

Appendix 1

hub National Programme Board (NPB)

hub Strategic objectives

Background

The strategic objectives for the hub programme were reviewed by the NPB at the June and September meetings. All five territories are now through procurement and into delivery. The objectives set out below reflect this status.

In theory the objectives once agreed should endure for many years ahead but there is a need to ensure that they remain relevant to the programme requirements. The programme objectives will therefore be reviewed and amended as necessary by the NPB annually.

hub Strategic Objectives

The objectives of the hub programme were originally stated in the hub **Strategic Business Case**. The objectives set out below are closely aligned with the original objectives, adapted to reflect changes in emphasis and other strategic requirements.

Over-arching programme objectives

The hub programme has two over-arching strategic objectives :

- (1) The **sustained and efficient design and delivery** of facilities, executed with **service user requirements taken fully into account**, which achieves **procurement value for money** and results in **efficient use of assets** ; and
- (2) an increasing number of services provided locally in communities through **collaborative working from single sites** (wherever possible and appropriate) leading to **better outcomes for service users**;

The hub programme is primarily responsible for the first of these, efficient design and delivery, while the public authorities are primarily responsible, in due course, for service quality.

Delivery objectives

To deliver Objective 1, the Hub programme will increase the scale of integration between public authorities and, as appropriate, the private and third sectors across Scotland, and implement a delivery mechanism that:

- Reinforces **joint** strategic planning, investment, asset management and service delivery;
- Delivers **demonstrably better value for money** on a stable, long-term basis than alternative procurement arrangements;
- Incorporates consideration of joint asset management strategies to ensure **best use of available infrastructure**;
- Is **flexible** in its ability to respond to evolving service strategies, and in being able to support delivery through different contractual/funding routes;

- Is able to generate sufficient project size, volume and deal flow to **attract private finance** into the delivery and long term management of service infrastructure where enhanced value for money can be achieved through that form of arrangement;
- Engenders **joint learning and continuous improvement** in both public sector client procurement teams and their private sector partners and enables the **sharing of innovation and best practice** and the generation of economies of scale across Scotland.
- Increases opportunities for **local employment & training**
- Incorporates full consideration of service delivery requirements, **enabling joint service working** leading to better outcomes for service users and providing a focus for **community engagement**
- Supports the delivery of national and local **sustainability targets**
- Increases opportunities for the delivery of **community benefits**, including the provision of opportunities for SMEs and local companies and the employment of local