Supplier Development Programme

Supplier
Development
Programme

Helping You **Bid Better**

10-DR

Annual Report

2017/2018

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Introduction to Supplier Development Programme

The Supplier Development Programme (SDP) is a business support initiative. The Programme's aim is to help SMEs improve their performance in winning contracts in the public sector. This is achieved through offering information, support and training events to assist in navigating the complex tendering processes used in Public Sector procurement.

 Our key objectives are to:

- Raise awareness of opportunities arising from public sector spend
- Provide training and support on all aspects public sector tendering
- Improve the tender readiness of local suppliers through early intervention
- Support our member organisations to meet the Sustainable Procurement Duty
- Promote links and integrate with other government business support services

Welcome from the Chairman – Councillor Tony Buchanan

As chair of the Supplier Development Programme, I am delighted to introduce our Annual Report for 2017/18. SDP continues to have focused direction and shared purpose; not only to support Scottish SMEs and Third Sector organisations, but to support our member organisations' to meet the Sustainable Procurement Duty which in turn delivers a range of social, economic and environmental benefits from their spend.

Through our "Team Scotland" approach, we have welcomed more public bodies to join the Programme, thus sharing both SDP and our members' breadth of local knowledge, helping to further connect local businesses to potential contract opportunities.

Our Annual Meet the Buyer, the largest free event of its kind in Scotland (possibly even the UK), is now a regular fixture in the procurement diary and continues to grow year on year, both in terms of exhibitors and attendees, offering a unique opportunity to connect buyers and suppliers.

I wish to thank the SDP team, who have worked tirelessly in conjunction with the SDP Board, our Members and Scottish Government to continue to deliver a unique service, wholly focused on raising awareness of contract opportunities and improving the capability of Scottish SMEs to grow their businesses through tendering for public sector opportunities.

Finally, I'd also like to acknowledge the contribution of our member authority South Lanarkshire Council which has supported the SDP management team since it agreed to undertake the role of host authority in 2014.

Working Together and Early Intervention – Gillian Cameron, Programme Manager

I wonder if the year went as fast for you as it did for the SDP team.

The benefit of early engagement with suppliers cannot be underestimated, and SDP have been encouraging their members to look at their future opportunities to align tender training to the market needs. By working together, this early intervention takes a more proactive training approach, and by raising awareness of opportunities and tender processes well in advance, will result in suppliers being in a much stronger, informed position in order to bid for up and coming opportunities.

It was good news for suppliers with the introduction of the online European Single Procurement Document (ESPD) in Public Contract Scotland (PCS). SDP was involved in the testing prior to its roll-out in April 2018 and we continue to work closely with Scottish Government and the PCS team on further enhancements.

Whilst 2017/18 has been another successful year for SDP as outlined in our report, we cannot be complacent; new aspects to tendering continue to emerge, such as Cyber Security requirements, so it is necessary that SDP continually evolves to ensure we deliver training courses that are fit for purpose.

As we move forward to March 2019 and Brexit, new challenges will face our SME community. Dependent on the final position, possible changes to the procurement rules will be made via amendments to existing legislation, to ensure they continue to compete and benefit from opportunities, SDP will play a vital role in ensuring that Scottish businesses are informed and educated on any such changes.

Our Members

Affiliate Members

SDP is well known and referenced across the wider Scottish public sector (including cross-public sector procurement strategies).

In August 2017, with support from the Cabinet Secretary for Finance and the Constitution, Derek Mackay, and working with Scottish Government, SDP started the journey to move from not only a local authority focused intervention to a wider "Team Scotland" partnership initiative.

Joining the Forestry Commission, the following organisations took up SDP Membership in the year.

National Records of Scotland is a non-ministerial department of the Scottish Government. It is responsible for civil registration, the census in Scotland, demography and statistics, family history and the national archives and historical records.

Historic Environment Scotland is an executive non-departmental public body responsible for investigating, caring for and promoting Scotland's historic environment.

