

Scotland Excel

To: Executive Sub Committee

On: 23 March 2018

**Report
by
Director Scotland Excel**

Strategy Report

1. Introduction

This report provides an update on the approach being taken to produce the new Scotland Excel strategy through to 2023.

2. Background

The current strategy covers the period 2015 to 2018. Scotland Excel is working towards the production of a new strategy to support the delivery of our organisational outcomes. In a departure from the standard three-year stance, the organisation has decided to take a longer five-year view incorporating an additional review in year three.

3. Our Approach

Figure 1 represents the approach being undertaken. Working with staff across the organisation, the corporate vision has been debated and options tested. Similarly, the mission has been considered and reflects the values and behaviours of the organisation. Four over-arching goals have been identified that underpin the desired outcomes. These are delivered through a number of strategic objectives. As in the current strategy, an annual operating plan will be produced, outlining the following years activities and commitments planned to achieve agreed objectives.

Figure 1



4. Stakeholder Consultation

Stakeholder consultation is at the heart of our approach. A draft strategy map is provided in Appendix 1, which outlines initial thoughts on these key strategic elements, and is the primary tool for consultation. Several strategic workshops have been set up across Scotland to consult with the corporate procurement community. These workshops provide an opportunity for member councils to input and comment on the initial work. Once this initial work is complete further consultation will take place with our wider stakeholder community. This will include Chief Executives, Finance Directors, Executive Sub-committee members, Joint Committee members and a number of additional internal and external stakeholders.

5. Recommendation

The committee are asked to note the approach being taken to develop the new Scotland Excel strategy, and are invited to provide input to support the conclusion of the development activity.

Appendix 1

Strategy Map

Vision			
To provide innovative, transformative solutions for local and national public services across Scotland			
Mission			
To capitalise on our strategic procurement expertise and our experience of developing collaborative solutions to deliver effective and sustainable public services which support better outcomes for Scotland's people and communities.			
Values			
Professional • Courageous • Respectful • Integrity			
Outcomes			
Our services shape the effective and efficient delivery of public services	Our services facilitate the delivery of national and local policy priorities	Our insight and knowledge underpins innovative solutions for our customers	Our people, policies, processes and technology optimise our value
Our expertise leads continuous improvement in commercial performance	Our services enable positive and sustainable outcomes for people and communities	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: Shaping solutions for innovative public services</p> <p>Strategic objectives:</p> <p>1.1 Deliver a programme of collaborative procurement which supports the delivery of public services</p> <p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p> <p>1.3 Develop our data insight capabilities to support the development of new solutions and services</p> <p>1.4 Capitalise on our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<p>2: Being sustainable in everything we do</p> <p>Strategic objectives:</p> <p>2.1 Deliver positive and measurable social value through our contracts and services</p> <p>2.2 Deliver positive and measurable local economic impact through our contracts and services</p> <p>2.3 Deliver positive and measurable environmental benefits through our contracts and services</p> <p>2.4 Lead and develop sustainable procurement knowledge and practice</p>	<p>3: Placing people at the heart of our business</p> <p>Strategic objectives:</p> <p>3.1 Ensure our customers continue to receive maximum value from our services</p> <p>3.2 Engage communities in the delivery of effective local solutions</p> <p>3.3 Represent the collective views of customers and communities at a national level</p> <p>3.4 Implement policies which develop, empower, value and engage our workforce</p>	<p>4: Driving sustainable and scalable growth</p> <p>Strategic objectives:</p> <p>4.1 Implement a new governance model which supports scalable business growth</p> <p>4.2 Continue to maintain a robust business infrastructure to support our growth ambitions</p> <p>4.3 Exploit our knowledge and insight to identify new services and/or sectors which provide growth opportunities</p> <p>4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities</p>