Contract and Supplier Management for Local Government Scotland Improvement Strategy 2018-2021

Updated Nov 2019

Local Government CSM Strategy

Contents

Introduction

This strategy document sets out Scotland Excel's vision for Contract and Supplier Management (CSM) in the Scottish local government sector. It will outline how we will work towards achieving this. The strategy is focused on improving the understanding, resourcing, practice, systems and processes that will enable effective CSM in councils and member authorities.

In consultation with our member councils and senior leaders, the strategy will be reviewed every six months.

The Strategic Objectives of our 3-year strategy are:

Effective models and resources

- Promote investment in effective CSM resourcing
- Share and promote effective models of CSM in local authorities
- Review effective models and share best practice
- Practitioner Workshops & the Scotland Excel Academy

Leadership and Culture

- Engage senior leaders across the sector in the importance of CSM
- Raise the profile of CSM across the sector
- Collaborate and customise a common approach to CSM
- Prove the value of CSM
- Foster a culture to embrace change and continuous improvement
- Foster a culture of teamwork and trust

Skills and Practice

- Support councils and ensure staff have the skills necessary to undertake all aspects of CSM
- Develop and share excellent CSM practice across the local government sector
- Deliver effective CSM learning through the Scotland Excel Academy

Collaboration

- Maximise the benefits of cross-sector collaboration in driving improvement in CSM
- Ensure Scotland Excel plays a lead role in shaping Scottish Government's CSM strategy and policy
- Consult widely, reach consensus and deploy best practice

ICT systems

- Support councils to explore national and local technology solutions for effective CSM
- Share current information on procurement related ICT developments
- Share good practice on effective use and development of national technology solutions
- Ensure Scotland Excel plays a key role in shaping future developments of national technology solutions to ensure it is fit for purpose

Local Government CSM Strategy

The Strategy is divided into four sections:

Section 1: Background and Context – This section sets out why we need to focus on improving CSM across the local government sector and the key challenges we need to overcome to improve CSM.

Section 2: Vision and Approach – This section sets out our ambitious vision for CSM in local government, the principles and governance that will underpin our approach working towards this vision.

Section 3: Delivering our Strategy – This section sets out the different strands of our strategy, the specific actions and timelines we will take towards improving CSM.

Section 4: Hot Topics & Emerging Themes – This section details the real time adjustments, priorities and continuous improvements following six- monthly strategy reviews.
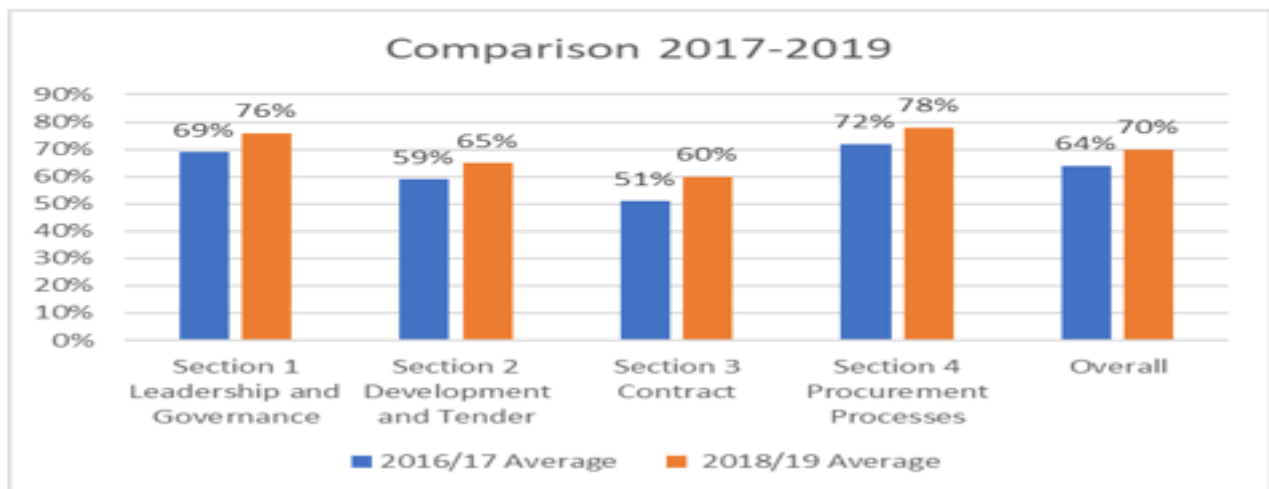
Section 1: Background and Context

Scotland Excel develop and manage collaborative contracts on behalf of local authorities and offer a range of services to help improve procurement performance. We also take an active role in championing the views of our sector within the wider public procurement landscape.

Effective Contract and Supplier Management will ensure a contract is successfully executed; clearly define roles and responsibilities of all parties; ensure open and honest communication with suppliers and key stakeholders; improve and develop relationships with key suppliers based on mutual trust and understanding; provide a formalised method of monitoring supplier performance against contract requirements; optimise the delivery of the service/works provision; maximise efficiencies throughout the supply chain during the entire life of the contract; monitor overall compliance; refine and improve Key Performance Indicators(KPIs) and give an overall holistic collaborative view of supplier performance.