Registers of Scotland is the non-ministerial department of the Scottish Government responsible for compiling and maintaining records relating to property and other legal documents. The important element about any system of land tenure is evidence - evidence to support the claim of the person entitled to the land.

Highlands and Islands Enterprise - Highlands and Islands Enterprise is the Scottish Government's economic and community development agency for a diverse region which covers more than half of Scotland and is home to around 450,000 people. HIE's role is to develop sustainable economic growth across the region.

The Scottish Parliamentary Corporate Body (SPCB) supports the work of the Scottish Parliament and its Members and is responsible for ensuring that the Parliament is provided with the staff, accommodation and services it requires. Goods, services and works for the Scottish Parliament are procured from third parties by the procurement office acting on behalf of the SPCB and represents approximately £16 million annual spend.

Caledonian MacBrayne, usually shortened to **CalMac**, is the major operator of passenger and vehicle ferries, and ferry services, between the mainland of Scotland and 22 of the major islands on Scotland's west coast.

The Year in Numbers

This Year in Numbers

2017/2018
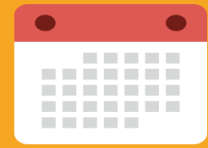
1690
SCOTTISH SMES joined the programme

11,439
Registered Businesses

17% Increase
in businesses registered since 2016/2017

155
Events in total

1337
Unique Businesses attended our events

1462
Total Event Attendances

68
Face to Face events

37
Webinars

50
External Events

Supplier Registrations

We have continued to promote registrations to SDP through various events and via our regional representatives. 1,690 Scottish SMEs or third sector organisations joined the Programme in 2017/18, increasing total registrations 17% since 2016/17, raising the 9,749 registered businesses to 11,439 registered businesses.

Glasgow City Council accounted for 20% of new registrations, followed by City of Edinburgh with 13%, South Lanarkshire Council with 7%, and North Lanarkshire with 6%.

Table 1: Total registrations to SDP in 2017/18

*Per quarter
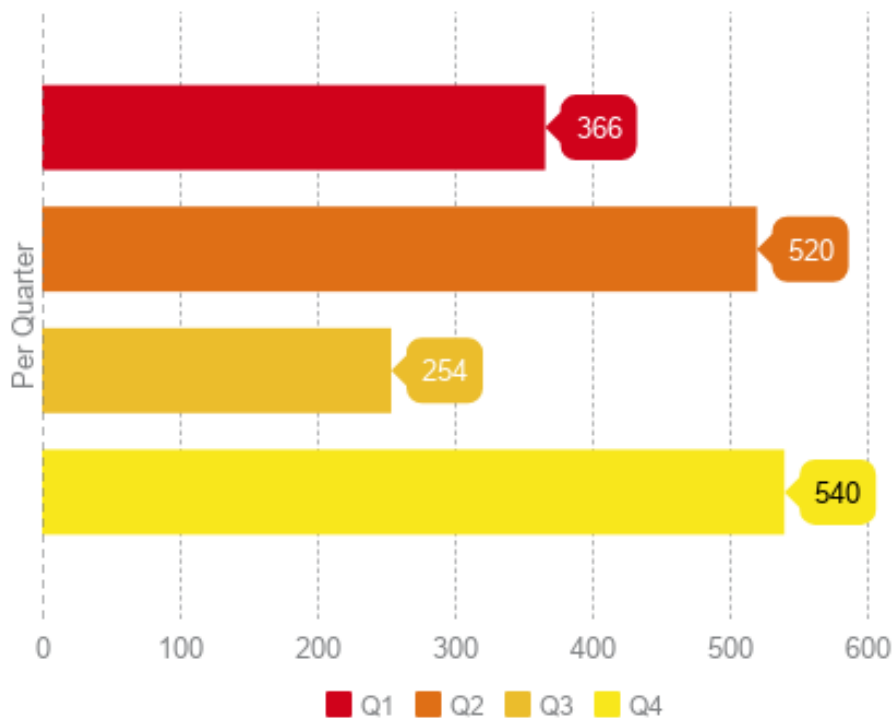
Full figures on number of registrations in each region can be found in Appendix A.

