

# Procurement Strategy 2023-28



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# Executive summary

Scottish Enterprise (SE) is Scotland's national economic development agency. We help businesses to innovate and scale to transform Scotland's economy. Putting our business customers at the heart of everything we do, our focus is on the areas where we make the biggest difference - innovation, investment and international.

Our procurement team aims to make a meaningful contribution to Scotland's economy through our delivery of a transparent, efficient and effective procurement service which contributes to Scotland's National Performance Framework, our Net Zero and Fair Work First ambitions, offers best value, is legally compliant and follows best practice.

Our [Net Zero Framework](#) outlines SE's approach to help tackle climate change and address biodiversity loss. It focuses on economic opportunities that deliver benefits to the environment and society. We are committed to deliver in line with this Framework as well as the additional elements of the [Sustainable Procurement Duty](#).

We aim to increase procurement spend with local and regional suppliers whilst maintaining the necessary compliance with applicable procurement regulations. We actively work to place a greater emphasis on creating more opportunities for local and regional Scottish small and medium enterprises (SMEs) and third sector suppliers.

We will work with internal and external stakeholders and the supply chain, collaborate across the public sector, and ensure we have a professional and capable team. We will continually improve and measure our performance through the use of relevant key performance indicators, customer and supplier surveys, external evaluation through Scottish Government assessments and delivery of efficiency savings.

Details of the outcomes achieved in relation to this strategy will be published in our [Annual Procurement Report](#).

**Our procurement team aims to make a meaningful contribution to Scotland's economy through our delivery of a transparent, efficient and effective procurement service.**



# Our procurement vision

We will make a meaningful contribution to Scotland's National Performance Framework outcomes and Scottish Enterprise's Missions through our provision of a professional, pragmatic, efficient and effective procurement service which delivers best value contracts and regulatory compliance.





# Strategic context

The Government's National Strategy for Economic Transformation

The National Performance Framework

Scottish Enterprise's Missions

# The Government's National Strategy for Economic Transformation

The Scottish Government launched its [National Strategy for Economic Transformation](#) in March 2022.

We are focussed on making a clear and measurable contribution to the delivery of these objectives.



# The National Performance Framework

The Scottish Government's National Performance Framework provides a common purpose, and values, for all of Scotland. Through this, we aim to:

- create a more successful country
- give opportunities to all people living in Scotland
- Increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress

Within Procurement, outcomes are guided by the Sustainable Procurement Duty, which requires us to buy in a way which is good for businesses and employees, good for society, good for places and communities and is open and connected.

These outcomes, supported by Scottish Government policies and guidance, underpin and enable our work.

To further support this, a Public Procurement Strategy for Scotland has been published by the Scottish Government, which is structured around these areas, as well as acknowledging enablers to help achieve its aims.

## Scottish Enterprise's Missions

Having assessed the opportunities that can help drive a step change in Scotland's economic performance, we'll concentrate our expertise on three priority areas.

These areas are our 'missions':

- **Creating an internationally competitive energy transition industry 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 delivery of these Missions will guide our procurement activity over the period of this Strategy.





# Our key priorities

Good for businesses and employees

Good for society

Good for places and communities

Open and connected

Our key procurement priorities are built around the Sustainable Procurement Duty's 'Good for' principles.

# Good for businesses and employees

## Ensuring Fair Work First

We recognise that the delivery of high quality public services is critically dependent on a workforce that is well rewarded, well motivated, well led, has access to opportunities for training and development, is diverse and inclusive, and can influence decision making. These factors are also important for workforce recruitment and retention, and therefore continuity of service delivery.

We will ask suppliers to demonstrate fair work practices in line with [Fair Work First](#) principles in all relevant tenders. We are committed to promoting Fair Work throughout the supply chain.

We are a real Living Wage employer and we will work to ensure that employees engaged in contracts with us, including sub-contracts, are being paid the real Living Wage.

We will monitor the use of zero hours contracts to ensure that these are not used by our suppliers in an

inappropriate manner in the delivery of any services to Scottish Enterprise.

