



# Operating Plan

01 April 2015 – 31 March 2016

## Introduction

Scotland Excel is the Centre of Procurement Expertise for the local government sector. Established in 2008, we have successfully delivered shared services for collaborative procurement, and have led initiatives to increase procurement capability across the sector through learning and development programmes, consultancy projects and the development of methodologies, tools and guidance to support good practice.

Our services aim to increase efficiency and ensure money is saved to protect front line public services. Our strategic approach to procurement has supported innovation in service delivery, helped to deliver national and local policies, and brought wider economic, environmental and social benefits to communities through sustainable procurement and supplier development.

We have now developed a new three year corporate strategy to underpin the next phase of growth for the organisation, and ensure our long term sustainability as a successful local government shared service. The strategy has been designed to meet current and future requirements of local authorities identified through extensive stakeholder engagement, consultation and research.

Our vision is to be the shared service partner of choice for the local government sector. We have developed a strategy map that will enable us to navigate a successful path towards this vision, by ensuring that everything we do delivers value to our customers and their communities. The map appears on page 3 of this document, and the full three year strategy is available to download from our website.

The strategy is based around four business goals which inform the direction of our objectives and activities:

- Supporting the delivery of better and more effective public services
- Being sustainable in everything we do
- Placing customers at the heart of our business
- Becoming the partner of choice for delivering shared services

This document is the first iteration of a rolling annual operating plan that records the high level activities and commitments we will deliver to achieve each of our four goals. It will be used to develop more detailed action plans and performance objectives for the organisation and employees. These will include agreed targets and KPIs against which we will measure progress against each year.

The operational plan will be reviewed and updated annually to reflect this progress against our commitments and respond to any changes in the external environment. We will also assess how well we have achieved the eight outcomes identified in the strategy map and take any action required to ensure our strategy remains on track.

# Strategy Map

## Vision

To be the shared service partner of choice for the Local Government sector

## Mission

To deliver **effective** and **customer-orientated** shared services which support **collaborative, innovative** and **sustainable** public services, add **measurable value** for our customers, and bring **tangible benefits** for local communities and service users.

## Values

**Professional • Courageous • Respectful • Integrity**

## Outcomes

Our services support the effective and efficient delivery of public services	Our services support the implementation of national and local policy priorities	Our customers receive relevant communication and support	Our people, policies, processes and technology optimise our value
Our expertise supports continuous improvement in our sector's procurement performance	Our services help to deliver positive and sustainable outcomes for communities and service users	Our reputation demonstrates the value of collaboration	Our customers are satisfied with our services and achieve a measurable return on their investment

## Goals

<p>1: Supporting the delivery of better and more effective public services</p> <p><b>Strategic objectives:</b></p> <p>1.1 Deliver a range of collaborative procurement and supplier development services which support customers at a strategic and operational level</p> <p>1.2 Deliver a range of shared services which support customers in the development of their professional, organisational and commercial capability</p> <p>1.3 Deliver a range of new shared services which support the effectiveness and efficiency of customer operations</p>	<p>2: Being sustainable in everything we do</p> <p><b>Strategic objectives:</b></p> <p>2.1 Work with stakeholders to develop procurement strategies which support the delivery of national and local policy priorities</p> <p>2.2 Deliver positive and measurable social, economic and environmental impact to local communities</p> <p>2.3 Lead and support customers in the development and implementation of best practice in sustainable procurement</p>	<p>3: Placing customers at the heart of our business</p> <p><b>Strategic objectives:</b></p> <p>3.1 Work with customers to develop and implement bespoke plans for maximising the value of our services</p> <p>3.2 Develop robust communications strategies which support customer engagement and position Scotland Excel and its customers as leaders in public procurement /shared services</p> <p>3.3 Represent the views and needs of customers in the wider stakeholder environment</p>	<p>4: Becoming the partner of choice for delivering shared services</p> <p><b>Strategic objectives:</b></p> <p>4.1 Implement organisational development policies which support a highly skilled, motivated and engaged workforce</p> <p>4.2 Implement best practice processes and technology which support the efficient and effective delivery of services to customers</p> <p>4.3 Implement robust strategies, governance, risk management and funding models which demonstrate a measurable return on investment to customers and secure Scotland Excel's future</p>
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# Priorities for 2015-16

