

Operating Plan 2024/25





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Front cover photos

- Top: National Robotarium, Edinburgh. Heriot-Watt University's world-leading research facility for robotics and AI.
- Bottom right: Nicola Mackie, Babcock Marine at their manufacturing base in Rosyth. Supported by Scottish Enterprise and Scottish Development International, the company has around 1400 employees at the Fife site.
- Bottom left: Dr Faisal Ghani, Solariskit at the Michelin Scotland Innovation Parc, Dundee - supported by Scottish Enterprise.

This page

- Flowcopter, drone technology manufacturer, Loanhead. Scottish Enterprise is supporting the company to realise their R&D ambitions and enter the high growth companies portfolio.

Introduction

This is Scottish Enterprise’s Operating Plan for 2024-25. It describes how we will deliver our long-term strategic ambition: “[Our focus on economic transformation](#)” and how we are directing resources to invest in transformative opportunities that enable companies to create high-value jobs, boost productivity and unlock wealth for all of Scotland.

Scottish Enterprise has sought out opportunities across innovation, investment and internationalisation over many years, drawing on the deep expertise and extensive network of our people and partners. Despite successes, we know there are areas which if addressed, could lead to a stronger and better economy. Where performance has notably improved – for example in Organisation for Economic Cooperation and Development (OECD) rankings on R&D performance and risk capital activity within the UK – it is a result of sustained focus and strong partnerships with the private sector, demonstrating that when we invest jointly at scale, we get results. In ‘Our Focus’, we recognised the need to do more of this through a mission-based approach.

During 2024-25, we will be laser-focused on the high growth opportunities where Scotland’s companies are best placed to compete internationally. We will provide clear, impactful services to the businesses, entrepreneurs and investors we work with, focusing on areas where we can make the biggest contribution to the ambition set out in the [National Strategy for Economic Transformation](#) (NSET), and working with the Scottish Government and partners to deliver more efficient and effective support as part of public service reform.

Innovation underpins internationally competitive companies, and during the year ahead, we will work with partners in industry, academia and government to help unlock Scotland’s full innovation and entrepreneurial potential, growing companies and clusters of scale. Investment is also critical to delivering growth and higher productivity, delivering better wages and a more resilient economy. Scottish Enterprise has a critical role to play here with partners, supporting the companies we work with to invest for the future and attract new sources of international investment.

The global transition to net zero is also creating exciting opportunities for companies in sectors like offshore wind and green hydrogen. We recognise that change in markets and regulation

is happening at pace and we must be agile in our own approach to support companies to innovate and gain competitive advantage in fast-growing international markets. At Scottish Enterprise, we are committed to supporting responsible and sustainable businesses to innovate and deliver long-term prosperity, helping them to improve their positive impacts on people and the planet, while driving up business performance.

In delivering our plan, we will be entrepreneurial in our own approach, creating solutions to business challenges and identifying market opportunities for future growth. Collaboration is key to enable individual businesses and communities to succeed, and we will develop projects with stakeholders, partners and our global networks that scale and impact our strategic ambitions for Scotland.

In response to the accelerating pace of global change and challenges in the operating environment, we are becoming ever more sharply focused on those areas that will drive an improvement in Scotland’s economic performance. With our objectives firmly in place for 2024-25, we are confident that our approach will build on the deep expertise and networks of our people and partners to achieve long term economic success for Scotland.

About Scottish Enterprise

Our **strategic ambition** is to drive up levels of innovation, internationalisation and investment in Scotland, building a fair, green and growing economy. Scotland needs more businesses with growth potential and ambition to export and innovate. At Scottish Enterprise, we are applying our strong track record and experience to tackle these issues and deliver **our purpose** - to enable businesses to innovate and scale to transform the economy.

As Scotland's national and international economic development agency we have the reach and track record to deliver transformational economic change. We invest approximately £300 million per year in the Scottish economy and around 35% of staff and budget deliver support pan-Scotland and internationally.

We have been a catalyst in the development of Scotland's economy for many years, joining forces with our partners to help secure record levels of investment, building world-class facilities and shaping new market opportunities.

During 2024-25, we will draw on this experience, playing a unique, national role as part of the economic development ecosystem, applying our strengths and connections to benefit Scotland's economy.

- Scottish Enterprise Chief Executive Adrian Gillespie.