It is widely recognised that CSM is an area that requires improvement within the public sector generally. For local authorities this is borne out by the most recent results from the Procurement and Commercial Improvement Programme (PCIP) where the CSM section is the lowest rated subject area and considering historical results from previous assessments, is the least advanced area over the last number of years.

In PCIP 2017 (formerly PCA), CSM at 51%, is a consistent area of lower performance across councils. (see diagram below).

LA Level Performance by Section

Comparison 2017-2019

	Section 1 Leadership and Governance	Section 2 Development and Tender	Section 3 Contract	Section 4 Procurement Processes	Overall
2016/17 Average	69%	59%	51%	72%	64%
2018/19 Average	76%	65%	60%	78%	70%

This pattern of results continued in the second round of PCIP assessments (2018-19), where the average score for CSM has improved to 60%, however 62% of councils scored below a level 3 for CSM. While this improving trend is recognised and welcomed there is still room for significant improvements.

Scotland Excel has a history of supporting our member councils and associate members to improve their procurement and commercial capability. To ensure that our members continue to deliver value for money services for their communities, it is key that we work with the sector and help support the challenges faced.

There are significant opportunities for savings and improvements through better CSM. A conservative estimate by industry leaders is that a minimum cost saving of 5% can be realised on contracts when CSM is increased and embedded in an organisation. Research by the Local Government Association in England has shown that local authorities can make savings of 3-15% on the value of contracts after award.

There are many reasons why opportunities for savings and improvements emerge during the lifetime of a contract which can mean that the value captured at the point of the contract award is lost over time. Reasons include scope creep, ineffective performance incentives, poor communication and relationships, quality failures, lack of planning and demand management.

With Scottish councils spending over £6.5bn on externally contracted goods and services in 2017 and the continued pressure on reducing public sector budgets, the case for effective procurement and CSM is clear with much of this spend being for the delivery of key council services which support the most vulnerable people in communities across Scotland.

Although improvements have already been made, there is more to be done to ensure contracts and supplier relationships across local government are managed effectively; this is also true for the wider public sector.

The Scottish Government's Procurement Journey https://www.procurementjourney.scot/procurement-journey is a source of guidance and documentation for the Scottish public sector which is updated on a continual basis with any changes in legislation or policy and facilitates best practice and consistency.

With over 65,000 suppliers delivering services for Scottish councils, the ability of councils to effectively manage contracts directly impacts the Scottish economy. Improving CSM has been identified as a key priority across the public sector and with limited resources, we need to ensure that efforts are focused on the correct priorities. A number of approaches currently exist or are being developed across the public sector.

There are a range of cross-sector Strategic Forums which are undertaking different activities aimed at improving CSM. These include:
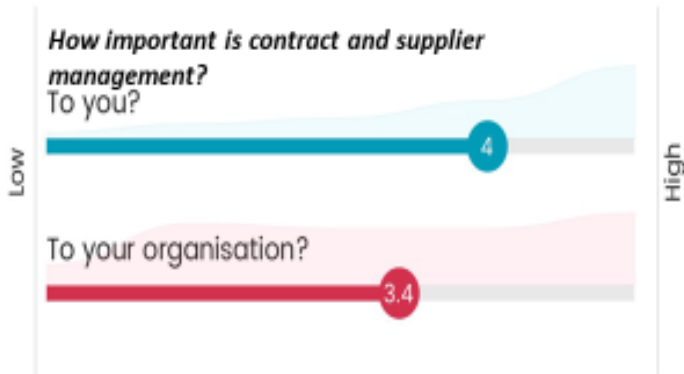
- **eCommerce & MI**: Piloting and demonstrating PCS-Tender contract and supplier management modules

- **Collaborative Leads Group**: Comparing CSM performance and case studies across sectors

- **Procurement Professional Development**: Developing, reviewing and delivering development and role profiles

- **Policy**: Developing Scottish Public Procurement Notices (SPPNs), establishing a National CSM Strategy

- **Best Practice**: Re-emphasize the importance of CSM activity across all relevant forums, sharing best practice, developing guidance and collaborating across the public sector

Scotland Excel is involved in all this activity, providing an opportunity to share, learn from and co-ordinate activities with our strategic partners.
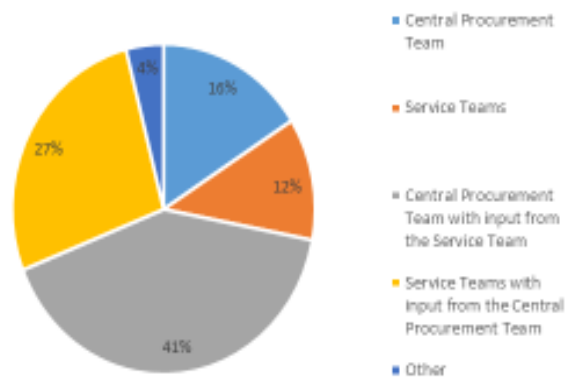
At a Scotland Excel Cross Sector work-shop we posed the following questions to understand the context of CSM within organisations and to gather high-level feedback.
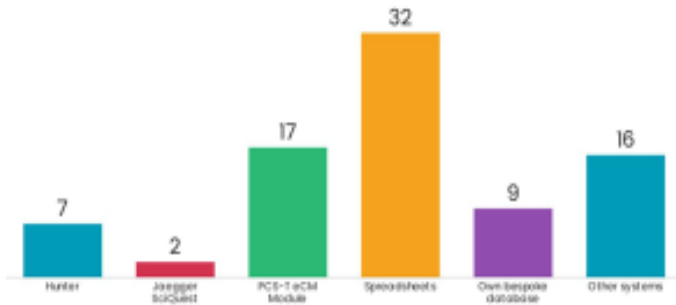
The context... CSM in organisations

How important is contract and supplier management?
To you? — 4
To your organisation? — 3.4

Where does responsibility for contract and supplier management sit in your organisation?