Summary of the key activities and commitments we have identified for this year:

<p><b>Goal 1: Supporting the delivery of better and more effective public services</b></p> <ul style="list-style-type: none"> <li>• Continue to implement the contract delivery plan agreed with local authorities to March 2016</li> <li>• Agree future role for Scotland Excel in the management of the National Care Home Contract</li> <li>• Deliver methodology and system enhancements for the Contract and Supplier Management (CSM) programme</li> <li>• Deliver the Annual Supplier Excellence Awards and Supplier Development Event in June 2015</li> <li>• Manage sector rollout of the national Procurement and Commercial Improvement Programme (PCIPs)</li> <li>• Implement a sustainable model for delivering change management services</li> <li>• Develop a model for a 'procurement academy' to support professional capability and capacity</li> <li>• Investigate new shared service offerings which provide further efficiencies for members</li> </ul>	<p><b>Goal 2: Being sustainable in everything we do</b></p> <ul style="list-style-type: none"> <li>• Support the implementation of new procurement regulations within Scotland Excel and across the sector</li> <li>• Develop plans with NHS National Services Scotland to meet procurement needs arising from health and social care integration</li> <li>• Continue to support national and local policy initiatives including workforce matters, ethical sourcing, health and nutrition and social care</li> <li>• Continue to deliver social value through collaborative frameworks and implement enhanced reporting of their local impact</li> <li>• Develop a model for working directly with councils to support local economic impact through collaborative frameworks</li> <li>• Ensure Scotland Excel's collaborative frameworks continue to support local government environmental duties and policies</li> <li>• Support councils with their sustainable procurement duties arising from new legislation</li> </ul>
<p><b>Goal 3: Placing customers at the heart of our business</b></p> <ul style="list-style-type: none"> <li>• Implement a refreshed portfolio of personalised account management services for local authorities</li> <li>• Develop a stakeholder engagement strategy and plan that puts customers at the centre of all business activity</li> <li>• Specify systems and processes for managing customer relationships and enabling self service of information and support</li> <li>• Develop and implement a corporate communications strategy that enhances and protects our corporate reputation</li> <li>• Implement a new model for associate members which delivers mutual benefits for Scotland Excel and the membership base</li> <li>• Develop and strengthen relationships with a wide range of external stakeholders to represent and champion the views of our sector</li> </ul>	<p><b>Goal 4: Becoming the partner of choice for delivering shared services</b></p> <ul style="list-style-type: none"> <li>• Implement an organisational development strategy to support staff development, performance and engagement</li> <li>• Manage Scotland Excel's transformation programme to support the delivery of the corporate strategy and operational plans</li> <li>• Develop a rolling plan for reviewing and evaluating key business processes</li> <li>• Embark on a programme of ICT and systems development to support the delivery of the corporate strategy and operational plans</li> <li>• Review governance, risk management and policies to create a robust framework for delivering the organisation's activities</li> <li>• Develop a strategy for gathering, analysing and distributing business intelligence</li> <li>• Develop and implement a sustainable funding and delivery model for Scotland Excel</li> </ul>

## Goal 1: Supporting the delivery of better and more effective public services

Strategic objectives	
1.1	Deliver a range of collaborative procurement and supplier development services which support customers at a strategic and operational level
1.2	Deliver a range of shared services which support customers in the development of their professional, organisational and commercial capability
1.3	Deliver a range of new shared services which support the effectiveness and efficiency of customer operations