In the last five years we have:



supported projects that are expected to deliver

£2.4 billion

of investment in innovation and R&D



supported businesses with export projects which could generate

£8.7 billion

in additional export sales



supported projects that are expected to deliver

£3.8 billion

of capital investment



supported projects that are expected to create and safeguarded almost

85,000 jobs

raising an additional **£960 million of income tax**



maintained Scotland's position as the

most popular UK location

outside London **for inward investment** and grown our attractiveness to investors over that period



generated

£600 million

of income

Delivering our strategic ambition through missions

A mission-based approach provides a long-term framework to deliver our strategic ambition. It focuses our capabilities (our knowledge, expertise and networks) and resources on finding solutions to key global economic and societal challenges and on where we can make the biggest impact in delivering transformation in the economy. Through missions, we are preparing for and exploiting future opportunities where Scotland can compete.

Missions are a vehicle for dynamic collaborations with partners and investors. They allow us to be more agile and responsive to opportunities and challenges in the external environment, identifying solutions to shared issues and foresighting new opportunities to Scotland's benefit. Investing jointly with others in this way allows us to achieve scale and share risk. Missions also make us a more efficient organisation, delivering in ways that work best for customers and effectively deploying our resources.

Scottish Enterprise's missions

Creating an internationally competitive energy transition economy in Scotland.

Scaling the impact of Scotland's innovation strengths into high-growth industries of the future.

Driving capital investment to deliver a step-change in Scotland's productivity.

The three missions are inter-dependent. We are deploying our innovation, international and investment support in a joined-up way across all three, collaborating with partners to deliver projects which are transforming Scotland's economy.

Creating an internationally competitive energy transition economy in Scotland



Our challenge

To support Scotland's just transition to net zero by 2045. We will drive the creation of an internationally competitive energy transition industry in Scotland by 2030.



Our vision

Preserve and increase the number of companies operating in the energy transition sector in Scotland over the next decade, producing up to 44,000 new and transitioned jobs.



Our ambition

To meet the challenges of new and fast-growing sectors faced with ongoing uncertainties, we will work with partners to stimulate investment in infrastructure and enable a stable policy environment with incentives to ensure commercial viability and global competitiveness.



Our delivery focus

Our mission is focused on offshore wind, hydrogen and clean heat – encompassing generation, storage, use and transport - but includes wider renewable energies that bring economic benefit to Scotland.

The milestones below are central to delivering the long-term ambitions of our mission for energy transition. We will use these to measure success of mission activities in 2024-25.

Secure 6,000-8,000 jobs, by delivering strategic inward investment to grow Scotland's energy transition capabilities. This activity will address gaps in Scotland's supply chain.



Provide £5.5m in support for the development of ports and harbours with a view to unlocking game-changing infrastructure investment that underpins offshore wind and hydrogen at scale, leveraging capital investment of around £740m by 2030.



Target 1000 companies to grow the supply chain in Scotland, through a series of sustained awareness raising campaigns and business support with partners. This will support diversification into energy transition markets, particularly targeting companies with relevant expertise in North-East Scotland.



Delivering our mission for energy transition

- key 2024-25 activities

Targeting 1000 companies to grow the supply chain and support energy transition companies

- We are helping to develop Scotland's renewable energy industries and their supply chains, identifying opportunities for companies to expand and diversify, and supporting more companies to be ready to win new contracts. This includes support to global energy companies, SMEs diversifying into renewable energy supply chains, university spin outs, start-ups and entrepreneurs with innovative adaptable technologies.
- By deepening our relationships with strategically important companies, such as offshore wind developers and hydrogen production companies, we are helping them achieve their investment plans and expanding opportunities for the Scottish supply chain.

Maximising international opportunities

- Through strategic inward investment support, we are growing Scotland's energy transition capabilities, addressing gaps in the supply chain for offshore wind, green hydrogen, clean heat and other low carbon technologies. We are also capitalising on green freeport opportunities.
- We are showcasing Scotland's excellence in renewable energy and the strengths of the Scottish supply chain at international events, delivering enhanced export support to businesses, including global strategy development, international selling assistance and GlobalScots networking.
- Hydrogen is an important renewables growth area, and we are committed to supporting the increase in domestic hydrogen demand through market-making activity for users of renewable energy and realising hydrogen production and export.

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- Beatrice Offshore Wind Farm, Moray Firth - one of Scotland's largest, capable of providing electricity for up to 450,000 homes.