We will report on Fair Work First and publish the outcomes in our [Annual Procurement Report](#).

## Ensuring equality

Equality is considered throughout our tender processes. Where appropriate, we carry out an equal opportunity impact assessment and suppliers are required to provide full details of equality policies and processes relevant to the contract. The requirement to comply with equalities legislation is also reflected in our standard terms and conditions.

In line with the Scottish Government's "A Fairer Scotland for All: Race Equality Action Plan 2017/21" the Public Sector Equality Duty and the Fairer Scotland Duty, we will ensure training and guidance relating to equality is provided to our procurement team and to suppliers where relevant.



## Ensuring health and safety

We recognise the importance of ensuring that we comply with the Health and Safety at Work Act 1974 and have a comprehensive Health and Safety Policy and associated guidance/procedures which relate to staff and contractors. Further, health and safety policies are covered in our standard terms and conditions to ensure that suppliers comply with all relevant regulations and best practice.

It is also important that Scottish Enterprise works with reliable contractors who are familiar with Health and Safety legislation, understand their responsibilities and operate safe systems of work. Published guidelines ensure that contractors comply with the provisions made under the Act and all relevant regulatory requirements.

Where Health and Safety is of key importance to a contract then this will be further set out in the invitation to tender, included as part of the tender evaluation process and suppliers may be requested to supply method statements and details of their policies. When required, the Health and Safety team will be involved in the evaluation of tender submissions.



# Good for society

## Our response to climate change

The Scottish Government's updated [Climate Change Plan 2018 – 2032](#) sets out Scotland's path to becoming a 'net zero' nation. It outlines planned changes in emissions from the electricity, buildings, transport, industry, waste, land use and negative emissions technology sectors, and the transition of the oil and gas sector. It also highlights the importance of a green recovery, a circular economy and wellbeing.

Scottish Enterprise has developed a [Net Zero Framework](#) setting out the approach and specific actions we are taking to embed our response to climate change across all our activities and operations. In addition, we publish an annual climate change report which outlines our commitment to supporting the Scottish Government's strategy of sustainable economic growth.

Scottish Enterprise's aim is to create a sustainable working environment and we have already made strong progress in reducing our own emissions. We have committed to reducing our internal CO2 emissions by at least 75% by 2035, becoming net zero by 2040.

Through our tender processes, we will encourage suppliers to demonstrate their commitment to net zero, and to consider specific initiatives, such as the UN Race to Zero campaign. For all relevant contracts, we will request Climate Change plans from bidders, and evaluate these as part of the tender process.

Where relevant, we will apply the Scottish Government sustainability test, with specific requirements and evaluation criteria being included in our tenders. This results in sustainability outcomes and carbon reduction requirements being included in a higher percentage of contracts.

**Scottish Enterprise's aim is to create a sustainable working environment and we have already made strong progress in reducing our own emissions.**



We will consider the whole life cost and environmental impact of our contracts where relevant and proportionate. We will also actively encourage recycling and the reuse of materials; maximising the use of materials from sustainable sources in accordance with the government buying standards and considering EPC ratings during the procurement of construction contracts where relevant.

Within our construction and infrastructure projects we will specify high BREEAM standards where practical and include WRAP (Waste and Resources Action Programme) requirements to minimise the amount of construction waste sent to landfill.

We will seek to reduce consumption of paper, office equipment, energy and water, and reduce waste where possible. If reduction of consumption is not possible, we will aim to maximise the recycling or reallocation of goods and materials. We will consider the use of fair trade and ethically traded products, or equivalent,

wherever appropriate. Within our tenders we will encourage the use of technology to minimise travel and its associated emissions.

## Ensuring suppliers' legal compliance

As of January 2021 and in line with legislation, the Single Procurement Document (SPD) is used for all regulated competitive procurement. This document requires bidders to disclose criminal convictions and misconduct in relation to money laundering, child labour and human trafficking as well equalities and environmental legislation. Our standard terms and conditions also reference the Employment Relations Act 1999 (Blacklists) Regulations 2010 which addresses blacklisting activities.