Events

Totals and Location

In 2017/18 SDP delivered 68 face to face training events, 37 webinars and supported 50 external events.

Table 2: Number of events in 2017/2018

Quarter	Direct training	Additional Events (External and Partner Events)
1	*32*	*13*
2	*25*	*12*
3	*26*	*13*
4	*22*	*12*
Total of Events	*105*	*50*

Table 3: Total and average number of SDP face to face events by region 2016/17

Events by region			
Authority/Region	No. of events	Local authorities in region	Average per local authority
Argyll & Bute	0	1	0
Ayrshire	6	3	2
Dumfries & Galloway	5	1	5
Edinburgh & Lothians	12	4	3
Fife	9	1	9
Forth Valley	8	3	2.67
Grampian (Associate member)	0	2	0
Greater Glasgow & Clyde	13	9	1.44
Orkney Islands	3	1	3
Scottish Borders	3	1	3
Tayside	9	3	3
Highland (Associate member)	0	2	0
Shetland Islands	0	1	0
Western Isles	0	1	0
Webinar	37	n/a	n/a
Total	**105**		

The largest number of events were run in Edinburgh and Glasgow, followed by Tayside, Fife and Forth Valley. If you look at the number of local authorities in the region and average number of events per local authority, it shows that Fife has the largest number of events, followed by Dumfries & Galloway.

Event Attendance

In 2017/18 there were a total of 1,462 attendances at SDP training events. These attendances were comprised of 1,337 unique businesses. This is an increase of over 29% from 2016/17, where 1,033 businesses participated.

For a full breakdown of event attendances please see *Appendix B.*

Figure 3: Number of attendances at SDP training from businesses in each local authority area 2017/18
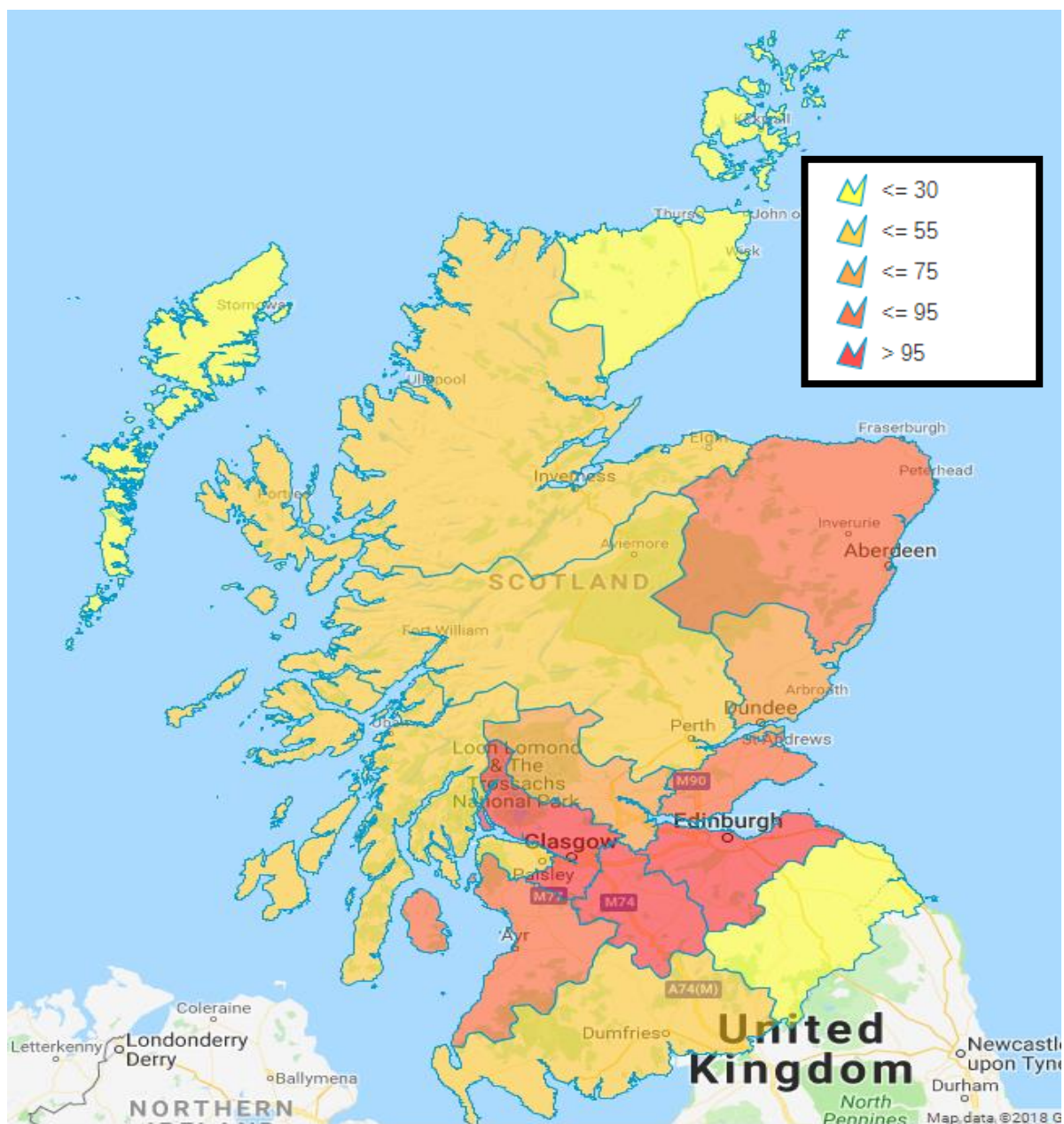
Figure 4: Number of attendances at face to face events by business location against course location