Delivering our mission for energy transition

- key 2024-25 activities

Driving innovation

- We are stimulating academic and business research and spin-outs in energy sectors, delivering demand-led innovation challenge programmes (e.g. for offshore wind and clean heat) which are market-focused, company specific or international. Our ambition is to support more Scottish companies to increase their innovation performance and revenues, driving value across the global energy transition market.
- Through an innovation support network, we are encouraging more companies to enter and grow within renewable energy supply chains. We are also developing an Innovation District Support Programme for energy transition with the Energy Transition Zone and Arroll Gibb Innovation Centre.

Attracting Investment

- We are attracting private sector investment, developing investable propositions to de-risk and promote opportunities to invest in energy transition companies, projects and infrastructure in Scotland, with a specific focus on offshore wind and green hydrogen. We will also deliver energy transition-focused investor events in the UK and internationally, including during New York Climate Week and in the United Arab Emirates.

Investing in infrastructure

- Delivering infrastructure priorities with partners is key, and we are engaging in the next phase of the Scottish Offshore Wind Energy Council's strategic investment model, supporting port and harbour developments, and large-scale manufacturing and renewable energy site development projects. Through a Manufacturing Property Challenge Programme and strategic acquisitions, we are ensuring the provision of adequate accommodation and facilities. We will also support company bids into the designated Investment Zones in Glasgow City Region and the North-East.

Scaling the impact of Scotland's innovation strengths into high-growth industries of the future



Our challenge

Scotland has fantastic innovation assets with unfulfilled potential. There is a significant opportunity to capitalise and scale the impact of these innovation strengths into high growth industries of the future.



Our vision

By 2030, for Scotland to be recognised as having some of the most innovative and fastest growing industries globally, attracting international investment, talent and increased exports.



Our ambition

To double the number of scale-up businesses and increase the growth of existing scale-ups by 20% in Scotland. If achieved, this will add 675 new scale-ups into Scotland's economy, creating up to 106,000 new jobs and up to £19.6bn in additional turnover.



Our delivery focus

We aim to make Scotland a country where ambitious entrepreneurship drives innovation to create scale-up companies. We will prioritise building thriving clusters around five future industries: space; industrial biotech; life sciences (human health); fintech; and critical technologies of quantum, photonics and semiconductors.

The milestones below are central to delivering the long-term ambitions of our scaling innovation mission. We will use these to measure success of mission activities in 2024-25.

Invest £15m+ in innovation infrastructure which has the potential to leverage £1bn+ over the next 10 years, by delivering a comprehensive package of investment and support to grow Scotland's existing and new innovation districts. This will ensure companies have access to the necessary physical infrastructure and wider support across all stages of development.



Deliver the first open innovation calls for space, life sciences (human health) and industrial biotech that will maximise company and academic collaboration around innovation and leading a step-change in commercialisation.



Develop and deliver a new national cluster scheme/network in partnership with Scottish Government, Highlands and Islands Enterprise and South of Scotland Enterprise and a plan to build effective delivery partnerships in key international markets that boost investment, talent flows and increase access to those markets for scaling companies.



Engage with international investors on innovative ways to leverage increased funding for high growth potential early-stage businesses and work with public and private sector partners to ensure current funding is delivered in a way that is easily accessible and maximises economic impact.



Delivering our scaling innovation mission

- key 2024-25 activities

Innovation Districts and Growth Infrastructure

- We are ensuring the best possible economic impact of innovation districts, attracting investment into infrastructure projects (such as the University of Dundee life sciences innovation hub) to unlock growth in the five future industries, and using a Manufacturing Property Challenge Programme to attract private sector partners alongside bespoke innovation district growth funding. Through an Innovation District Support Programme, we will target our support to projects such as Glasgow City Innovation District, Glasgow Riverside Innovation District, Edinburgh Bioquarter and Energy Transition Zone. We are also developing regional action plans with key partners to deliver impactful coordinated support.

Entrepreneurship and Scaling Support

- We want to increase the level of scaling support and are developing with partners a support ecosystem for companies with scaling potential. To optimise spinout opportunities, we will help deliver a fund to increase the pipeline of technical concepts with scalable potential, using the High Growth Spinout Programme to nurture the early growth of these opportunities.
- Complementing Scottish Government support for Techscalers, we are developing a programme of wrap-around training and support for companies entering the early phases of the scale-up journey. To realise the full potential of these scaling companies, we are working with private and public sector partners to deliver an international programme for demand-driven innovation, creating another avenue for funding, new product development and sales to global markets.