- Central Procurement Team — 16%
- Service Teams — 12%
- Central Procurement Team with input from the Service Team — 41%
- Service Teams with input from the Central Procurement Team — 27%
- Other — 4%

What ICT systems do you use to help you with contract and supplier management

System	Count
Hunter	7
Jaeggar SciQuest	2
PCS-T eCM Module	17
Spreadsheets	32
Own bespoke database	9
Other systems	16

Source: Scotland Excel cross-sector workshop, Glasgow 2017

Our feedback analysis concludes that if we are to improve CSM across the local government sector we will need to focus on the following:

Securing leadership buy-in

- Ensure there is high-level strategic focus on CSM across councils
- Ensure benefits of CSM are fully appreciated
- Ensure leadership direction on CSM modelling and ownership within councils

Three main local authority operating models have been identified from the survey feedback:

- Central Procurement only
- Delegated Services only
- Hybrid
  - 68% of organisations have a mixed approach with input from central procurement and service teams. Of this 41% have the central procurement team leading and 27% have the services team leading

Overcoming structural and cultural barriers

Responsibility for CSM is often dispersed in councils with accountability unclear.

Councils rightly focus heavily on the tendering aspects of procurement but sometimes this can affect the amount of time and resource dedicated to CSM.
This is reinforced by an approach that favours shorter term contracts. This can impede the development of effective, long term relationships with suppliers. It is important that we support councils to move beyond low value-added compliance based CSM and instead towards developing mutually beneficial trusting relationships with key suppliers.

Developing CSM skills and practice

Scotland Excel has committed to supporting the development of skills necessary to support effective CSM. There are pockets of excellent practice in the sector which we can share across the community, and crucially, share with those that influence contract management activity out-with the procurement function. The Scotland Excel Academy will also provide first class learning, development and the necessary training required for delivery of good contract management.

Resourcing and organising CSM

There are clear financial benefits of effective CSM and although in a context of budget constraints and stretched resources councils must ensure they are investing in this area to realise these benefits.

Using ICT systems and processes to effectively support e-CSM

It is acknowledged that PCS-T which is facilitated by Scottish Government, is a good option for CSM for standalone contracts and is used extensively in some councils, however it is not as effective in managing multi-supplier frameworks. We will continue to explore and share effective emerging technology innovations which will improve ease of use and systems integration to enhance collaboration and develop cross sector supplier reports and opportunities.

Maximising opportunities for collaboration in CSM

Scotland Excel has committed to support councils to learn from each other, facilitating collaboration and highlighting best practice and effective use of resources. We will actively encourage innovation and explore all opportunities to enhance communication around CSM.

Section 2: Vision and Principles

Our vision for contract and supplier management in the local government sector:

For effective contract and supplier management to be at the heart of how Scottish councils deliver services and capital projects; achieving better outcomes, improving services and delivering efficiencies across the sector.

Principles of our Strategy

In delivering our strategy, we will work collaboratively in line with the following principles:

- **Evidence based**
  - Focusing our efforts on areas highlighted through PCIP assessments requiring improvement

- **Engaging our community**
  - Ensuring our community inputs to continually update this strategy
  - Regularly engage through Procurement Improvement Programme (PIP) Steering Group, UIG's and other forums to drive continuous improvement
- **Sharing effective skills and practice**
  - Pro-actively share effective skills and best practice
- **Working with partners**
  - To improve CSM in the local government sector we will work with cross-sectoral partners
- **Continually reviewing our approach**
  - Maintaining the delivery of our plan and the achievement of our strategic objectives, learning as we go to continually refresh our approach to ensure it remains fit for purpose
- **Tracking and Monitoring**
  - Measuring progress in realising our ambitious vision for CSM, tracking our progress in delivering our strategic objectives
  - Our objectives will be reviewed and developed every six months until December 2021

Local Government CSM Strategy

Measure of success of the CSM strategy:

Key Performance Indicator	What is measured?	How is it measured?	When is it measured?	Who measures it?
1. Improved CSM Skills and Practice	Performance in PCIP CSM	PCIP Procurement Competency Framework	Next Generation PCIP Dates tbd Annually	Project & Account Mgrs, Councils, Scotland Excel Academy
2. PCIP - CSM Capability and Improvement	Performance in CSM	PCIP & Improvement Plans	August 2018 – December 2019 Next Generation PCIP Dates tbd	Project & Account Mgrs, Councils
3. Savings from effective CSM	Savings	Benefit Tracker	Quarterly	Project & Account Mgrs, Councils
4. Contract coverage of over 80%	Contract coverage	Council PCIP dashboards Annual Procurement Reports	Annual	Project & Account Mgrs Councils
5. Effective Resources	Smart Surveys and CSM segmentation	Feedback from events/themed conversations and PIP Steering group	Quarterly, Six Monthly, Annually	Project & Account Mgrs Councils
6. CSM development	CSM development and delivery	Continuous Improvement Plans Strategy Updates	Six Monthly	Project & Account Mgrs Councils

Section 3: Delivering our Strategy

The PIP Steering Group will be responsible for overseeing the development and delivery of the strategy.

