



South of Scotland Enterprise Agency

Procurement Strategy

2025-2030

Version	Date	Author	Summary of Changes	Approved By
1.0	April 2025	Procurement Team	Initial draft for internal review.	Allan Harrow
1.1	April 2025	Procurement Team	Updated following internal review. Amendments made to drafting and terminology	Allan Harrow
2.0	July 2026	Procurement Team	Hyperlinks reviewed and updated where necessary. Amendments made to terminology and job title	Allan Harrow

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Document Owner
Director of Business Enablement

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Section 2 – Introduction/Executive Summary

Introduction

- 2.1** The South of Scotland Enterprise Agency (“SOSE”) is a non-departmental Public Body of the Scottish Government. It is a Body Corporate and was set up on the 1st April 2020 under the South of Scotland Enterprise Act 2019.
- 2.2** SOSE is an economic and development agency for the South of Scotland. Its vision is to drive inclusive growth, increase competitiveness, and tackle inequality within the region. SOSE wants to establish the South of Scotland as a centre of opportunity, innovation and growth.

Executive Summary

- 2.3** This strategy outlines SOSE’s procurement objectives to support its vision, strategic goals, and alignment with local and national priorities.

Section 3 – Procurement Vision/Mission Statement

Procurement Vision

- 3.1** To support the sustainable economic growth of the region via a professional approach to procurement that provides SOSE with the best value for money in securing provision of:
- goods and services and;
 - Public works contracts.

Procurement Mission Statement

- 3.2** The aim is to conduct procurement processes in a manner that demonstrates value for money, encourages innovation, and aligns with the principles of sustainable procurement, supporting growth in the South of Scotland and aiming to reduce inequalities within the region.

Procurement Principles

- 3.3** The following procurement principles support the Procurement Mission Statement at 3.2 above:
- All procurement activities will be conducted according to the SOSE Procurement Policy and Procedures.

- Procurement will comply with existing legislation to ensure competition, sustainability, inclusiveness, and best value for SOSE. The process will be transparent and accountable.
- Best value will be achieved by accepting Most Economically Advantageous Tender (MEAT) / Most Advantageous Tender (MAT) offers, assessing whole life costs and non-financial factors. Desired outputs and results, including health, safety, and environmental standards, will guide procurement decisions.
- Procurement will enable access to appropriate market routes in line with regulated procurement thresholds (currently £50,000 for goods and services and £2 million for works), working with key SOSE stakeholders to meet regulatory requirements. Procurement will also aim to facilitate all non-regulated contracts with SOSE staff.
- Procurement will collaborate with key stakeholders on the ongoing management of selected business-critical contracts, aligning with the Contract and Supplier Management Strategy to maintain performance and efficiency.
- Where possible, collaborative frameworks offering value for money, appropriate goods or services, reduced risk, and shorter contract award timelines will be used. If such frameworks are unavailable, SOSE's own tender or quotation process will be applied.
- SOSE will carry out its procurement activities and address opportunities and challenges in accordance with the Scottish Model of Procurement:

The Scottish Model of Procurement

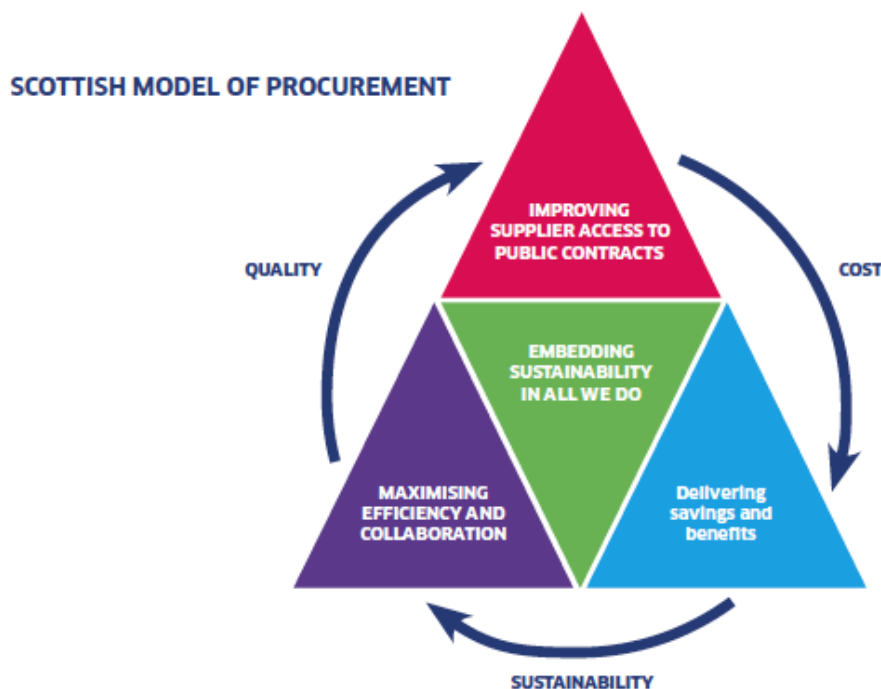


Image: The Scottish Government

Section 4 – Strategy Rationale/Context

4.1 SOSE drives regional growth and development to support Scotland’s Economic Strategy, focusing on competitiveness and fairness. This Procurement Strategy will align with SOSE’s broader corporate priorities.

4.2 The strategy supports the implementation of Scotland’s Economic Strategy which highlights Innovation, Investment, Internationalisation and Inclusive growth as key aspects of a competitive and fair society.

It will also ensure compliance with the Procurement legislation and guidance including:

- [Procurement Reform \(Scotland\) Act 2014](#)
- [Procurement \(Scotland\) Regulations 2016](#)
- [Public Contracts \(Scotland\) Regulations 2015](#)
- [Scottish Public Procurement Policy notes](#)
- Case Law
- [The Procurement Journey](#)

4.3 Our goal is to deliver procurement that is open, fair, inclusive, transparent, and compliant. To achieve this, we need:

- **Leadership:** Commitment from the Senior Leadership Team to support Procurement.
- **Staff:** As far as is practicable, Procurement staff should be CIPS qualified or engaged in ongoing professional development.
- **Stakeholders:** Colleagues who engage with Procurement as early as possible and provide technical support.
- **Technology:** Use of Agresso Business World for electronic order and payment processing, and the Government e-PC card as needed. Public Contracts Scotland (PCS) will be used for tendering and issuing of Quick Quotes, providing registered SMEs with the opportunity to bid for all appropriate contract opportunities.
- **Compliance:** Adherence to applicable procurement legislation and Scottish Government procurement policy.
- **Innovation:** SOSE will consider innovative routes to market, including the use of framework contracts, and will encourage innovation from the supplier base through the use of output-based specifications as appropriate, thereby ensuring suppliers can offer solutions to best meet our needs rather than SOSE prescribing how the market should meet our needs.

4.4 Our key priorities are:

- Ensure all procurement and contract management activities are led by the Procurement team with engaged stakeholders ensuring full contract compliance and effective governance.
- Support the Grants award process to ensure an effective process for payment and governance
- Keep the procurement strategy aligned with SOSE's corporate values and priorities.
- Promote Community Wealth Building, especially supporting local/rural markets in the South of Scotland, SMEs, Third Sector groups, minority-led enterprises, and those with protected characteristics under the Equality Act 2010.
- Prioritise sustainability and inclusiveness in all operations.
- Reduce bureaucracy by using collaborative framework contracts suited to SOSE's needs.
- Safeguard public funds by spending sustainably, with integrity and accountability.
- Regularly report on procurement performance and compliance for regulated procurements.
- Collaborate with other public sector organisations on regulated procurements, ensuring equality of opportunity and alignment with SOSE's [Public Sector Equality Duty](#) and its general equality duty.

4.5 We will achieve this by:

- Training, secondments, and mentoring to develop procurement staff;
- Raising Procurement's profile within SOSE and fostering effective relationships across Directorates and teams;
- Ensuring compliance with the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014;
- Emphasising Community Wealth Building by integrating the three pillars of sustainability - economic, social, and environmental considerations - with stakeholder engagement at the outset of all procurement projects, and ensuring these principles are proportionately incorporated into every contract awarded by SOSE.