- Dr Kate Cameron, CEO of Cytochroma Ltd at the Roslin Innovation Centre, Midlothian. With support from Scottish Enterprise, the company is driving innovation in a fast growth industry.



Delivering our scaling innovation mission

- key 2024-25 activities

Innovation Funding and Investment

- Co-investment in early-stage companies is crucial, creating the right conditions for a vibrant risk capital market across Scotland, with increasing investment in the selected future industries. We are working with others to create a funding and investment hub to coordinate and align our approach to company investment and funding. A strategic approach to leveraging external funds into future industries will also be developed, with a target of securing increased levels of funding from Innovate UK, Horizon Europe and other relevant external funders.

Talent and Partnerships

- Working with partners (including Skills Development Scotland, universities and colleges), we are developing plans to develop and attract future industry technical talent needs from within Scotland and overseas. We are also delivering a leadership talent programme focused on growing the ambition and skills of our indigenous leaders, as well as attracting experienced leaders from overseas.

Cluster Building

- We are co-developing a new national approach to cluster development as set out in [Scotland's National Innovation Strategy](#), providing a framework for creating self-sustaining clusters around the five future industries. We are developing international marketing propositions for each of the five future industry clusters - these will be used alongside an events hub to attract inward investment to Scotland, as well as growing trade and developing international partnerships.

Driving capital investment to deliver a step-change in Scotland's productivity



Our challenge

There is a need to reverse historical under-investment in businesses and industrial assets. By bolstering capital investment by business, we aim to propel Scotland toward the third quartile of OECD nations by 2032.



Our vision

We will help Scotland, by 2032, move towards the third quartile of OECD countries for capital investment. The potential impact is substantial: over £3 billion in additional annual capital investment by businesses each year. This will increase income levels and living standards to generate an additional £360 million in income tax, £2.8 billion in wages and £4.6 billion in Gross Value Added over a three-year period.



Our ambition

Through engagement with companies and projects, we will help drive a significant increase in the scale of capital investment to improve productivity. Increased business productivity creates higher-value jobs, improves standards of living, and helps to reduce poverty.



Our delivery focus

By working differently with the private sector, we will unlock private investment into commercial properties which support high value manufacturing and energy efficiency practices. We will prioritise opportunities in the following sectors: manufacturing, professional and scientific and technical services, and information and communication technology.

The milestones below are central to delivering the long-term ambitions of our mission to drive capital investment. We will use these to measure success of mission activities in 2024-25.

Launch a Manufacturing Property Challenge Programme with a call for expressions of interest aligned to the mission. This is to achieve up to 1million sq ft of new or repurposed/refurbished manufacturing space by 2029/30. This will ensure provision of energy efficient growth facilities supporting high value manufacturing approaches.



Working with partners, identify propositions of scale which merge or enhance key infrastructure capabilities with supply chain and skills as part of a whole system approach to increasing productivity. This will ensure Scotland has propositions which are of a scale that is attractive to global fund managers and bring new investment into the economy.



Support 500 companies to increase their productivity through capital investment, by providing advice, support, networks, and direction to appropriate sources of finance. This will achieve increased investment by business, increased exports, and higher value jobs.



Delivering our mission to drive capital investment

- key 2024-25 activities

Attracting and unlocking capital investment

- Our focus is on identifying and securing funding and investment to support higher-performing business practices, and we are joining forces with partners to create viable propositions of scale that align to transformational investment opportunities, using our GlobalScots network to engage wealth funds and investors to help realise those propositions. To facilitate this, we are developing a funding and investment plan, mapping UK and global fund holders and lenders to ensure that we connect and explore with funders to meet their requirements.

Providing targeted customer engagement

- Our support, including tailored advice and funding through specialist business advisors, is targeted at businesses that can attract and use capital investment to raise productivity and create well-paid, skilled and rewarding jobs. We are building understanding of the opportunities and benefits of capital investment for productivity improvement and the return on investment through a series of business events. We will also support businesses to build an evidence base to support their capital investment decisions.
- We are collaborating with ambitious companies investing in capital to boost productivity. Our focus is on companies looking to create higher-value jobs, foster innovation, embrace responsible and sustainable practices, grow exports, play a pivotal role in supply chains, and implement automation, robotics, digitisation and artificial intelligence practices
- Watt Laser in Rutherglen. Scottish Enterprise is helping to unlock the company's productivity potential through capital investment support.