The strategy will be reviewed every six months. These reviews will focus on:

- Assessing progress against the vision and strategic objectives

- Evaluating feedback from our community and partners on the effectiveness of the strategy

- Understanding changes in the external environment (e.g. legislation, regulation, partnership activity) and impact on the strategy

- Measuring progress and reviewing the objectives of each strand

- Updating projects and quick wins under each strand

It will be the responsibility of the Scotland Excel Project and Account Managers to lead on delivering, reviewing and updating the strategy, using the following approach.

Evidence, Intelligence Gathering and Horizon Scanning

Securing Leadership Buy-in

Structural and Cultural Barriers

Skills and Practice

Resourcing and Organising

ICT Systems and Processes

Collaboration

Section 4: Hot Topics and Emerging Themes

CSM Resources

As contracts and frameworks mature into second and third generations the opportunities for cost savings diminish within the tendering process. The diagram below depicts that after the equilibrium point the value of supply and demand diminishes.
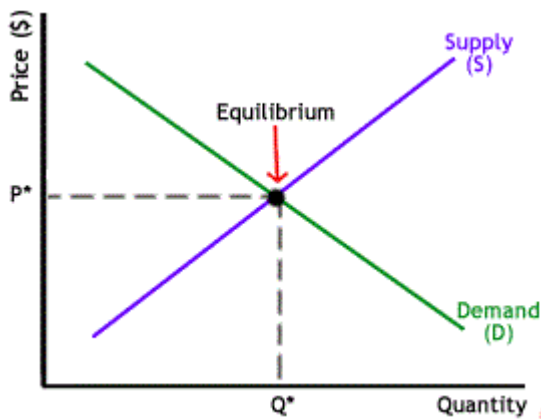
This along with the trend to maximise the length of contracts and frameworks means CSM is the key driver in realising value from the supply chain and should be embedded within organisations. Some examples of the risks and missed opportunities of not deploying a robust CSM are listed in the Scottish Government's procurement journey:

- the cost of incident resolution activity / service failure
- poor supplier engagement / flexibility
- ineffective cost control
- confused / cumbersome communication channels
- uncertainty
- risk or reputational damage
- risk to service continuity
- lack of accurate management information

- missed employee development opportunities
- risk of substantial modifications to contracts (EU risk of ineffectiveness)
- consequently, CSM is unlikely to be effective unless the parties transition from a transactional to a model which actively encourages and develops close working relationships

The success of the relationship between an organisation and suppliers/service providers depends on the extent to which there is:

- mutual respect and trust
- a joint understanding of the accountability and challenges faced by each partner
- openness and excellent communications
- a joint approach to managing delivery

There are many management systems deployed across all sectors with respect to CSM, all of which are a variations of tracking supplier performance and contract compliance, using Key Performance Indicators (KPIs), Service Level Agreements (SLAs), supplier surveys, spend analysis, supplier scorecards and dashboards. These reports are a key guide to the contract manager to understand quickly how well a supplier in performing in its contract deliverables and where opportunities exist to realise cost savings and efficiencies. These reports will drive behavioural change within organisations and suppliers leading to business transformational improvements.

There is broad agreement on the need for a robust CSM policy within organisations and the discussion invariably centres around the resources and time allowed to carry this out whilst balancing front-end procurement tendering exercises. As described earlier local authorities in Scotland tend to have a mixed / hybrid model between the central procurement organisation and the services. The basis for calculating the time dedicated to CSM is a fundamental of procurement and is depicted with a standard Kraljic matrix and the example below is used within the Scottish Government's procurement journey. From this we can derive various segmentation tools to allocate resources to support the levels of CSM required.

![Scotland Excel logo]

