

SCOTTISH ENTERPRISE PROCUREMENT STRATEGY 2019-2020

Introduction

Directed by Scottish Enterprise's new Strategic Framework, our 2019-20 Procurement Strategy has a particular emphasis for the coming year in providing an increased reach and inclusivity for Scotland's economy and its communities.

Our role

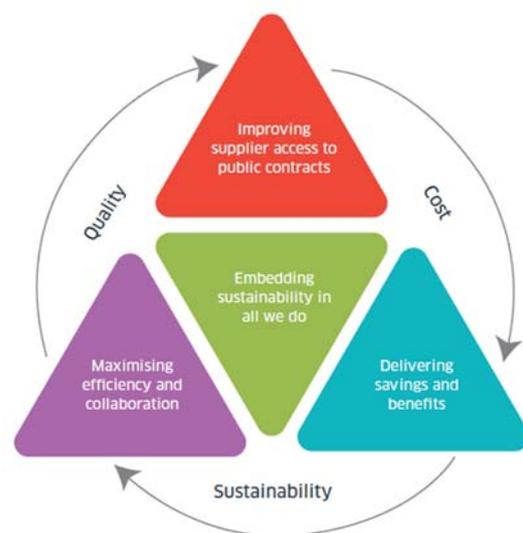
Scottish Enterprise (SE) Procurement Team aims to make a meaningful contribution to Scotland's Economic Strategy and SE's Business Plan through our delivery of a **transparent, efficient, and effective** procurement service which contributes to Scotland's inclusive growth, offers best value, is legally compliant and follows best practice. SE Procurement recognise the mission of the Strategic Plan and incorporate innovation, fair work, business and export growth within our tenders to deliver on our strategic goals.

As part of our work to ensure SE's procurement activity further benefits communities across Scotland, we will be refreshing our approach to contracting over the coming year, placing a greater emphasis on creating opportunities for local and regional suppliers. In making this change, we will review available evidence from similar approaches elsewhere, including the 'Preston Model of Procurement'¹, where the City Council has been spearheading a collaborative approach to Community Wealth Building in partnership other key public sector organisations in the region.

¹ <https://www.preston.gov.uk/thecouncil/the-preston-model/preston-model/>

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 continuously improve and measure our progress through the use of customer and supplier surveys, external evaluation through Scottish Government assessments and delivery of efficiency savings.

Undertaking regulated procurement (over £50K)



Scottish Government model of Procurement

SE Procurement follows the 'Scottish Model of Procurement', using the Scottish Government's Procurement Journey as the basis for our operations.

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 value for money,

sustainability and our policy ambitions with regards to inclusive growth.

SE will continue to consider the use of collaborative Framework Agreements developed by the Scottish Procurement and Commercial Directorate, and Crown Commercial Services where appropriate. Where no appropriate frameworks are available, for regulated procurement (over £50k), the procurement team will work with our internal customers to develop and procure standalone contracts.

We will 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, except 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 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.

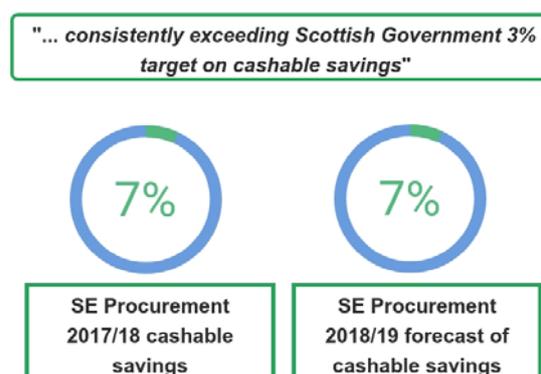
At the end of each regulated procurement process, in line with legislative requirements, we will complete a tender completion report that reviews and records the procurement exercise, including lessons learned. We will work continuously to improve our policies and procedures for our internal customers and suppliers and, as far as is reasonably practicable, we will ensure that our regulated procurement is carried out in accordance with this Procurement Strategy.

Ensuring value for money

We will provide a high-quality service for our internal customers which is:

- responsive,
- pragmatic,
- timely, and
- delivers value for money

Since 2008/09, SE Procurement has consistently exceeded the Scottish Government's cashable savings target of 3%, and in 2017/18 a cashable saving of 7% was achieved. In 2018/19, we are forecasting cashable savings of 7%.