We will exclude suppliers from our procurement processes where appropriate.

## Promoting wellbeing

We recognise the Scottish Government's ambition to help improve the Nation's health and wellbeing through the informed public procurement of food and drink, and this is reflected within our catering provision, which encourages suppliers to provide healthier options. All food supplied will ensure statutory provisions are adhered to with respect to animal welfare.

# Good for places and communities

## Our approach to Community Wealth Building

Community Wealth Building is a ‘people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. It aims to ensure the economic system builds wealth and prosperity for everyone.’

One element of Community Wealth Building aims to increase procurement spend with local and regional suppliers whilst maintaining the necessary compliance with applicable procurement regulations. As part of this approach, we will work to place a greater emphasis on creating more opportunities for local and regional Scottish SME’s and third sector suppliers.

Where appropriate, we will review procurement strategies for larger, Scottish Enterprise-wide contracts and divide these into smaller regional lots, promoting these opportunities to a more local supply base.

We will continue to collaborate with partners on promotion and delivery of the Community Wealth Building approach.

## Community benefits

We will encourage our suppliers to ‘give something back’ through the use of community benefit clauses within procurement exercises where appropriate, relevant and proportionate. These benefits can be extremely varied, ranging from training opportunities such as apprenticeships to promoting careers to school children from disadvantaged areas. We manage our contracts to ensure that community benefits offered by suppliers are realised.

Details of Community Benefits delivered can be found in our [Annual Procurement Report](#).

# Open and connected

## Innovation

We are a member of the Government's Procurement Innovation Leadership Group, which aim to improve the Scottish public sector's approach to the procurement of innovation. Scottish Enterprise is working with Scottish Government and several other public sector bodies to develop knowledge and guidance on the Innovation Partnership procurement process, as well as co-ordinating pre-commercial procurement of innovation for Scottish Enterprise and other public sector bodies.

The [Scotland Innovates](#) website allows suppliers, groups and individuals to submit information on innovative goods and services they can offer that may be of benefit to the public sector in Scotland. We will continue our work to assess submissions made through this site, and provide support and guidance to suppliers as appropriate.

## Collaboration

Close collaboration is central to achieving Scottish Enterprise's objectives, and we will work closely with the Scottish Government, public sector and industry partners in this respect. We have contributed to many of the Scottish Government's working groups to improve procurement policy and process across the public sector, and we are members of: -

- the Procurement Collaboration Group,
- the Contract and Supplier Working Group,
- the Supported Businesses Working Group,
- the Professional Practice and Development Strategic Forum,
- the Procurement Innovation Leadership Group.

We will continue to participate in the procurement of Scottish Government collaborative frameworks

as a representative of both Scottish Enterprise and the wider public sector in Scotland. This approach assists Scottish Enterprise in achieving its objectives whilst delivering efficiencies through economies of scale and reduction of resources required to undertake procurement.

Sharing best practice, skills and knowledge is key to our work. We collaborate with other public sector organisations through a 'cluster' approach where we are the lead organisation for a group of other central government organisations facilitating the sharing of knowledge, encouraging partnership working and assisting partners in ensuring that the public sector delivers value for money, policy objectives and meets the expectations of stakeholders.

Scottish Enterprise will continue, where appropriate, to collaborate on procurement activities with partners to maximise our contribution to economic development and inclusive growth in Scotland.

## Our prospective and existing suppliers

We will continue to be members of the Supplier Development Programme, a partnership of local authorities, Scottish Government and other public bodies working together to provide support to businesses in all aspects of tendering.

In order to ensure the accessibility of our contracts and our procurement processes, we will attend ‘Meet the Buyer’ events, which are aimed at ensuring suppliers have face to face access to our procurement team to discuss future tender opportunities and to understand better how we work.

We will follow the code of conduct laid out in the Scottish Government’s Suppliers Charter, which aims to facilitate access to public sector procurement opportunities.