Local Government CSM Strategy
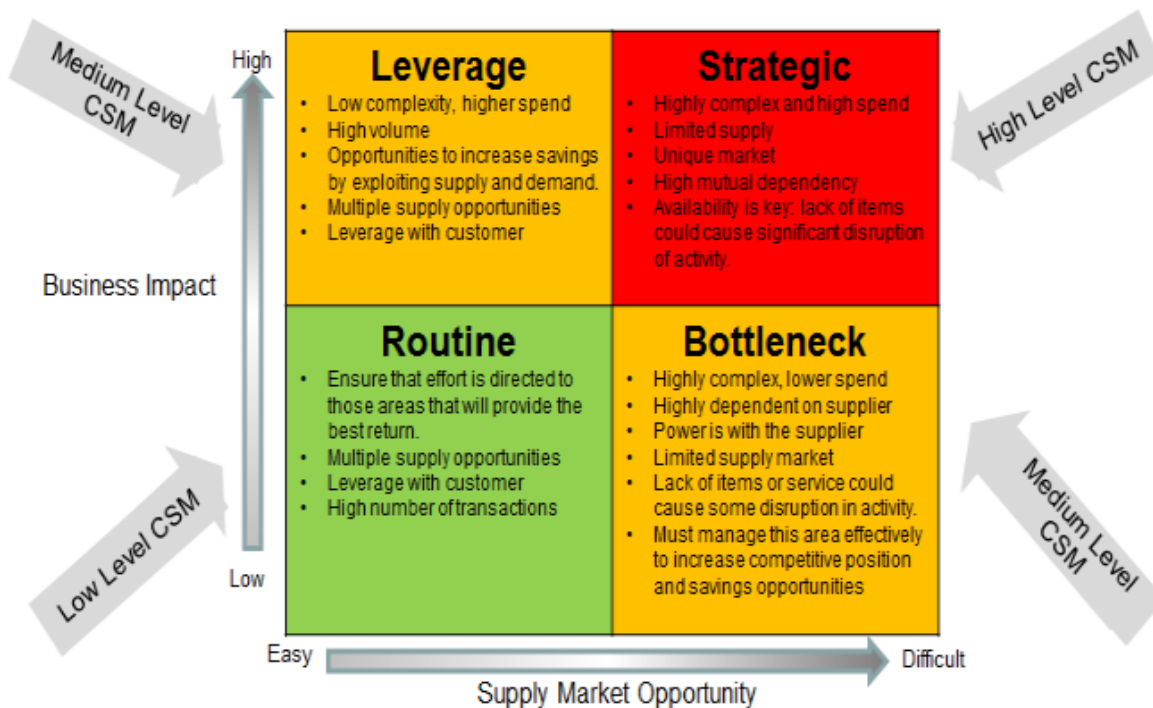
Scotland Excel has recently developed a CSM Segmentation Tool which can be shared with councils to help with associated resources required to perform high level "very complex" CSM through to "basic" light touch CSM. Guidance and demonstration sessions are available from Scotland Excel should a council chose to develop this tool for their own CSM processes.

Two categories of CSM which are currently under further development discussions within the Scottish public sector are Construction and Social Care. Given these categories account for 49% of the Scotland Excel portfolio it is worth considering each of these in more detail.

Construction CSM

A Review of Scottish Public Sector Procurement in the construction industry commissioned by the Scottish Government in 2013 found that the industry in Scotland employs more than 170,000 people and is worth around £7 billion. The public sector is a significant customer with an annual spend of more than £4 billion on building or civil engineering works of which 43% is via local authorities.
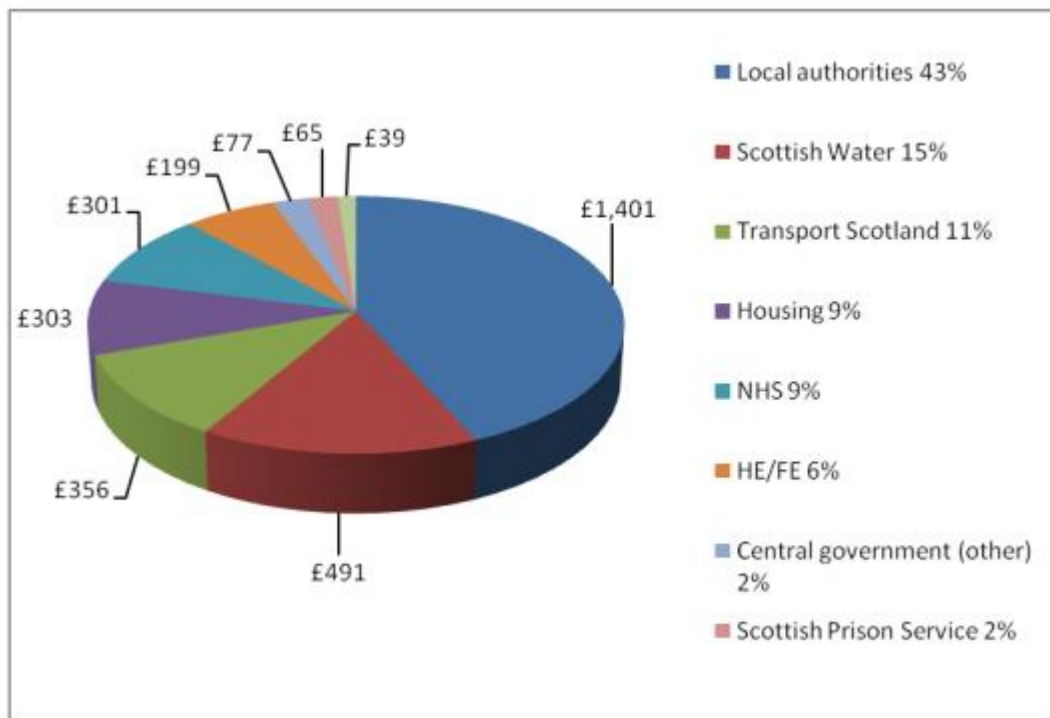
Unlike a traditional corporate supply chain, construction category management requires day to day hands on management through the entire lifecycle of the construction project and handover to the user client. CSM is pivotal throughout the entire project during both design and construction phases—and it relies heavily on the experience, market knowledge and resources of project managers. The construction industry has the particular difficulty that every building is different, a unique prototype, developed by

a team of consultants, contractors and other suppliers that may never have worked together before and may never work together again.