Delivering our mission to drive capital investment

- key 2024-25 activities

Enabling export capacity

- We are collaborating with ambitious businesses who want to increase exports, supporting them to take advantage of global opportunities and megatrends by investing in their export capacity and capability. We will raise companies' visibility of global opportunities and expansion and deliver innovation challenge support with a focus on new technology, process improvement and automation-led export growth.

Accelerating commercial property provision

- Working with private and public-sector partners to overcome constraints to growth, we are creating a series of game-changing investment propositions and engaging in strategic acquisitions. As part of our Manufacturing Property Challenge Programme, we are launching a focused call which aims to deliver high-quality strategic industrial spaces that serve as growth spaces for high value manufacturing practices.

Demonstrating best in class

- Through engagement with our global network, we are creating opportunities to showcase world-leading solutions and help businesses in Scotland understand how automation, robotics, advanced manufacturing, digitisation and artificial intelligence can support their growth.

Supporting leadership ambition

- Delivering Scottish Enterprise's online leadership academy is a key part of our mission, with flexible modules supporting business decision-making in risk and investment. We are also supporting business workplace transformation, catalysing investment and accelerating return on investment.

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- Diane Gilpin, CEO of Smart Green Shipping, Dumfries. Scottish Enterprise has supported the company through an R&D grant and has enabled capital investment alongside partners.



Delivering transformation

- how we will deliver our strategic ambition

Moving to a mission-based approach is changing how we work.

We are strengthening our collaboration with businesses, partners and investors; building the capabilities we need and applying insights and performance management to deliver our best results.

We are implementing a dynamic mission-based delivery model that can sequence, direct and prioritise resources to best achieve transformational opportunities for Scotland. This will help us build an efficient, connected organisation, bringing together our ambitions across data, systems, digital, tools and ways of working.

We recognise that our people are our most valuable asset. To drive success, we have developed a comprehensive people strategy that aligns with our vision of fostering a dynamic, ambitious, and impactful culture. Our people strategy aims to help our organisation deliver mission goals by empowering individuals, nurturing ambition, and driving performance. We aim to build a workplace where every colleague thrives, contributes, and shares in our collective success.

We are also developing a medium-term financial strategy which will focus on how we manage financial resources to enable delivery of key priorities and develop innovative ways of working during a period of public sector financial constraint. This will include how we leverage investment into the economy through private sector investors, accessing EU funding for Scotland through Horizon Europe and developing new funding and delivery models.

- Unlocking offshore wind expertise with HD Hyundai Heavy Industries, Scottish Enterprise and Highlands & Islands Enterprise.



Measuring success

Performance outcomes

Our target ranges for 2024-25 are ambitious and reflect the anticipated outcomes as a result of projects undertaken in year one of our move to a mission-based approach. The fuller performance framework includes new supporting and tracking measures which will monitor the shift in activities, outputs and outcomes which we expect to see, as our focus shifts. Our ability to deliver on this ambition will be dependent on the resources available to us.

Our performance framework helps us to track and monitor not only what we deliver but how we deliver it. Analysis and insights from the framework allow us to better understand what works and what has the greatest impact on supporting Scotland's economic development.

In addition to our published measures, supporting and tracking measures help us to monitor the contribution we make to the long-term goals of the National Strategy for Economic Transformation, the [Scottish Government's National Performance Framework](#) and, in turn, the [United Nations Sustainable Development Goals](#). In this way, we can demonstrate the value and return we provide for the public purse.

We also have a programme of [evaluation activity](#) that provides evidence of the wider and longer-term benefits of the support we provide. This evidence allows us to demonstrate the potential economic return on our investment in terms of, for example, jobs created and safeguarded across Scotland, the wages these bring to Scottish communities, and the Scottish income tax benefits generated.