SMEs play a vital role in Scotland’s economy, providing significant employment opportunities and providing innovative solutions to our requirements. We will continue to adopt contracting strategies to ensure that SMEs have fair and equal access to our tender opportunities, and to encourage new suppliers to work with us.

To assist our suppliers, our terms and conditions have been simplified to share risks with our suppliers in a more equitable manner, as well as making them easier to understand.

We will continue to identify and reserve appropriate contracts for supported businesses and over the past few years have made repeated use of the Scottish Government’s framework for supported factories and businesses. We will continue to procure from supported businesses where it is appropriate to do so.

## Transparency

To ensure transparency, and to assist prospective and existing suppliers and other stakeholders, the [Procurement section on the Scottish Enterprise website](#) includes our:

- Procurement Strategy
- Forward Procurement Plan
- Annual Procurement Report
- Our standard terms and conditions,
- Our commitment to the Scottish Government’s Suppliers’ Charter, and
- Links to Scottish Government information on Scottish public sector procurement
- Links to the Supplier Development Programme





# Our legal obligations

We have a legal obligation to ensure compliance with the Scottish Public Procurement Regulations such as Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016, and the Remedies Directive. These require us to conduct public procurement fairly, transparently, proportionately and to advertise contract opportunities. We anticipate that these obligations will remain for the period of this Strategy.

We are required to comply with the Sustainable Procurement Duty,

and details of how we do this are contained within Section 4 of this Strategy.

Following Russia's invasion of Ukraine, we will ensure that all current and future contracts are aligned with the sanctions regime and accompanying guidance issued by the UK and Scottish Governments.

We will continue to award our contracts on the basis of the most economically advantageous tender (MEAT), considering a balance between price and quality in all procurement decisions.

# Our processes

We use the [Scottish Government's Procurement Journey](#) as the basis for our procurement and contract management processes. Wherever appropriate, we will use collaborative framework agreements developed by the Scottish Procurement and Commercial Directorate, Crown Commercial Services and others for our requirements. Where no frameworks are available, for regulated procurement (over £50k), we will work with our internal customers to develop and procure standalone contracts.

Our early engagement with project managers ensures that procurement options are discussed and agreed, and that the most appropriate approach is developed to deliver the requirements of the business, including the delivery of our strategic objectives. As part of this work, we also assess the requirement for procurement, and whether our objectives could be met by the use of internal resources, or those of our partners.

We will continue to use the open procedure for the majority of our procurement activity. This increases opportunities for suppliers, SMEs in particular, and reduces paperwork and timescales. Our policy is, other than in exceptional circumstances, to advertise tender opportunities above £50k, excluding VAT, on the [Public Contracts Scotland portal](#) to reach the widest possible number of potential suppliers.

We will ensure that contracts are managed effectively through the use of contract-specific KPI's and regular supplier meetings. Any changes to the contract will be managed through our variations processes. Our legal team will provide additional advice as required.