Our savings from the use of collaborative Scottish Government framework agreements is included in the above figure and has increased from £593k in 2012/13 to £1.44m in 2017/18. Using these frameworks has and will continue to provide a quicker, compliant and efficient procurement route for the organisation.

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

Working with customers

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

Each SE 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.

Our procurement team are based in our various offices across Scotland to ensure that they are accessible and available to help in person where needed.

Consulting customers

To measure the quality of the Procurement team's delivery of service, we undertake regular internal customer surveys. In 2017-18, 100% of respondents surveyed about their experience of the team agreed that they were satisfied with the service they have received from SE Procurement and were satisfied with their working relationship with their procurement contact. The half yearly figures for 2018-19 reflects similar levels of customer satisfaction.



In addition to the above, the SE Procurement Intranet site allows colleagues to report any concerns regarding potentially fraudulent activity, ensuring further transparency in the procurement process. We also solicit

suggestions from customers as to how our processes and procedures can be improved.

Working with Scottish Government

Close collaboration is central to achieving SE's objectives, and the SE Procurement team will continue to work closely with the Scottish Government 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 currently members of:

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

In relation to Innovation, we sit on the Government's Procurement Innovation Leadership Group, with the aim of improving 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. Two projects funded through the **CAN DO Innovation Fund** are currently being developed to follow an Innovation Partnership approach. Scottish Enterprise sit on the Project Team for the Innovation Partnership project being led by the City of Edinburgh Council. It is anticipated that this will be the first to use this approach in the UK.

We will continue to participate in the procurement of Scottish Government collaborative frameworks as a representative of both SE and the wider public sector in Scotland.

Working with other public bodies

We will continue to undertake collaborative procurement with organisations where applicable, recent examples include organisations such as:

- [Skills Development Scotland](#),
- [Visit Scotland](#),
- [Highlands and Islands Enterprise](#),
- [Scottish Water](#),
- [Zero Waste Scotland](#),
- [COSLA](#) and
- [Scottish Funding Council](#).

This collaborative approach assists the business in achieving its objectives and delivers 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 our cluster partners to ensure that the public sector delivers value for money, policy objectives and meets the expectations of stakeholders.

The Enterprise and Skills Board's Strategic Plan has considered how activities can be delivered more cohesively to Scottish Businesses and through working in collaboration with other bodies and seeking to align activities where possible SE will seek, where appropriate, to collaborate in their procurements to

maximize SE's contribution to economic development and inclusive growth in Scotland.

Working with suppliers

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

- [Sustainable Procurement Strategy](#),
- [our standard terms and conditions](#), and
- [our commitment to the Government's Suppliers Charter](#).

as well as linking to Scottish Government information on public sector procurement in Scotland. In addition, we are working to update our website to increase the information available to prospective bidders in terms of advice on our procurement processes and consortia bidding. The site also links to our Procurement Strategy, [Annual Report](#) and our [forward procurement plan](#). This additional information advises suppliers when SE contracts will be procured and assists them in bidding for our work.

We are 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. As part of this work, we attend regular Meet the Buyer sessions, providing a platform for suppliers to meet our procurement specialists to discuss future contract opportunities.

Consulting suppliers

We undertake supplier surveys to understand supplier satisfaction with, and to improve on, our processes. From March 2016, SE Procurement has been

surveying all of our successful tenderers on regulated contracts to understand if, in their opinion, they were treated fairly and transparently and if we could improve our processes to reduce the burden on suppliers.

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Ensuring prompt payment to contractors and their sub-contractors

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 have included a further clause requiring our principal suppliers to pay their sub-contractors within the same timescales and to incorporate this throughout their supply chain.

Since November 2008 SE policy has been to pay valid invoices within 10 working days for all suppliers. In the year ended 31 March 2018, Scottish Enterprise paid 81% (2017: 80%) of suppliers' invoices within the revised standard.

The average number of days taken to pay valid invoices during the year was 7.9 days (2017: 8.2 days). We will continue our commitment to pay undisputed invoices within 10 days.

Working with SME's, local businesses, supported businesses and the third sector

We will continue to review and update our procurement policies and procedures to ensure that we contribute to improving social, economic and environmental wellbeing where relevant in delivering our contracts. We will encourage a diverse range of suppliers including SMEs, the third sector and supported businesses to tender for our contracts through our approach.