Section 5 – Strategic Aims, Objectives & Key Priorities

Our strategic aims

- 5.1** The strategic aims of the Procurement function are to support the delivery of SOSE's strategic priorities and key objectives.

No.	Strategic Priority	Key Objective
Strategic Priority 1	Procurement Leadership	Ensure all Procurement activity/competitions are led by the Procurement Team to ensure full compliance with all relevant legislation and provide governance oversight.
Strategic Priority 2	Deliver Value for Money	Ensure contracts are awarded on a combination of factors including (but not limited to) quality, cost, inclusiveness, sustainability and community wealth building. SOSE will consider Community Wealth Building principles when designing procurement strategies and evaluating opportunities to maximise local economic impact.
Strategic Priority 3	Sustainable Procurement	Ensure sustainability is considered and embedded proportionately in all contracts we award (including extended supply chain) in line with our sustainable procurement duty, including supporting climate change targets and transition to a net-zero carbon emissions organisation.
Strategic Priority 4	Digital Innovation	Prioritise digital innovation to enhance processes, facilitate access to information, and enable more efficient outcomes through technology.

We will do this as outlined in the following statements with reference to [Section 15\(5\)](#) of the Procurement Reform (Scotland) Act 2014 by:

(a) Ensure that regulated procurements:

- (i) contribute to the carrying out of its functions and the achievement of its purposes (section 2.5.1 of the Guidance accompanying the Procurement Reform (Scotland) Act)**

By considering procurement within the framework of various joint plans and strategies developed both internally and externally; by conducting appropriate consultations during the creation and alignment of our procurement strategy with these plans and strategies, as well as for individual regulated procurements when necessary; and by supporting efficient contract and supplier management to

assess how regulated procurements meet their objectives; and by facilitating timely payments throughout the supply chain.

(ii) deliver value for money (a balance of cost, quality and sustainability) (2.5.2)

By applying the following key principles: collaboration with other organisations when possible; consistency and transparency in procurement processes; consideration of whole-life cost of procured items where appropriate; and ensuring SOSE Procurement works in a clear, transparent, and proportionate manner.

(iii) Are carried out in compliance with its general duty to treat relevant economic operators equally and without discrimination (2.5.3)

When appropriate, consider early market engagement before publishing a contract notice on the Public Contracts Scotland portal; during initial sourcing consider breaking requirements into smaller lots to attract SMEs; and promote opportunities in the South of Scotland to help community wealth building.

(iv) Be undertaken in compliance with our duty to act in a transparent and proportionate manner (2.5.4)

At each stage of the procurement process, SOSE will maintain transparency and proportionality in procurement by: using electronic communications (with alternatives upon request), ensuring open public and market engagement, using clear language to ensure a common understanding of the requirement(s), and applying SOSE's financial thresholds to ensure proportionality in selecting the appropriate procurement process.

(v) Comply with the sustainable procurement duty (2.5.5)

SOSE shall ensure that it complies with its statutory sustainable procurement duty through embedding sustainable procurement as routine – routinely considering sustainability at all stages of procurement exercises (including downstream supply chains); considering how individual procurement exercises can help improve the economic, social, and environmental wellbeing of the region; facilitating the involvement of small and medium enterprises, third sector bodies, minority groups and supported business in the procurement process; and by promoting innovation at the initial stage of all procurements. As part of our response to the climate change emergency SOSE will support the just transition to a net-zero carbon emissions economy and society.

(b) include a statement of general policy on;

(i) the use of community benefit requirements (2.5.6)

For each procurement exceeding £4 million, SOSE will assess options for enhancing economic, social, or environmental wellbeing in the region by

including community benefit clauses, in alignment with its strategic objective of Sustainable Procurement. Where appropriate, SOSE will also consider incorporating such clauses in procurements under the £4 million threshold.

(ii) consulting and engaging with those affected by its procurements (2.5.7)

SOSE will consult relevant stakeholders during the commodity sourcing strategy stage of regulated procurements when appropriate, and will consider consultation outcomes in procurement decisions that follow.