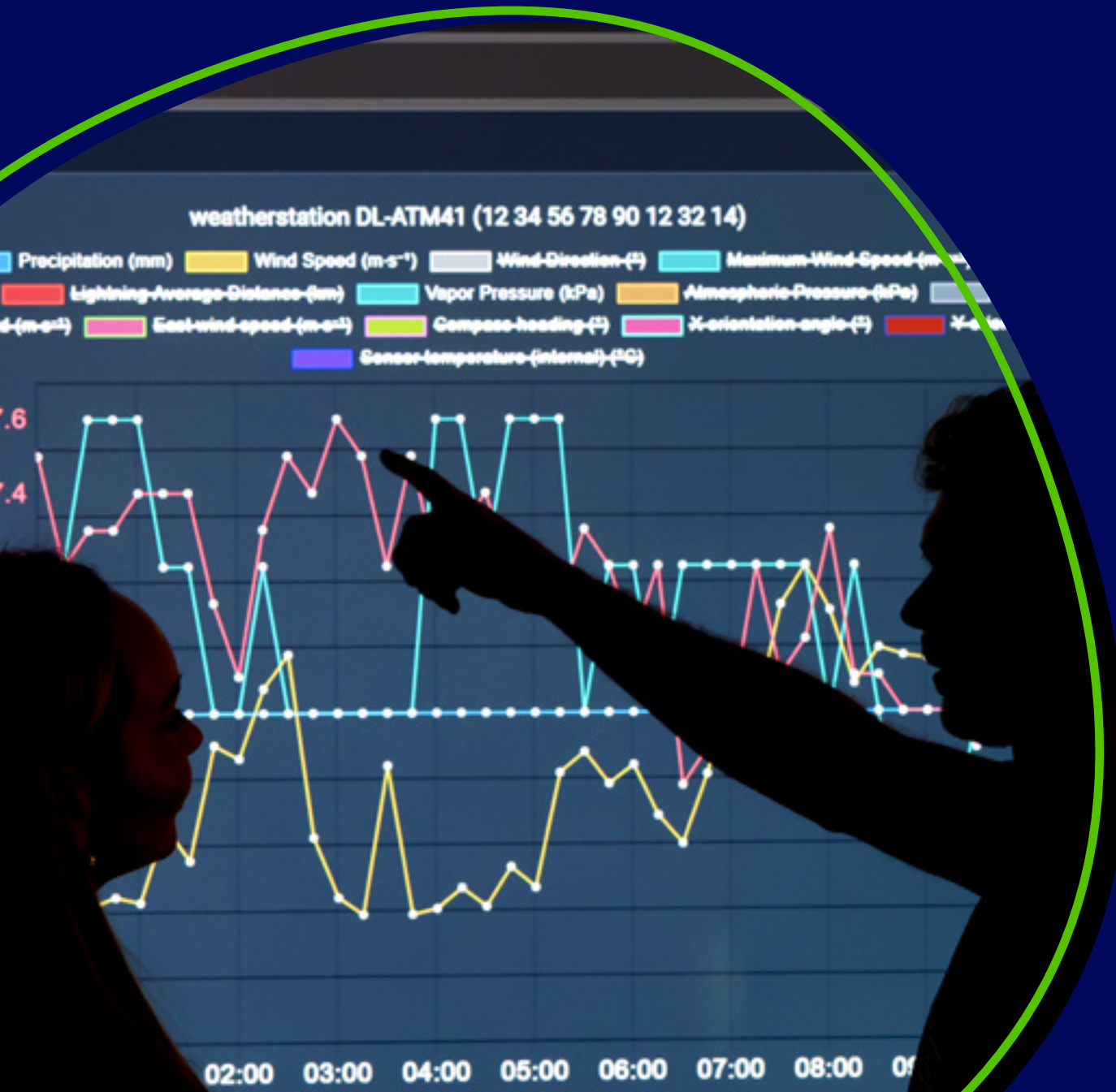
# Ensuring value for money

We will continue to ensure value for money through ensuring competition is present for as much of our contracting activity as possible. We will evaluate tenders on the basis of the most economically advantageous tender (MEAT) to ensure both financial and qualitative elements of tenders are considered.

We will use collaborative framework agreements where possible in order to reduce administration and deliver value for money.

Cash savings are nothing if not accompanied by goods and services that meet customer requirements, so our processes will continue to ensure that our contracts are effective, meet stakeholder expectations and deliver Scottish Enterprise's objectives.

Our [Annual Procurement Report](#) details financial savings achieved, as well as wider social and environmental benefits delivered through our procurement processes.





# Our team

Flexible and ongoing learning is important in maintaining a responsive and up to date team. We will continue to focus on developing the procurement team professionally to ensure they have both the skills and knowledge to maximise the benefits of procurement to SE.

Our current qualifications within the team include:

- An MBA specialising in Supply Chain Economics
- Seven members of the Procurement team are members of the Chartered Institute of Procurement and Supply (MCIPS)
- Two members of the Procurement team are working towards their CIPS diploma.