SMEs play a vital role in Scotland's economy, providing significant employment opportunities and providing innovative solutions to our requirements. Currently, annual procurement spend with SMEs represents of 50% of SE total spend; in 2017/18 our contracted spend with SMEs was 58%.

We will continue to adopt contracting



Annual procurement spend with SMEs of total procured spend.



Contracts were with SME Suppliers in 2017/2018

strategies to ensure that SMEs have fair and equal access to our tender opportunities, and to encourage new suppliers to work with us.

In 2017/18 80% of the organisations with whom SE has contracted were SME suppliers, and we have a target to maintain that figure for 2018/19.

To actively encourage the involvement of SMEs within our supply chain, where appropriate, we will split larger contracts into lots to make opportunities more accessible to smaller suppliers. In addition, our terms and conditions have

been simplified to share risks with our suppliers in a more equitable manner, as well as being easier to understand.

SE follows the code of conduct laid out in the Scottish Government's Suppliers Charter, which aims to facilitate access to public sector procurement opportunities. Also, as noted above, we will continue to participate in Meet the Buyer events aimed at providing advice and guidance to businesses wishing to work with us.

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 and will use the new Commodities Reserved for Supported Businesses framework where it is appropriate to do so. SE regularly attends the supported businesses engagement events that take place and in 2017/18 SE awarded contracts totalling £156,300 to supported businesses and is forecasting to award contracts to supported businesses of approximately £150,000 in 2018/19.

Ensuring fair and ethical trading

In line with legislation, the European Single Procurement Document (ESPD) Scotland has been adopted 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 as 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.

Delivering community benefits

We fully recognise the ability of our contracting activities to leverage wider benefits for our communities. These benefits can be extremely varied, ranging from training opportunities such as apprenticeships to promoting careers to school children from disadvantaged areas.

We will continue to encourage our suppliers to 'give something back' through the use of community benefit clauses within procurement exercises where appropriate and manage our contracts to ensure that community benefits offered by suppliers are realised.

Ensuring equality

We are required to consider equality throughout our tender processes. Where appropriate, we carry out an Equal Opportunity Impact Assessment at procurement stage and suppliers are required to provide full details of equality policies and processes that will be utilised when delivering 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" we will review our training and guidance relating to equality provided to our procurement professionals and to suppliers.



We have reviewed our procurement policies and procedures to strengthen our

ambitions towards Inclusive Growth and, in line with guidance from Scottish Government, we are including Fair Work Practices and Community Benefits as evaluation criteria within our tenders. Going forward we will be monitoring the number of successful supplier organisations which are Women led² to gain an insight in to the number of such businesses with whom we contract.

Paying the Living Wage through our regulated procurement

We will continue to incorporate evaluation of workforce matters into all tenders where the use of labour is key to the delivery of the contract. We are committed to promoting the use of the Real Living Wage and this is reflected throughout our tender processes.

SE is a Real Living Wage Employer and therefore, where suppliers have staff working on SE premises, we ensure that these employees are being paid the Real Living Wage. Also, we 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 SE. We include questions on the real living wage and use of zero hours contracts within our tenders for the purposes of monitoring and reporting on these.

Realising sustainability

The [SE Sustainable Procurement Strategy 2016/2019](#) reflects the Sustainable Procurement Duty in the Procurement Reform (Scotland) Act 2014 and sets out

how we intend to ensure best practice and to meet our legal and financial obligations as well as achieve wider economic, social and environmental benefits.

We will continue to focus on professional development and training within the procurement team which will assist in maximising procurement benefits within SE, while also helping to realise the Scottish Government's overarching sustainability objectives. Also, to further strengthen our commitment to sustainability, we have identified a Procurement Sustainability Champion to ensure that sustainability is embedded within all relevant work.

As part of our commitment to ensuring that sustainability is embedded throughout the procurement lifecycle we have implemented Scottish Government's Sustainability Test. Our team has undertaken sustainable procurement training which included reviewing Scottish Government's sustainability assessment tools and explaining how sustainability can be realised throughout the procurement process.

Within our construction and infrastructure projects we specify high BREEAM (Building Research Establishment Environmental Assessment Method) standards where practical, and include WRAP (Waste and Resources Action Programme) requirements to minimise the amount of construction waste sent to landfill.