Business Location	Aberdeen City	Aberdeenshire	Angus	Argyll & Bute	Clackmannanshire	Comhairle Nan Eilean Siar	Dumfries & Galloway	Dundee	East Ayrshire	East Dunbartonshire	East Lothian	East Renfrewshire	Edinburgh	Falkirk	Fife	Glasgow	Highland	Inverclyde	Midlothian	Moray	North Ayrshire	North Lanarkshire	Orkney	Perth & Kinross	Renfrewshire	Scottish Borders	Shetland	South Ayrshire	South Lanarkshire	Stirling	West Dunbartonshire	West Lothian	Course Location
Aberdeen City		3			1								3			3												1					
Aberdeenshire																												1					
Angus			5					3																3									
Argyll & Bute											1	1	4		1	5																	
Clackmannanshire					10																							1					
Comhairle Nan Eilean Siar																																	
Dumfries & Galloway							38																										
Dundee			1					22																				3	1				
East Ayrshire							1		4							1												7					
East Dunbartonshire										1					1	2																	
East Lothian								1					4		1																		
East Renfrewshire																2																	
Edinburgh					1			7					86		4	2			1										3	2			
Falkirk					2								4		1	7															3		
Fife			1						2				1		42																		
Glasgow			1		3			1	1			4	14		6	69					3			2				3	6	4			
Highland					1			1					2		3	2												1					
Inverclyde															1	3																	
Midlothian													12		2				2														
Moray									1																								
North Ayrshire								1	1							1					1							10					
North Lanarkshire					5								2		6	17										1		2		1			
Orkney																							21										
Perth & Kinross			7					5					2		5	1								5									
Renfrewshire								1	3				1			10			1									1	1	1			
Scottish Borders													4			1										18							
Shetland																																	
South Ayrshire							2		4							3												15					
South Lanarkshire									1				2			8													5				
Stirling					1										2	1			1											2			
West Dunbartonshire							1									1															2		
West Lothian					1								7		9	10			1					1				1			1		
Third Sector/Blank							1		1				1						1														

Figure 4 highlights where businesses located in each local authority area attended face to face training. It shows generally, that the businesses are most likely to attend the training that is either provided in their local area or surrounding area. However, there are some exceptions to this.