Activity	Commitment
(a) Develop and implement a contract plan aligned to the strategic priorities of member authorities	<ul style="list-style-type: none"> <li>• Deliver a rolling schedule of new contract opportunities identified and agreed with local authority stakeholders</li> <li>• Ensure renewed contracts continue to focus on current strategic priorities</li> <li>• Develop and implement a flexible workforce model that allows the pursuit of emerging opportunities to expand the contract portfolio</li> </ul>
(b) Develop and implement a strategy and plan for the delivery of contract and supplier management	<ul style="list-style-type: none"> <li>• Review and enhance Scotland Excel's contract and supplier management (CSM) methodology to provide more detailed intelligence on contract and supplier performance</li> <li>• Develop and deliver enhancements to the technology which supports CSM to enhance reporting capabilities and improve efficiency</li> <li>• Deliver a rolling CSM survey and reporting schedule, aligned to the spend patterns and priority level of each contract, to measure contract and supplier performance</li> </ul>
(c) Develop and implement a strategy and plan for improving supplier performance	<ul style="list-style-type: none"> <li>• Deliver an integrated programme of supplier development activity as part of Scotland Excel's CSM model</li> <li>• Deliver the 2016 Scotland Excel Supplier Excellence Awards and development event</li> <li>• Identify and work with key suppliers within each category to explore the potential for developing long term partnerships which add value to the solutions they provide to councils</li> </ul>
(d) Manage the rollout of a new national procurement capability assessment to the local government sector	<ul style="list-style-type: none"> <li>• Develop and deliver an engagement programme to ensure that all local authorities are aware of, understand and are prepared for the new assessments</li> <li>• Identify and train a pool of Scotland Excel assessors to undertake the new assessments</li> <li>• Complete assessments for all 32 local authorities by May 2016</li> </ul>

<p>(e) Develop and implement a programme to lead and support the development of procurement and commercial capability</p>	<ul style="list-style-type: none"> <li>• Develop and implement a sustainable funding and resourcing model to support the ongoing delivery of procurement capability and change services to the sector, considering the use of external partners where appropriate</li> <li>• Develop and deliver a programme of procurement capability and change services, providing customers with a clear menu of inclusive and chargeable services</li> <li>• Deliver an annual conference which supports change and capability within the sector</li> </ul>
<p>(f) Develop and implement a 'procurement academy' to support professional capability and encourage new entrants to public procurement</p>	<ul style="list-style-type: none"> <li>• Develop and implement a strategy and model for the delivery of sector training needs, partnering with educational and professional institutes to deliver national/professional qualifications</li> <li>• Develop and implement a strategy to encourage and support new entrants to public procurement, including graduate trainees and modern apprentices</li> <li>• Develop and implement eLearning capability for the delivery of training, considering the use of external partners where appropriate</li> </ul>
<p>(g) Develop and implement a shared service offering for councils which meets their requirements in a changing public sector landscape</p>	<ul style="list-style-type: none"> <li>• Develop and implement a strategy for delivering additional shared services, aligned to customer needs, ensuring that each new service has a clear value proposition and can be delivered effectively and sustainably by Scotland Excel</li> <li>• Develop plans for reinvesting new streams of funding arising from the development of additional services to support the continuous growth of the organisation and infrastructure</li> </ul>

## Goal 2: Being sustainable in everything we do

Strategic objectives	
2.1	Work with stakeholders to develop procurement strategies which support the delivery of national and local policy priorities
2.2	Deliver positive and measurable social, economic and environmental impact to local communities
2.3	Lead and support customers in the development and implementation of best practice in sustainable procurement

