staff are being encouraged to get involved in projects during Performance Review & Development (PRD) discussions, supported by an email sent out to all staff in December 2019.
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's partnership with the Improvement Service to deliver a qualification in project management was recognised with a Public Service Award in December 2019. Scotland Excel is continuing to pursue a meeting with Skills Development Scotland to discuss partnership opportunities, and is considering other partnerships as part of the stakeholder engagement project.

	<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's partnership with CCS is continuing to progress well. Recent partnership activities include the co-development of fleet category strategies and joint hosting of a local authority fleet forum in December 2019. Further collaborative opportunities are being discussed, including the delivery of eAuctions.
	<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"> As part of the project plan to support Phase II of the Next Generation management information system for schools, Scotland Excel is working on a tender to procure a solution for booking supply teachers, and is exploring procurement options for SMS messaging and cybersecurity.

Key Performance Indicators

Outcomes	Key Performance Indicators	Q3 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"> 32 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 71 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"> 76,685 tonnes (Jul-Sep 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"> 4 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"> 61 of 60 media items published 19 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"> 3.3% against 2.5% savings target £1.9m (Jul-Sep 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

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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)