When appropriate and proportionate to do so, Whole Life Costing (WLC) methodology will be used at tender strategy development stage to assist in selecting the best value solutions, this will be most appropriate for our larger

² "Women led" being defined businesses is where the founder, CEO or MD is a woman

construction, infrastructure and facilities management projects. The Whole Life Costing tool created by the Scottish Futures Trust provides a consistent method of comparing and reporting anticipated whole life costs and we will draw on this when considering WLC.

In line with the statutory requirement SE's contribution to the conservation of biodiversity is documented through the [report](#) we produce every three years. The latest available report covers the period 2014 – 2017 and outlines the range of Scottish Enterprise actions taken in this period to further the conservation of biodiversity.

We actively encourage low carbon options within procurement supporting the move towards a circular economy. SE publishes an annual Climate Change report which outlines SE's commitment to supporting the Scottish Government's strategy of sustainable economic growth, while showing our commitment to reducing our environmental impacts and continuing to promote sustainability in all our operations.

SE aspires to be a recognised leader in organisational sustainability. It is our aim to create a sustainable working environment and contribute to Scottish Government's target of an overall reduction of carbon emissions of 42% of CO² by 2020 from our baseline year of 2009-10.



Additionally, we seek to reduce consumption of paper, energy, water and generation of waste where possible by recycling and the use or reallocation of goods and materials, and consider the use of Fair Trade products, or similar, wherever possible. Within our tenders we are increasingly encouraging the use of

technology to minimise travel and the associated emissions.

Continuous improvement

The Scottish Government has been undertaking capability assessments with public sector procurement organisations since 2010/11, and in the most recent Procurement and Commercial Improvement Programme (PCIP) assessment we achieved the highest rating. We continue to be one of the leading Scottish public procurement organisations in terms of our overall benchmarking score and will strive to maintain this level.

Our processes are continuously reviewed to take account of revisions to legislation, Scottish Government Procurement Policy Notes and the outputs from Scottish Government's various procurement and commercial working groups. In addition, we ensure information from our lessons learned process as well as feedback from internal customers and suppliers is used to improve our processes and procedures.

SE will be undergoing a further PCIP assessment in summer 2019 and we will endeavour to achieve a similarly high rating.

Improving contract and supplier management

The SE Procurement team has undertaken specific contract management training and, in accordance with Procurement Journey best practice, we have completed the Scottish Contract Management Benchmarking Survey which is used to inform contract management development across Scotland. Contract and Supplier Management is not currently undertaken by the Procurement team and is part of the duties of individual Project Managers across the business. We include contract management guidance to Project

Managers within our processes, as well as providing appropriate supporting documentation. In addition, we have undertaken contract management training with some of our contract managers responsible for key high spend contracts.

We are working to strengthen our contract management processes to:

- ensure the best possible outcomes from our contracts,
- work more strategically with key suppliers and
- deliver greater value for money.

In line with good practice and as outlined in the PCIP process, we will continue to work with other SE teams to further develop contract and supplier management across Scottish Enterprise.

We are working with Scottish Government procurement to roll out their new contract management e-learning modules to strengthen and improve contract management across SE and will be working with contract managers and key strategic suppliers to streamline contract management.

Measuring benefits

Key Performance Indicators (KPIs) are reported to the Scottish Procurement Information Hub on a quarterly basis. Also, SE Procurement has internal measures which include: –

	17/18 Actual	18/19 Forecast	18/19 6 months	19/20 Forecast
Procurement cash savings	7%	7%	6.4%	7%
Internal customer satisfaction	100%	100%	100%	100%
Supplier satisfaction	100%	100%	100%	100%

³ There were 2 regulated procurements, call-offs from the Framework for Supported Businesses, carried out that resulted in 6 contracts with supported businesses.

Contracts awarded to supported businesses	2 ³	4	4	4
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Informing management

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. We produce a:

- Procurement Strategy,
- Sustainable Procurement Strategy,
- Procurement Forward Plan,
- six-month Consultancy Spend report, and
- SE Procurement Annual Report.

which are reviewed by senior management.

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 SE works with reliable contractors who are familiar with this 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. In addition, 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 is involved in the evaluation of tender submissions.

Health and wellbeing

Our work rarely involves the procurement of food, with the exception of our internal catering contracts, however 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 tenders that request suppliers provide healthy options to encourage internal colleagues and visitors to make healthy eating choices.

Where appropriate we will include a requirement within our contracts to ensure that all food supplied will be in accordance with statutory provisions with respect to animal welfare.