Activity	Commitment
(a) Develop and implement strategies for responding to procurement and/or public sector legislation	<ul style="list-style-type: none"> <li>• Develop and implement plans and policies to support Scotland Excel and our customers in meeting duties arising from the introduction of new procurement legislation</li> <li>• Develop and implement plans to mitigate risks and/or secure opportunities arising from the local planning aspects of the Community Empowerment Bill</li> <li>• Develop and implement plans to mitigate risks and/or secure opportunities from health and social care integration arising from the Public Bodies (Joint Working) Act</li> <li>• Continue to support councils with meeting their duties arising from the Waste (Scotland) Regulations through the development and delivery of waste services frameworks</li> </ul>
(b) Ensure Scotland Excel's collaborative frameworks support local and national government policy priorities	<ul style="list-style-type: none"> <li>• Develop and implement guidance for including employment and workforce matters in collaborative tenders, (e.g. Living Wage, zero hours contracts)</li> <li>• Shape markets to increase payment of the Living Wage across the Scotland Excel contract portfolio</li> <li>• Identify and create guidance for other policy areas that can be supported through collaborative tenders, (e.g. fairly traded products, health and nutrition, organic produce)</li> <li>• Continue to develop social care frameworks around national outcomes, (e.g. GIRFEC, Keys to Life)</li> <li>• Develop and implement plans to mitigate risks and/or secure opportunities arising from the Construction Review</li> </ul>
(c) Ensure Scotland Excel's collaborative frameworks support positive local economic outcomes	<ul style="list-style-type: none"> <li>• Develop and implement a plan to support participation by local companies in collaborative tenders, providing regular reports to councils on the economic impact delivered for their area</li> <li>• Continue to incorporate community benefits in collaborative tenders to support employment, training and social inclusion at a local level</li> <li>• Continue to develop Scotland Excel's community benefits tracking system and provide regular reports to local authorities on the impact in their local area</li> </ul>

<p>(d) Ensure Scotland Excel's collaborative frameworks support local government environmental duties and policies</p>	<ul style="list-style-type: none"> <li>• Continue to implement Scotland Excel's waste procurement strategy to support local authority compliance with climate change targets and efforts to recover value from waste</li> <li>• Develop and implement guidance for assessing and mitigating the environmental impact of collaborative contracts</li> </ul>
<p>(e) Champion the development and dissemination of best practice in sustainable procurement</p>	<ul style="list-style-type: none"> <li>• Develop and implement plans to support local authorities with meeting their sustainability duties arising from the introduction of new procurement legislation</li> <li>• Continue to work with partners to develop, deliver and promote tools and guidance which support sustainable procurement practices, (e.g. Flexible Framework)</li> <li>• Develop and implement a process for monitoring, reviewing and reporting on macro-environmental factors affecting public procurement, sharing intelligence and guidance with local authorities</li> </ul>

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

Strategic objectives	
3.1	Work with customers to develop and implement bespoke plans for maximising the value of our services
3.2	Develop robust communications strategies which support customer engagement and position Scotland Excel and its customers as leaders in public procurement / shared services
3.3	Represent the views and needs of customers in the wider stakeholder environment

Activity	Commitment
(a) Develop and implement a portfolio of account management services that meet the collective and individual needs of local authority customers	<ul style="list-style-type: none"> <li>• Deliver a rolling programme of account management meetings, information and services in line with plans agreed and reviewed annually with each local authority</li> <li>• Identify, initiate and support engagement opportunities within local authorities to facilitate awareness, understanding and uptake of Scotland Excel services across council departments</li> <li>• Gather, analyse and report on customer intelligence to support Scotland Excel's business decisions and ensure services remain in line with customer requirements</li> </ul>
(b) Develop and implement a stakeholder engagement strategy that support the delivery of first class customer experience across all of our services	<ul style="list-style-type: none"> <li>• Develop and implement customer service principles for all aspects of our services, ensuring that they are embodied by all Scotland Excel staff</li> <li>• Specify and deliver a system/process for managing customer information/preferences, ensuring that all stakeholders receive relevant and timely communication/contact appropriate to their needs</li> <li>• Specify and deliver an online platform for managing collaboration with customers, increasing their visibility of all contract activities, facilitating interaction and enabling self-service</li> <li>• Specify and deliver a system/process for managing customer complaints, including regular analysis of data to identify common issues and eliminate root causes of dissatisfaction</li> <li>• Monitor customer feedback and satisfaction levels, identifying and responding to opportunities for improvement</li> </ul>
(c) Develop and implement a corporate communications strategy that enhances and protects Scotland Excel's corporate reputation	<ul style="list-style-type: none"> <li>• Deliver a rolling programme of campaigns, events and activities which market Scotland Excel's services and promote the impact of our work to a wide range of stakeholders</li> <li>• Maintain and enhance Scotland Excel's website as the primary source of accurate and up-to-date corporate news and information</li> <li>• Identify, monitor and manage all communications risks arising from Scotland Excel's collaborative contracts and/or other business activities</li> </ul>