Members of the team also have various additional qualifications, including degrees in Quantity Surveying, Business and Law. These qualifications are invaluable in maintaining the level of knowledge and skills required to operate in a complex legislative and policy environment whilst delivering an effective procurement service to the business.

We undertake annual procurement training to ensure that we are fully up to date with the Scottish Government legislative and policy requirements. We also undertake regular training on GDPR and cyber security, and several members of the team have undertaken Climate Solutions training provided by the Royal Scottish Geographical Society.

We will continue to undertake training to support Government and SE policy, as well as our own continuous professional development.

All members of the team have, and will continue to have, annual training and development plans, monthly progress meetings and end of year reviews with their team leader.

We participate in the Scottish Government's professional development working group and will continue to take account of the group's outputs.



# Our work with colleagues

Where appropriate, procurement is included as part of the induction process for new employees. Further tailored procurement training will be provided for staff depending on their post and responsibility.

Each Scottish Enterprise division has a named procurement contact with an in-depth knowledge of the division and the associated categories of procurement activity required. These contacts deliver regular presentations at operational team meetings to share good practice, refresh the knowledge of the operational teams and ensure

our internal customers know how we can assist them. We will ensure that the team is accessible and available to help in person where needed, alongside maintaining close working relationships with our internal customers through virtual communications.

All internal customers who use the Public Contracts Scotland (PCS) Quick Quotes (QQ) system are given annual training by a member of the procurement team to ensure that they understand the system and our processes for obtaining quotations.





# Our payment performance

We are committed to paying our suppliers promptly, our standard terms and conditions stating that we will pay undisputed invoices within 30 days from receipt. Further, to ensure that this flows through the supply chain, we also require our principal suppliers to pay their sub-contractors within the same timescales and to incorporate this throughout their supply chain.

We wish to go further than the contractual obligation above, however, and it is therefore our policy to pay valid invoices within 10 working days for all suppliers. Our current payment performance is detailed in our [Annual Procurement Report](#).





# Our continuous improvement



The Scottish Government undertakes capability assessments with public sector procurement organisations, and in the most recent assessment of our procurement function, undertaken in summer 2019, we were in the highest performing category. We will continue to strive to maintain this level of performance during the period of this strategy.

Our processes are continuously reviewed to take account of revisions to legislation, Scottish Government Procurement Policy Notes (SPPNs) and the outputs from Scottish Government's various procurement and commercial working groups.

In line with legislative requirements, we compile a tender completion report after each procurement process that details the outcomes of the procurement exercise, including lessons learned.

To measure the quality of the procurement team's delivery of service, we undertake regular internal customer surveys. We also solicit suggestions from customers as to how our processes and procedures can be improved.

We undertake supplier surveys to understand supplier satisfaction with our processes. From March 2016, the SE Procurement team has been surveying all of our successful tenderers on regulated contracts to understand if, in their opinion, they were treated fairly and transparently.

We will ensure that information from our lessons learned process, as well as feedback from internal customers and suppliers, is used to continuously improve our processes and procedures.

The outcomes of our customer and supplier surveys can be found in our [Annual Procurement Report](#).

**We will ensure that information from our lessons learned process, as well as feedback from internal customers and suppliers, is used to continuously improve our processes and procedures.**



# Our management information

We produce a quarterly progress report to inform management of the value of procurement undertaken and the savings generated. Where relevant, this management information report informs the upward briefing for senior management and for Scottish Government.

In terms of additional reporting, we produce and publish a Procurement Strategy, an Annual Procurement Report and a Procurement Forward Plan.

# Audit and risk



Our procurement activity is regularly audited by SE's Internal Audit function, both specifically and as part of wider audit reviews. The procurement team also undertakes quarterly audits of lower value procurement across the organisation. Where issues are identified, the procurement team follows up with relevant project managers to ensure improvements are identified and implemented.