(iii) the payment of a Living Wage to persons involved in producing, providing or constructing the subject matter of regulated procurements (2.5.8)

Complying with the statutory requirements on the payment of a national living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements; and – as a Living Wage accredited employer – promoting the Living Wage and fair work practices in regulated procurements and the wider supply chain, thereby contributing towards our sustainable procurement duty and the improvement of social wellbeing in the region

(iv) promoting compliance with the Health & Safety at Work etc Act 1974 by contractors and sub-contractors (2.5.9)

Complying with the SOSE corporate Health and Safety Policy on promoting compliance by contractors and sub-contractors with the [Health and Safety at Work etc. Act 1974 \(c.37\)](#) and any provision made under that Act, through assessing the relevant risks arising from regulated contracts and considering these throughout the procurement process; and through ensuring that our requirements for individual contracts meet current legislation (as a minimum).

(v) the procurement of fairly and ethically traded goods and services (2.5.10)

The procurement of fairly and ethically traded goods and services will be considered at the initial sourcing strategy stage of all regulated procurements during the period of this strategy.

Section 6 – Spend/Finance

6.1 Gross expenditure (excluding income) for the past five years and forecast for 2025-26 shown below. This is to be updated annually as part of the Strategy review process.

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26*
Revenue (£m)	13.3	15.8	15.9	16.4	15.9	17.9
Capital (£m)	9.1	10.9	13.4	15.9	13.6	16.8

*forecast at time of Strategy review

Section 7 – Implementation, Monitoring, Reviewing and Reporting

Approval of strategy

- 7.1** This Procurement Strategy will be approved by the SOSE Senior Leadership Team.

Publication of Strategy

- 7.2** SOSE will publish this Procurement Strategy on both its external website and internal intranet and will notify The Scottish Ministers of publication.

Review

- 7.3** SOSE will review the Procurement Strategy annually and issue an Annual Procurement Report on its findings. This will help to ensure that SOSE maintains the alignment between the Procurement Strategy and the organisation's broader corporate priorities. Where necessary and proportionate to do so, SOSE will revise and update its Strategy.

Reporting

- 7.4** SOSE will, as soon as practicable, following the end of each financial year prepare an Annual Procurement Report which will include:
- A summary of all regulated procurements completed within the year;
 - A review of whether these procurements complied with this Strategy;
 - A statement outlining the approach to achieving future compliance in cases where any procurements have not been conducted in accordance with this Strategy;
 - A summary of any community benefits that were achieved;
 - A summary of steps taken to facilitate the involvement of supported businesses in regulated procurements in the year;
 - A summary of anticipated regulated procurements expected to commence in the next two financial years;
 - Any other information as specified by The Scottish Ministers

Section 8 – Strategy Ownership & Contact Details

8.1 The Strategy is owned by the Director of Business Enablement and signed off by the Senior Leadership Team.

8.2 If you have any queries in relation to this Strategy, please contact:

Allan Harrow
Director of Business Enablement
South of Scotland Enterprise Agency
Tel: 01387 454448
E-mail: allan.harrow@sose.scot

Section 9 – Policies, Tools & Procedures

In this section, SOSE outlines how this Procurement Strategy aligns with and complements local and national policies, processes and procedures.

9.1 Local Policies

- Procurement Policy and Procedures
- Delegated Authority Policy
- Risk and Internal Audit Policy
- Data Protection Policy
- Freedom of Information Policy
- Conflict of Interest Policy
- Whistleblowing Policy

9.2 National Policies

- [Scotland's Economic Strategy](#)
- [Procurement \(Scotland\) Regulations 2016](#)
- [Procurement Reform \(Scotland\) Act 2014](#)
- [The Scottish Procurement Journey](#)
- [Scottish Model of Procurement](#)
- [National Performance Framework](#)
- [Public Procurement Reform Programme](#)
- The Changes to the EU Procurement Directives
- Scottish Business Pledge
- [Guidance on Procurement and the Public Sector Equality Duty](#)
- [The Suppliers Charter](#)
- The Strategic Board for Enterprise and Skills

End of Document