To add to the complexity, different procurement systems and forms of contracts suites such as Scottish Building Contracts Committee (SBCC) and New Engineering Contracts (NEC), amongst a host of others can be deployed. Each of which require differing contract management approaches. Major considerations in virtually every project will include turnaround, expense and financing, quality and risk—and it can be a challenge to maintain the delicate balance of these interplaying factors. Procurement in construction can encompass sourcing goods and services on every level throughout the scope of the project. Whether it's recruiting the right contract workers, sourcing high-quality products at reasonable prices or logistically managing the transportation of materials between facilities and sites, successful procurement strategies depend on a good deal of expertise and industry knowledge. Construction projects are heavily reliant on meeting compliance regulations. Compliance issues can arise at any point during the procurement process, whether it is legal issues surrounding contract workers' remuneration and work eligibility, to meeting import and export regulations in the logistics process. Managing the supply chain involves understanding the breakdown and traceability of products and services, organisations, logistics, people, activities, information and resources that transform raw materials into a finished product that is fit for purpose.

Buildings are becoming increasingly complex, and require more design input by specialist suppliers. At the same time there is increasing fragmentation of the industry as can be seen from the growth of specialist suppliers/contractors, the proliferation of products and the fragmentation of design and control activities. The supply chain is relatively unstable, and the industry is project-based with defined start and end points and a traditional separation between design and construction. Demand is treated as a series of competitively tendered prototypes constructed by temporary coalitions. This all has an impact on organisational relationships. Project relationships are short term and have defined start and end points, they are usually informal/ad-hoc and focused on the project not the business. Relationships between competencies vary from project to project. The resulting lack of continuity prevents the innovation and improvement of process as well as

the development of more complex relationships. The client will also have an impact on the procurement route and choice of strategic suppliers.

On large or complex projects, responsibility and performance generally cascades down the supply chain to a plethora of suppliers sometimes unknown at the top of the chain. The first and second tier of the supply chain may sign up to fairly onerous agreements but as the chain develops, so the contractual liabilities decrease until suppliers at the end of the chain are often not locked in at all. Changing the perspective from delivery of a 'project' to the process of 'project delivery' requires the building of long-term relationships (formal and informal), partnering and alliancing.

Companies offering continuity in construction have taken an increasing interest in establishing relationships beyond direct first tier suppliers. Framework contracts and partnering agreements have pioneered this approach, encouraging the involvement of selected suppliers at relatively early stages of projects while offering continuity of work. This has led to greater collaboration between lead designers and product designers to the advantage of all parties.

The UK Government Construction Strategy, recommended three different procurement routes that aimed to improve the CSM process; private finance initiative (PFI), prime contracting and design and build. With each of these, the client enters into a relationship with a single integrated supply team, which may include the main contractor, designers, sub-contractors, suppliers, facilities managers and so on.

The key to supply chain management is to provide a strategy that aligns it with the project programme. This starts at the design stage, scoping the work into packages. Early evaluation based on feedback from the supply chain can produce enormous cost benefits and value. Capacity and production capability in a market controlled by supply and demand are particularly significant if programme bottlenecks are to be avoided.

Construction CSM - Next Steps

Given the high levels of category spend, which include for example the Scottish Government's commitment to 50,000 affordable homes by 2021 and UK Government's City Deal Projects means a high level of public focus on construction projects. This along with the unique complexities of the construction industry instigated the Scottish Government to publish a Construction Policy Note (CPN3/2019) about a pilot scheme it is conducting on Construction Capability Assessment (CCA). This pilot process is aimed at contracting authorities who procure construction works of any size or value. The Review of Scottish Public Sector Procurement in Construction noted that if an organisation is to improve its performance and ensure that it deploys the right skill set, it needs to understand the expertise it has at its disposal and the baseline from which it must improve.

From a local authority perspective Scottish Borders Council and North Lanarkshire Council have been involved in this pilot with other councils keeping a watching brief on the development. Scotland Excel will be involved in the discussions of this CCA (Construction Capability Assessment) and like the PCIP will be involved in the development of potential assessments within councils and member organisations. This will also drive learning and development opportunities unique to Construction CSM with bespoke learning requirements developed to ensure the correct up to date skills are available across the local authority construction portfolio.

Scotland Excel have requested that at least one major Construction contract is reviewed within PCIP to gauge councils' performance in this area.

Scotland Excel has scheduled a Construction Workshop "Developing the Construction Academy" on the 3rd December 2019 where agreed next steps for Construction Category CSM, best practice and learning will be developed.

The conclusion of the Scottish Government's development of the Construction Capability Assessment (CCA) and how this relates to councils will be updated in the next revision of this strategy.