<p>(d) Develop and implement a model for associate members which delivers clear business and financial benefits to Scotland Excel and the membership base</p>	<ul style="list-style-type: none"> <li>• Review the existing associate member model to segment the customer base and identify cost/value streams</li> <li>• Develop and market a segmented membership offering for existing associate members, with clear costs, benefits and transparency around contract usage</li> <li>• Develop and implement a strategy to identify and secure new associate members to increase contract spend, achieve better pricing/benefits for all members, and generate funding for reinvestment in Scotland Excel</li> </ul>
<p>(e) Develop and implement a programme for engaging with the wider public sector to ensure Scotland Excel has the right partnerships in place to support the needs of its customers</p>	<ul style="list-style-type: none"> <li>• Establish appropriate local authority forums to share information, reach consensus on sector views and secure a mandate to lead/influence on behalf of the sector where appropriate</li> <li>• Represent and champion the views and requirements of the sector within the Public Procurement Reform Programme, and strengthen positive working partnerships with other Centres of Procurement Expertise</li> <li>• Develop and maintain relationships with key national/local bodies or groups that can influence public policy, (e.g. COSLA, Improvement Service, Scottish Care, CCPS, FSB, Chambers of Commerce)</li> <li>• Develop relationships and build influence with key partners and representative bodies for public service areas supported by collaborative procurement, (e.g. SFT, SCOTS, Social Work Scotland, Zero Waste Scotland)</li> </ul>

## Goal 4: Becoming the partner of choice for delivering shared services

Strategic objectives	
4.1	Implement organisational development policies which support a highly skilled, motivated and engaged workforce
4.2	Implement best practice processes and technology which support the efficient and effective delivery of services to customers
4.3	Implement robust strategies, governance, risk management and funding models which demonstrate a measurable return on investment and secure Scotland Excel's future

Activity	Commitment
(a) Develop and implement a strategy to support staff recruitment, retention, development, performance and engagement	<ul style="list-style-type: none"> <li>• Develop and implement rolling workforce forecasts and plans to ensure that Scotland Excel always has the right mix of people and skills to deliver its corporate strategy and operational plans</li> <li>• Develop and implement a recruitment management strategy, including the implementation of a new careers microsite and effective candidate management processes</li> <li>• Develop and implement an employee performance management policy and process which ensures that all job descriptions, competencies and behaviours are clearly aligned with Scotland Excel's vision, mission, values and plans</li> <li>• Develop and implement employee development plans which are clearly aligned to identified corporate and personal training needs, offer a route to career progression, support staff retention and ensure effective succession planning</li> <li>• Develop and implement an employee engagement and reward strategy to support staff motivation, retention, communication and wellbeing</li> </ul>
(b) Develop and implement programmes to support the continuous improvement of business performance, systems and processes	<ul style="list-style-type: none"> <li>• Manage Scotland Excel's transformation programme to support the delivery of the 2015-18 corporate strategy and operational plans</li> <li>• Develop and implement a programme of ICT and systems development to support the delivery of business activities identified in the 2015-18 corporate strategy, operational plans and the transformation programme</li> <li>• Establish an information ICT infrastructure to support organisational flexibility and growth, and provide efficient and effective support for all technologies utilised</li> <li>• Create a quality assurance forum and develop a rolling plan for reviewing and evaluating key business processes</li> <li>• Continue to build relationships with academic, business and professional partners which support the development and sharing of innovation and best practice</li> <li>• Retain Investors in People (IIP) and Chartered Institute of Procurement and Supply (CIPS) accreditation, and seek accreditation for other areas of the business as appropriate</li> </ul>