We have a Risk Management Policy and Procedure, with guidance for risk management available at project level via Scottish Enterprise's Project Lifecycle guidance. In relation to procurement, a risk assessment is undertaken for each regulated procurement project with risk management allocated to relevant individuals. Risks are also identified in relation to procurement operations, and where required these will be escalated to the SE corporate risk register in line with Scottish Enterprise's Risk Management arrangements.

We will continue to identify, manage and control risk by developing policy and procedures that also consider operational efficiency and effectiveness alongside compliance. We consider proportionality in our activities – for example, ensuring that financial thresholds and other short-listing criteria do not unreasonably discriminate against participation by SME's.

The procurement team have undertaken anti-fraud training. We have a named procurement anti-fraud champion and a procurement anti-fraud senior responsible owner. All our staff are bound by Scottish Enterprise's code of conduct policy. In line with the Bribery Act 2010, we include an anti-corruption and anti-bribery clause in our standard terms and conditions.

We have a Counter Fraud Policy which outlines how fraud may occur and be identified, who is responsible for reporting fraudulent activity and who to report it to. Appropriate preventive mechanisms, including separation of duties, are in place to counter the risk of fraud. The SE Procurement intranet site also allows colleagues to report any concerns regarding potentially fraudulent activity, ensuring further transparency in the procurement process.

Scottish Enterprise has a comprehensive whistle-blowing policy which encourages employees to raise concerns about possible improprieties in the conduct of our business – whether in matters of financial reporting or other malpractices – at the earliest opportunity and in an appropriate way. In line with good practice there is an internal contact and an external helpline which provides anonymity if necessary.

Our terms and conditions to reflect the requirements of the General Data Protection Regulations (GDPR). For each procurement, a data protection impact assessment is completed to ensure that requirements are captured within the tender specification. All SE employees have completed GDPR training.

In recognition of increasing cyber risks, we have further strengthened our procedures in relation to business continuity, disaster recovery and information and cyber security, incorporating these as evaluation criteria in our tenders where it is proportionate and relevant to do so.

# Conclusion

In conclusion, we will continue to contribute to Scotland's inclusive sustainable growth by delivering an effective and efficient service to Scottish Enterprise and delivering value for money while compliantly encouraging fair work, community wealth building, sustainability and contributing to Scotland's response to the climate emergency.

In line with the Procurement Reform Act, this procurement strategy will be reviewed and annually and updated as required. An [Annual Procurement Report](#) will be published in September of each year detailing our performance in relation to this strategy.



# Glossary

## **BREEAM**

Building Research Establishment Environmental Assessment Method, first published by the Building Research Establishment (BRE) in 1990, is the world's longest established method of assessing, rating, and certifying the sustainability of buildings.

## **CIPS**

The Chartered Institute of Purchasing and Supply (CIPS) is the leading body representing the field of purchasing and supply chain management.

## **Collaboration**

When two or more groups of people or organisations engage in procurement work together for mutual benefit (CIPS).

## **Contract Compliance**

Items covered by a contract are procured from the contracted supplier using the contract terms.

## **Contract Management**

The process of monitoring the performance of a supplier to contract.

## **Framework Agreement**

An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.

## **Open Procedure**

A one-stage procedure whereby all suppliers are invited to tender for the contract or framework agreement. The organisation cannot limit the number of bids it receives.

## **Output Specification**

The specification requirements set out in terms of what you want to achieve, leaving the tenderers to decide on how they will deliver those requirements. This can lead to innovation by the tenderers. The services detailed in the output specification should be capable of objective assessment so that the performance of the supplier can be accurately monitored.



## **Procurement Journey**

Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey will be enhanced on an ongoing basis with feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.

## **Procurement strategy**

Strategy for procurement within an organisation (can be called policy).

## **Public Contracts Scotland**

The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

## **Small Medium Enterprise (SME)**

The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.

## **Supplier**

An entity who supplies goods or services; often used synonymously with “vendor”.

## **Supported Business**

Either the organisation’s main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.

## **Value for Money**

An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.

## **Whole Life Costing**

The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.

## Got any questions?

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