Social Care CSM

In 2015/16, £8.8 billion (71%) of local authority net spending on services was on providing education and social work services. Despite considerable budget pressures, demand for social care services is expected to continue to increase year on year. An increasing older population is likely to put the greatest strain on services with the 75+ age group expected to increase by 29% by 2024 and 85% in total by 2039. In 2017 there were 14,897 looked after children in Scotland with increasing numbers of children being looked after away from home in community-based placements such as foster care or kinship care. Alongside budget pressures and demographic changes social care commissioning is also facing complex changes in legislation, policy and guidance.

The Social Care (Self-directed Support) (Scotland) Act 2013 requires local authorities to offer individuals choice over how they receive their social care support. The legislation is designed to enable individuals and their families to put in place the specific support they require to meet their personal circumstances and desired outcomes. The legislation sets out four options:

• Option 1: direct payment

• Option 2: the person directs the available support

• Option 3: the local authority arranges the support

• Option 4: a mix of the above

In future generations, Health & Social Care integration will be much more prevalent within society and will become seamless to citizens and how we manage complex contractual and supplier arrangements within Health and Social Care will be a key driver to realising the benefits that opportunities will bring to ensure we get best service, value for money and supply continuity .Continual monitoring of service and risk assessments will have to be carried out on an ongoing basis with KPIs and SLAs specifically written to ensure contract delivery compliance with particular emphasis on financial health checks on providers to

monitor risk against bankruptcy and potential insolvency events as this is more common with providers in this category.

Scotland Excel has recognised this and have developed and deployed a tailored set of Social Care KPIs based around cost, quality and service, tracking value for money, innovations, response times and sustainability. Going forward these can be developed further with stakeholders and shared accordingly.

These KPIs will be continually monitored and updated to ensure they remain fit for purpose and assist contract managers identifying areas of good practice and areas for improved practice.

Scotland Excel have requested that at least one Social Care contract is reviewed within PCIP to gauge councils' performance in this area.

Scotland Excel has scheduled a Social Care Workshop "Developing the Care Academy" on the 6th November 2019 where agreed next steps for Care Category CSM, best practice and learning will be developed.

Local Government CSM Strategy

Key Supplier Management

With Power BI being used and developed within Scotland Excel and councils having access to this platform we can quickly identify the key common suppliers we use nationally and across local authorities. From 2017-18 spend data extracted from Spikes for all councils we identified 15 suppliers with the highest spend who are used by 16 councils or more, depicted in the table below.

Overall Rank	Supplier	No of Councils Using	Total Spend
00001	Edf Energy Networks	33	£137,217,342
00006	Richmond Fellowship	28	£57,240,572
00009	Scottish Water - Business Stream	21	£50,975,952
00013	HC One	20	£44,146,332
00016	Brake Bros	30	£38,100,923
00017	Cgi It Uk	26	£37,211,874
00018	Gb Oils	27	£37,051,746
00019	Total Gas & Power	29	£37,007,513
00021	Viridor Waste Management Ltd	20	£34,937,719
00022	Key Housing Association	16	£34,850,666
00024	Cornerstone Community Care	23	£32,588,489
00025	Enable	25	£30,302,423
00026	Quarriers	26	£29,828,902
00028	Turning Point Scotland	20	£28,873,504
00031	Stagecoach	19	£25,792,771

Key Supplier Management -Next Steps

Our strategy going forward is for Scotland Excel in collaboration with our user councils to select an initial group of six suppliers that we can apply CSM at a sectorial level as well as drilling down to local levels which ultimately can provide national level supplier performance scorecards, common improvement plans and initiatives. Suppliers will be asked to present at regional level UIGs to get their input on development plans, which we will update in the next iteration of this strategy.

Balanced Score Card & Supplier / Stakeholder Surveys

Often seen as a draw- back supplier and stakeholder surveys are key to gathering essential important feedback as not only to appraise supplier performance but more importantly drive continuous improvement and innovation. Scotland Excel has recently deployed SmartSurvey as their tool of choice as having tested the marketplace this was a good fit for procurement frameworks with a **survey time of less than 5 minutes**. This can be shared with members as required or members can use their own tools, however more importantly to realise the collaboration benefits **we must encourage more participation in the surveys**. Typically, the feedback we receive is less than one third of members and it is difficult from this survey pool to gauge common themes, issues and opportunities. This strategy is to be reviewed on a six- monthly basis and will monitor and encourage the participation of all stakeholders to make the surveys meaningful, clear, concise and brief.

Data Analytics / CSM Systems

The current trends and aspirations within organisations is to deploy an end to end CSM management system incorporating Contract Registers, Segmentation, Spend Analysis, Savings and Supplier Performance i.e. a single data repository. Base systems such as Microsoft's Power BI, IBM Cognos ,Tableau and Access are some examples of data analytics tools that can be customised to automate CSM activity, driving a suite of readily available metrics and charts indicating supplier performance and contract compliance thus freeing time for the Contract Manager to have targeted meetings with suppliers to drive "real time" supply chain improvements.