Professionalising the team

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

- **The Head of Procurement holds a specialist MBA with Procurement and**
- **the Team Leader has an MSc in Procurement.**
- **six members of the Procurement team are now members of the**

Chartered Institute of Procurement and Supply (MCIPS) with

- **two members of the procurement team working towards this qualification.**

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.

To further ensure that we have the skills to deliver the specific specialist needs of our internal customers, two members of the team are Chartered members of the British Institute of Facilities Management, the Head of FM and Procurement holds a BSc in Quantity Surveying and another team member is due to complete a BSc in Quantity Surveying this financial year.

Two members of the team have Business degrees, two have Law degrees and one has a degree in Economics and Sociology. All members of the team have, and will continue to have, training and annual development plans in place.

Developing procurement expertise

Teams within SE occasionally take on work placement students to provide work experience to young adults and to strengthen the links with the community. In 2017/18 the procurement team provided an opportunity for two HND students to work alongside our experienced procurement professionals as part of their final year projects. This gave them real life experience of public sector procurement and working as part of a team. We will continue to work with the relevant colleges to facilitate future work placements.

We participate in the Scottish Government's Professional Development

Working Group and will take account of the group's outputs.

The SE procurement team undertake annual procurement training to ensure that we are fully up to date with EU procurement obligations, as well as the Scottish Government legislative and policy requirements. In addition, the team recently undertook sustainability training and the procurement Business Partners have undergone coaching training to both develop their own skills and allow them to provide development coaching to others within the organisation. Furthermore, in 2019/20 the procurement team will again undergo CIPS online ethics training.

Ensuring compliance and managing risk

Our procurement activity is regularly audited by SE Internal Audit both specifically and as part of wider audit reviews. The results of these audits are consistently positive, confirmed by the fact that no high priority recommendations have been raised in the previous three years. The Procurement team also undertakes quarterly audits of lower value procurement across the organisation, and these audits consistently demonstrate a high compliance level. Where any 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 SE'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. The Procurement team will continue to feed relevant risks into the divisional risk

register and, where required, these will be escalated to the SE corporate risk register in line with SE'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. The Procurement team consider risk proportionately in their activities – for example, ensuring that financial thresholds and other short-listing criteria do not unreasonably discriminate against participation by SME's.

To support our approach to risk management, anti-fraud training has been undertaken with the SE Procurement team and key internal stakeholders. We have a named procurement anti-fraud champion and a procurement anti-fraud senior responsible owner. The Procurement team have all completed the Chartered Institute of Procurement and Supply (CIPS) professional ethics course, and will do so again in 2019/20, and all SE staff are bound by SE's code of conduct policy. Additionally, and in line with the Bribery Act 2010, we include an anti-corruption and anti-bribery clause in our standard terms and conditions.

SE has 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.

SE 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.

Data Protection

The General Data Protection Regulation (GDPR) came in to force in May 2018. We have reviewed current contracts in light of the GDPR to ensure that these are compliant and we have updated our procurement procedures and terms and conditions to reflect data protection requirements going forward. For each procurement, a data protection impact assessment is completed, this ensures that requirements are captured within the tender specification, additionally, everyone in the organisation has completed online GDPR training.

The ambition of the Scottish Government and the National Cyber Resilience Leaders' Board is for Scotland to be a world leading nation in cyber resilience, and the deputy First Minister John Swinney recently launched [A Cyber Resilience Strategy for Scotland: Public sector action plan 2017 – 2018](#) with the aim of promoting higher standards of cyber resilience across Scotland. In recognition of the increasing risks in this area, we will be further strengthening our procedures in relation to business continuity, disaster recovery and cyber security, incorporating these as evaluation criteria in our tenders where it is proportionate and relevant to do so.

Conclusion

In conclusion, the SE Procurement team will continue to strive to deliver an efficient and effective service to SE, delivering value for money and contributing to Scotland's sustainable economic growth. We will continue to work towards delivering

inclusive growth and a fairer society for Scotland.

In line with the Procurement Reform Act, this Procurement Strategy will be reviewed and updated annually with any slippage in targets addressed. As part of our strategy development, and alongside this document we are publishing our updated Sustainable Procurement Strategy which recognises our commitment to sustainability and inclusive growth. An action plan has been produced to ensure continuous improvement. An annual procurement report will be developed to record and report progress and this will be published by August 2019.

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