Training Event Attendance

As the practical application of the Scottish Procurement Reform Act and the use of the European Single Procurement Document (ESPD) rolled out, we tweaked and flexed our courses to ensure that they reflected the implementation of the legislation.

The courses continue to be delivered over three levels as 10 separate courses, aimed at businesses with varying levels of tendering experience. See Appendix C for a full list of course titles.

Average attendance at face to face events for each level in 2017/18 is illustrated in the charts below in Figure 5.

Figure 5: Average attendance at face to face events.

Course title name				
0.1	Introduction To Working With The Public Sector	**2.3**	Improving Your Bid Score	
1.1	Introduction To Tendering	**2.4**	Understanding Community Benefits and Sustainability	
1.2	Using PCS and other portals	**3.1**	Seeking feedback and improving your bid	
2.1	Tender Procedures and the ESPD	**3.2**	The Supplier's Role in Contract Relationship Management	
2.2	Finding and Understanding Framework Opportunities	**3.3**	Expand Your Procurement Marketplace	

From Figure 5, we can see that the most popular Webinar course for face to face events are Introduction To Tendering, Understanding Community Benefits and Sustainability and Introduction To Working With The Public Sector.

Our most popular courses were the level 1 courses, with Introduction to Tendering and Using Public Contracts Scotland attracting the highest numbers.

Working more closely with our members, we have also started to tailor our training to focus on key topics that align to a particular tender need.

An example of this is where a contract opportunity is likely to attract suppliers new to tendering and the public sector process. In order to maximise the potential for the supplier to be tender ready, well in advance of the notice being published a supplier engagement day is set up. Working in conjunction with our Members' procurement staff, we highlight the opportunity and the requirements to participate. SDP then provide a presentation taking suppliers through registering on Public Contracts Scotland, covering key steps on how to find opportunities, complete their supplier finder profile and using the new PCS online Supplier Information Database to store their supporting documents.

Webinars

The core Programme of training is also delivered via webinar, with the format being 45-minute sessions at the same time on two consecutive days.

To further augment our webinar offering, SDP's new series of Talking Tenders workshops launched in February 2018 with South Lanarkshire Council followed by Comhairle nan Eilean Siar (Western Isles Council) in March 2018.

Presented in conjunction with procurement colleagues from the participating organisation, the webinar provided invaluable supplier information on how each procures, potential opportunities in their pipeline, as well as giving participating suppliers the opportunity to ask questions and gain advice imparted from the experts while they are live online during the 45-minute webinar.

Helen Mackenzie, Head of Procurement and Exchequer Services within Comhairle nan Eilean Siar, tweeted following the Talking Tenders in March 2018:

Figure 6: Average attendance at Webinars
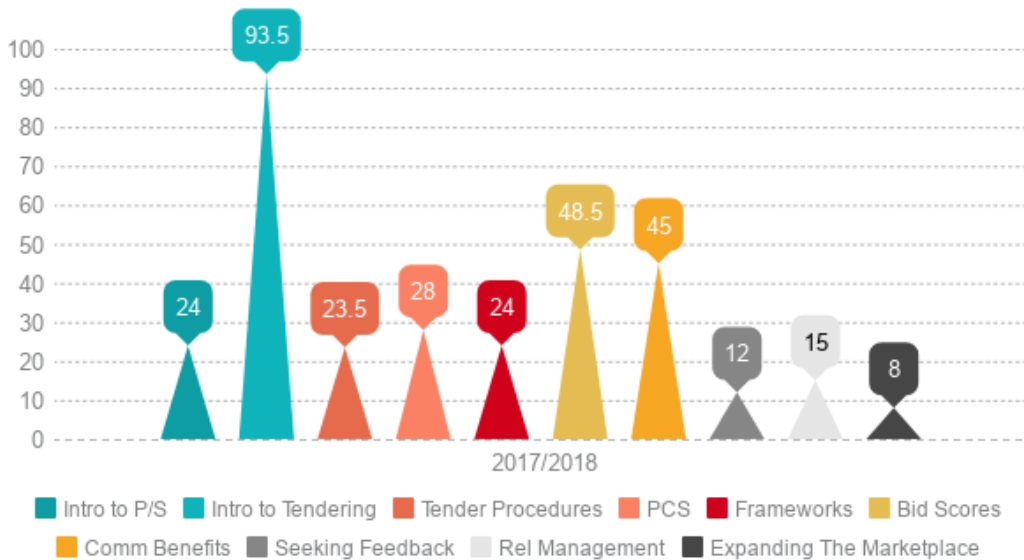
From Figure 6, it shows us that the most popular webinar courses are the Introduction to Tendering, Improving Bid Scores and Community Benefits.

For the full breakdown of attendance at Webinars per region please see Appendix C.

Figure 7: Average attendance at policy workshop
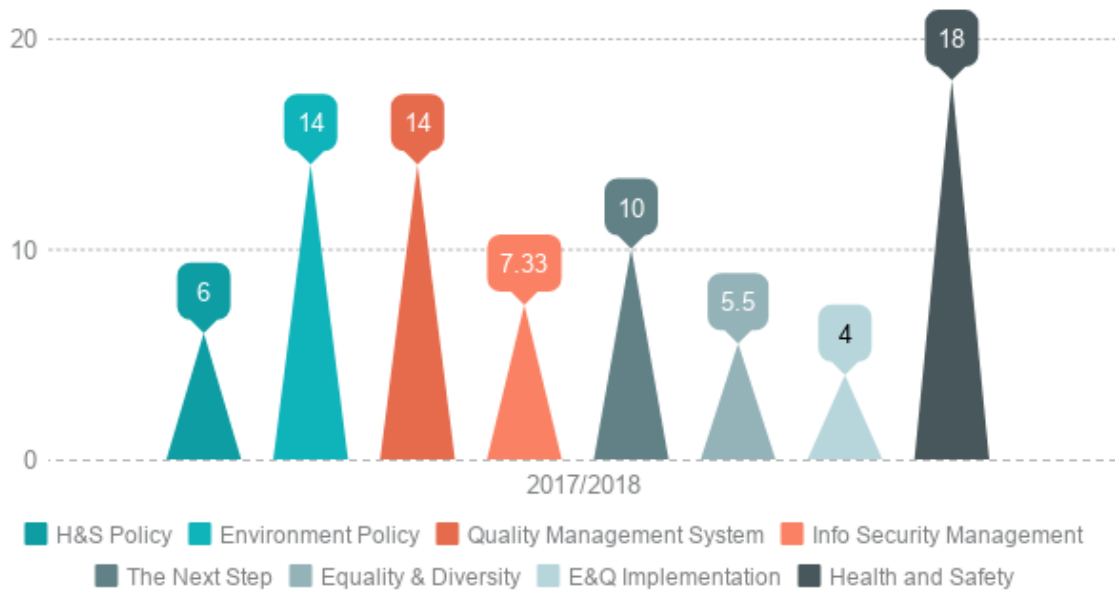
Furthermore, we ran a series of different policy workshops. From Figure 7, we can see that the most popular of these workshops were the Health and Safety workshop, Environment Policy then Quality Management System.

Meet the Buyer 2017

On 28th September 2017, we held our annual Meet the Buyer event at Hampden Park, Glasgow. The sold out event attracted 1,200 attendees on the day and of this 536 were from Scottish SME or Third sector businesses.