Scotland Excel is already using and developing Power BI within our current contracts spend management system. Power BI is a collection of software services, apps and connectors that work together to turn unrelated sources of data into coherent, visually immersive and interactive insights. Data may be an Excel spreadsheet or a collection of cloud-based and on-premises hybrid data warehouses. Power BI lets you easily connect to data sources, visualize and discover what's important and share that with anyone or everyone you want. Scotland Excel has met with Crown Commercial Service G-Cloud providers that are experts in this platform and have had initial discussions on the expansion of power BI and user training packages to help our community become proficient users to help realise the benefits of dynamic analytics and customisation. This has also been shared with the Scotland Excel Academy to explore learning and development requirements.

Power Bi Output - Scotland Excel Organisation Level Spend & Savings
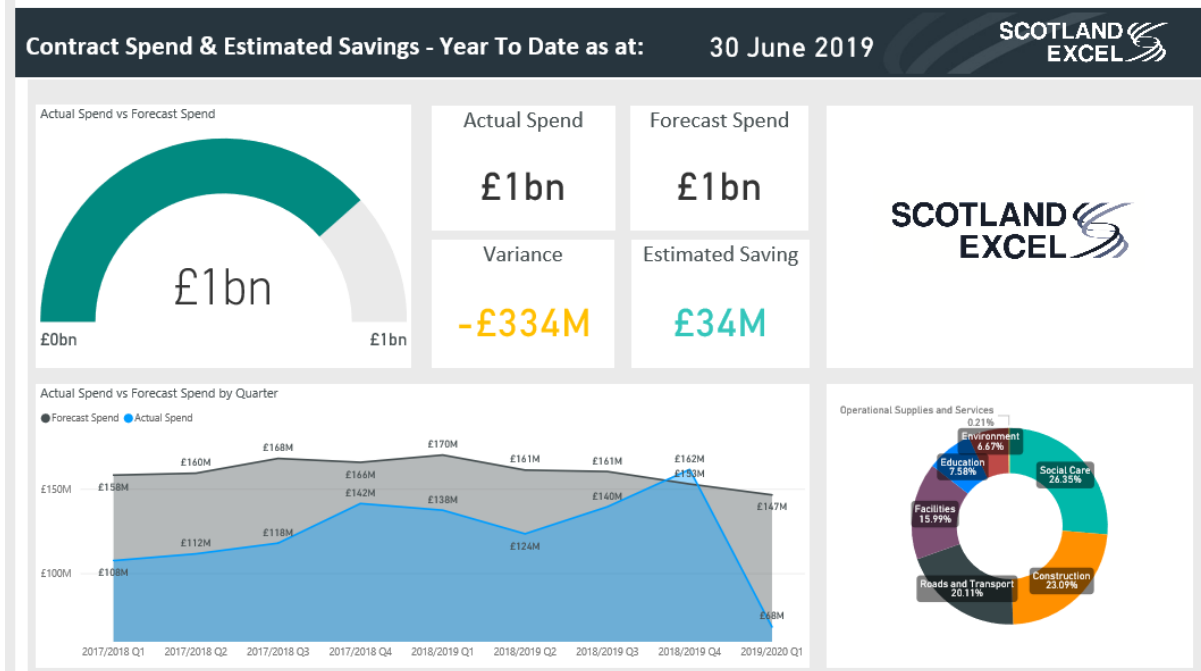
Recommendation

Going forward the key recommendation of this strategy is to develop with the Scotland Excel IT team Power BI metrics to incorporate CSM, KPIs, Key Supplier and customer feedback surveys into the current dashboard at a Scotland Excel sector level, regional level and at a local council/member level. Our member organisations have read access to this platform already. We know that some member authorities are also using Power BI which will allow comparisons on supplier feedback, performance and pricing at framework and contract level giving an overarching sector wide view and a local view of supplier performance highlighting key suppliers and common themes which will drive targeted continuous improvement plans and better contract and supplier management.

Local Government CSM Strategy

		Revision 1.1
Local Government CSM Improvement Strategy **Action Log**		**Nov 2019** **Next Revision** **May 2020**

#	Action	Owner	Review Date
1	Maintain Strategic Focus	Robert Anderson / SXL SMT / PiP SG	Ongoing
2	Develop PCIP Next Generation	RA / Scot Gvt / SXL SMT / PiP SG	May-20
3	Share SXL CSM Segmentation Tool	RA / SXL Procurement	Dec-19
4	Develop ICT Power BI CSM Reporting KPIs / Report Cards	RA / SXL IT team	May-20
5	Share Best Practice & Knowledge	RA / SXL Academy / PCIP / PiP SG / CUIG SG	Ongoing
6	Develop a Common Tools & Approach	RA / PiP SG	May-20
7	DPA model for CSM	RA / SXL Academy / PiP SG	May-20
8	Construction CSM (Construction Capability Assessment - Pilot)	RA / SXL Academy / PiP SG	May-20
9	Social Care CSM	RA / SXL Academy / PiP SG	May-20
10	Enhance the SXL Academy CSM Offerings	RA / SXL SMT / SXL Academy	Ongoing
11	Develop Key Supplier Management Programme	RA / SXL Procurement / CUIG SG	Dec-19

Legend	
	Not Started
	Work in Progress
	Complete

PiP SG   Procurement Improvement Programme Steering Group
CUIG SG   Commercial User Intelligence Group Steering Group