

Appendix 1

SCS SWOT Analysis (Extract from Dec-09 Cabinet Report)

• **Strengths**

- SCS has a wide network of public sector contacts
- SBC support providing a wide range of skills and expertise
- Our values and culture are more closely aligned with our public sector target customers than is the case for our private sector competitors
- We can offer a wider range of integrated public sector services than our competitors
- SCS has a track record of delivering transformational change that has been shown to be ahead of our competitors (HRA) and recognised as leading our industry (APSE award)
- Competitive PVC product
- Competitive school building proposition
- Competitive supply chain

• **Opportunities**

- Build our market share in public services with nearby Local Authorities
- Building Schools for the Future or its successor
- Develop new services e.g. Energy from Waste
- Cross selling opportunities as a result of SCS wide range of services

• **Weaknesses**

- Dependency on SBC income
- Capacity to mobilise new external contracts has yet to be put in place
- Target sectors' awareness of SCS needs to be improved
- Staff costs are high due to local government terms and conditions, e.g. pension

• **Threats**

- "Arms length" status not achieved
- Public sector spending reduces significantly in 2011/12 and beyond
- Competitors move in on SCS target sectors due to the relative attractiveness of public sector work
- Competitors target StreetSmart contract