Over 80 organisations exhibited at the event, including 24 of the 32 Scottish local authorities. A number of other public sector buying organisations exhibited, including Ministry of Defence, DFID and Crown Commercial Services, as well as a number of business support organisations.

Alongside the exhibition a full programme of workshops ran throughout the day. This included speakers from Scotland Excel, Google Digital Garage, Crown Commercial Services and Infrastructure and Projects Authority. We also held a workshop run by the Partnership for Procurement on what social enterprises can do for you.

Figure 9: Location of businesses attending Meet the Buyer 2017
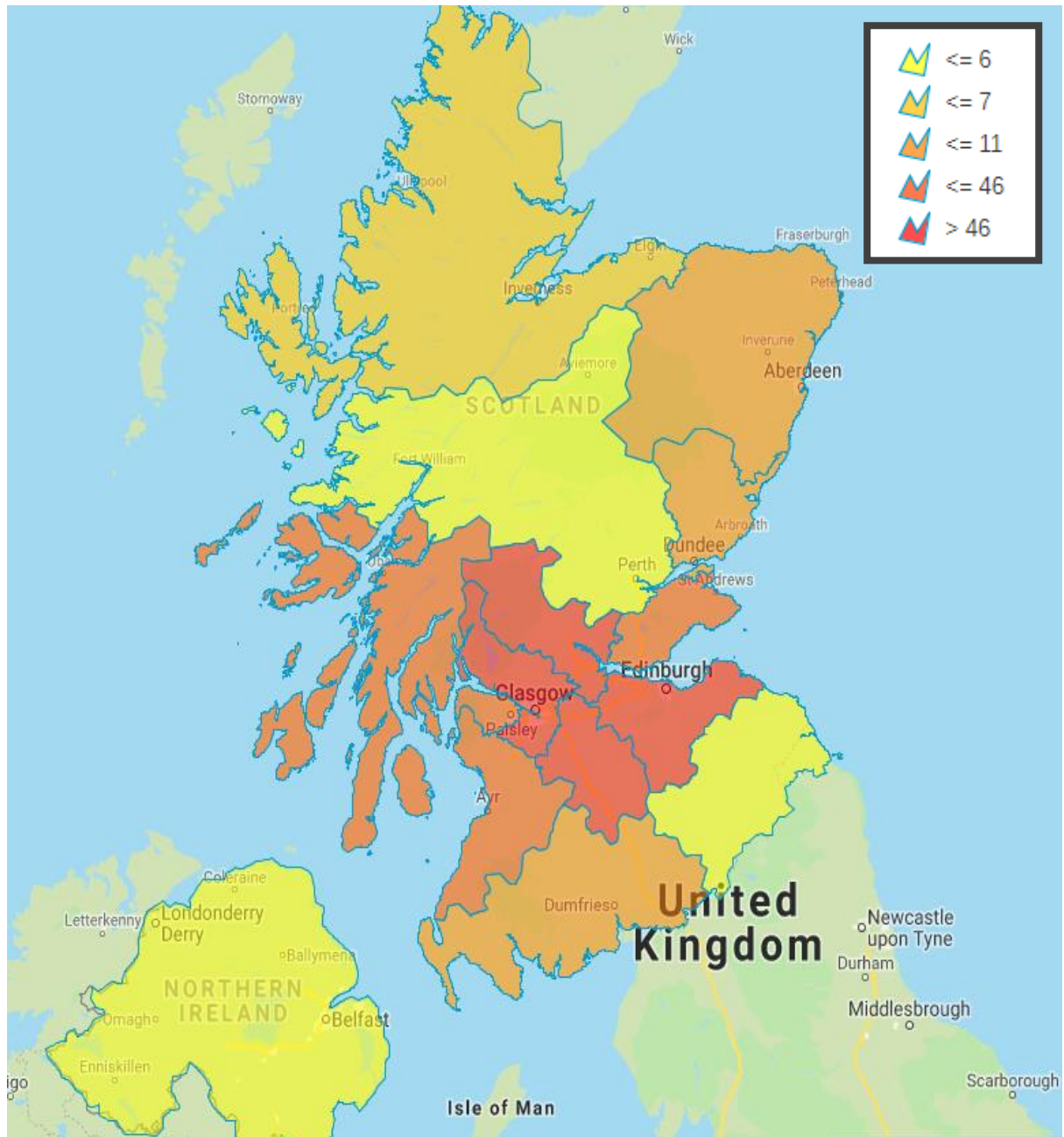
Positive Feedback