Measures	24/25 Ranges
Planned Jobs RLW	15,000 - 18,000
Planned innovation investment £M	350 - 500
Planned capital investment £BN	1.0 - 1.6
Growth funding £M	320 - 345
Planned export sales £BN	1.8 - 2.4
Estimated CO ₂ e savings tonnes 000s	375 - 475

2024/25 Performance Measurement Framework

Published outcomes

Planned jobs paying at least the Real Living Wage	Planned innovation investment £	Planned capital investment £	Growth funding raised by businesses £	Planned international exports £	Estimated CO ₂ e savings
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Supporting measures

Planned jobs: <ul style="list-style-type: none"> Green Higher paid New Safeguarded 	Innovation: <ul style="list-style-type: none"> R&D investment £ (SE, private, other public) Other innovation investment £ (SE, private, other public) Number of innovation projects (product/service or process) Sales from innovation 	Capital expenditure <ul style="list-style-type: none"> Leverage: (SE, private, other public) 	Growth funding: <ul style="list-style-type: none"> Investment leverage £ (SE, private, other public) No of companies supported to improve financial readiness No of companies supported to improve financial readiness that secure growth funding 	Sales: <ul style="list-style-type: none"> Exports: No of new products/services launched in new international markets (exported from the UK for the first time by supported companies) Exports: No new markets (countries) entered (by supported companies) UK sales
Net Zero: <ul style="list-style-type: none"> Number circular economy projects Number of companies committed to/ implementing net zero practices 	Fair innovative & transformative work <ul style="list-style-type: none"> Number of companies committed to/ implementing fair, innovative & transformative work practices 	Productivity <ul style="list-style-type: none"> Planned productivity savings 		

Tracking measures

Project contribution to Missions: <ul style="list-style-type: none"> Energy transition Productivity/capital investment Scaling innovation 	Project contribution to Inward Investment Plan opportunities: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Energy transition Decarbonisation of Transport Software and IT Digital Financial Services </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Digital Business Services Space Healthtech Transformation of Chemical Industries Food & Drink Innovation </td> </tr> </table>		<ul style="list-style-type: none"> Energy transition Decarbonisation of Transport Software and IT Digital Financial Services 	<ul style="list-style-type: none"> Digital Business Services Space Healthtech Transformation of Chemical Industries Food & Drink Innovation 	Business characteristics: <ul style="list-style-type: none"> Employment Turnover Productivity (T/O per employee) Exports Leadership: gender, age, disabled, ethnic minority 	Nature of project assistance: <ul style="list-style-type: none"> Advice Funding
<ul style="list-style-type: none"> Energy transition Decarbonisation of Transport Software and IT Digital Financial Services 	<ul style="list-style-type: none"> Digital Business Services Space Healthtech Transformation of Chemical Industries Food & Drink Innovation 					

Financial summary

Scottish Government Funding*	£m
Grant in Aid – Resource allocation (baseline)	114.0
Anticipated in-year transfers (net)	6.8
Total anticipated Grant in Aid – Resource Allocation	120.8
Grant in Aid – Capital allocation (baseline)	79
Anticipated in-year transfers – Capital (Core)	4.0
Total anticipated Grant in Aid – Capital Allocation	83.0
Grant in Aid – Financial Transactions (Core)	7.0
Anticipated in-year transfers – Financial Transactions (Core)	0.0
Total anticipated Grant in Aid – Financial Transactions allocation	7.0
Total anticipated Scottish Government Funding	210.8
Other Business Income	£m
Horizon Europe Funding	0.5
Property Disposals	3.5
Property Income	5.6
Other Business Income (excluding E&I)	8.3
Total Other Income	18.0
	Cont.

* The budget does not contain any provision for the Scottish Government held Offshore Wind fund as decisions around this are pending and no amounts have been confirmed.

Other Business Income (continued)	£m
Epidarex	2.5
Other E&I Funds, including Scottish Co-investment and Venture Fund (General exits (non listed))	12.0
Other E&I Funds, including Scottish Co-investment and Venture Fund (Scheduled Income)	7.6
Equity Exits – Listed shares	21.4
Total Investment Income	43.6
Total Other Business Income	61.6
Total Income	272.4

Anticipated expenditure by business area

Investment (Missions)	£m
Mission - Energy Transition (activities critical to mission delivery)	16.6
Mission - Scaling Innovation (activities critical to mission delivery)	16.2
Mission - Capital Investment to drive productivity (activities critical to mission delivery)	15.2
Cross — mission (activities contributing to more than one mission)	19.8
Enabling Support* (support costs)	115.4
Enabling Delivery (activities underpinning mission approach to economic development but not part of a mission delivery plan)	55.2
Legacy	34
Total Investment	272.4

* Enabling support contains all salary expenditure across Scottish Enterprise. During the year we will look to align our salary budgets to our missions to more fully reflect the level of resource aligned to each activity.

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