<p>(c) Ensure that Scotland Excel delivers its plans through effective governance, risk management and policies</p>	<ul style="list-style-type: none"> <li>• Review and update Scotland Excel's governance model to ensure that it provides the optimum level of oversight of the organisation's performance and business activities</li> <li>• Review and report on identified corporate and contract risks in line with Scotland Excel's risk management methodology and plan</li> <li>• Develop and implement a rolling plan for reviewing Scotland Excel's corporate policies to ensure they provide an appropriate and supportive framework for business activities and performance</li> <li>• Review Scotland Excel's performance monitoring and reporting procedures to facilitate the provision of regular reports on all aspects of business performance</li> </ul>
<p>(d) Develop and implement a strategy for gathering, analysing and distributing business intelligence within Scotland Excel and across the sector</p>	<ul style="list-style-type: none"> <li>• Complete a review of all internal and external data, information and intelligence sources used to make business decisions and/or support services to customers</li> <li>• Develop a plan for managing data, information and intelligence across the organisation, ensuring that all staff have access to the knowledge they require to deliver their goals</li> <li>• Develop a proposal for offering a business intelligence service to local authority customers, ensuring it has a clear value proposition and can be delivered effectively and sustainably by Scotland Excel</li> </ul>
<p>(e) Develop and implement a clear, transparent and sustainable funding and delivery model for Scotland Excel</p>	<ul style="list-style-type: none"> <li>• Develop and implement a transparent funding model, based around core and chargeable services, to finance the organisation between 2015 and 2018</li> <li>• Review Scotland Excel's business delivery model, ensuring that all fixed and operational costs return optimal efficiency and value for money</li> <li>• Develop and implement a model for securing and managing rebates from collaborative contracts on behalf of councils to support reinvestment in Scotland Excel's future growth</li> <li>• Complete ongoing reviews of the funding and business delivery models, incorporating costs and revenues from the launch of new shared services as appropriate</li> </ul>

## Measuring performance

To ensure that we are meeting our goals and objectives, and delivering the desired outcomes from our corporate strategy, we will use a range of indicators and measures to monitor our performance and report our progress. Specific KPIs and/or targets to ensure the delivery of our activities and commitments will be set within project, team and individual performance plans.

Outcome	Indicators of success
Our services support the effective and efficient delivery of public services	<ul style="list-style-type: none"> <li>• Spend and savings statistics</li> <li>• Contract and supplier management scorecards</li> <li>• Contract development timeframes</li> <li>• Council contract participation rates</li> <li>• Innovation case studies</li> </ul>
Our expertise supports continuous improvement in procurement performance	<ul style="list-style-type: none"> <li>• Procurement capability scores</li> <li>• Learning and development participation statistics</li> </ul>
Our services support the implementation of national and local policy priorities	<ul style="list-style-type: none"> <li>• Contract performance statistics</li> <li>• Community benefits case studies</li> <li>• Stakeholder feedback</li> </ul>
Our services help to deliver positive and sustainable outcomes for communities and service users	<ul style="list-style-type: none"> <li>• Community benefits case studies</li> <li>• Local economic impact statistics</li> <li>• SME participation in collaborative frameworks</li> </ul>
Our customers receive relevant communication and support	<ul style="list-style-type: none"> <li>• Account management coverage</li> <li>• Customer satisfaction survey results</li> <li>• Web usage statistics</li> </ul>
Our reputation demonstrates the value of collaboration	<ul style="list-style-type: none"> <li>• Media articles published</li> <li>• Invitations to speak at events and conferences</li> <li>• Web usage statistics</li> </ul>
Our people, policies, processes and technology optimise our value	<ul style="list-style-type: none"> <li>• Skills and qualifications of staff</li> <li>• Staff engagement survey results</li> <li>• ICT/process efficiencies</li> <li>• Customer satisfaction survey results</li> <li>• Professional accreditations</li> </ul>
Our customers are satisfied with our services and achieve a measurable return on their investment	<ul style="list-style-type: none"> <li>• Customer satisfaction survey results</li> <li>• Spend and savings statistics</li> <li>• Local economic impact statistics</li> </ul>