92% of respondents said the event was either Good or Excellent. The event received incredibly positive feedback from exhibitors and delegates alike. Delegates particularly commented on the advantages gained from being able to speak directly to Buying Organisations, Local Authorities and as well as meeting Public Bodies and Private sector organisations.

A major outcome of the event was the positive response from suppliers when asked if they were likely to bid for public contracts having attended the event. 60% of those asked stated that they were either very likely to or definitely would bid for public contracts.

Figure 10: Percentage of survey respondents likely to bid for public contracts after attending Meet the Buyer 2017

Recommendations and Suggestions

A survey was sent to the delegates that attended to get a better understanding of what worked and did not. Part of the survey asked them to make further recommendations in how we could improve the event, some of these answers included.

- Different Venue – it was too crowded

- Knowledge of staff exhibiting at stands. Issues with staff signposting to PCS or the procurement department and not having enough information on their upcoming contract opportunities; this was particularly noted for some Local Authority exhibitors.

Respondents were further asked to identify what private and public sector organisations they would like to see exhibiting at future Meet the Buyers, some of these included:

Private Sector	Public Sector
IT	Airport authorities
Colleges, Universities	Education
Health and Social Care	More local authorities
Waste and Recycling	Network Rail, Traffic Scotland
Housing Associations	SEPA
Food and Drink	Water authorities

From this feedback we have collected, we will use this to build on and improve the annual Meet the Buyer event for 2018 which is due to be held on 6th June at Murrayfield Stadium, Edinburgh.

In the Office

In 2017/18 the SDP team dealt with an average of 200 enquiries a month from suppliers, received either by email, phone or our website contact form. There were a wide range of enquiries, but the majority fell into one of the following categories:

- SDP registration assistance

- SDP event booking or cancellation assistance

- Accessing /using Public Contracts Scotland

- Assistance with selecting the most suitable events

- Help getting access to a webinar

Supporting our Members

SDP provides a full secretariat service to the SDP Board and various management groups, coordinating the diaries for all the various SDP group meetings, as well as the administration for the full programme of events. This also includes providing monthly, quarterly and annual reports as per the requirements of our performance framework.

We also provide ongoing desk-based assistance to our regional officers and other members.

In this period, stakeholder engagement fell into two categories: supporting and delivering for our existing members and the execution of the "Team Scotland" campaign.

In recognition of the benefits of early intervention, we worked more closely with a number of member organisations aligning SME engagement events to particular tender opportunities. Typically these types of interventions included a member of the SDP team, attending and presenting on the day on the use of Public Contract Scotland and offering top tips for suppliers.

Working in conjunction with Scottish Government we undertook a membership drive as part of the "Team Scotland" approach and following the uptake by 5 public bodies, we set up workshops with each organisation to develop and agree a strategy for engraining use of the SDP service across the organisation and supply chain. These sessions focused on integration of SDP in the organisations procurement processes (and potential supply chain) and identifying relevant opportunities to align supplier engagement / training to.

Out and About

The SDP team attended / or supported 50 partner or external events in 2017/18.

These included several local/ regional Meet the Buyer events, project related events and business exhibitions co-ordinated by our member authorities. Many events are permanent fixtures on our annual calendar such as Dundee/Tayside, Fife, Forth Valley and Lanarkshire.

Attendance by the SDP Team at these events is vitally important to continue raising brand awareness of SDP, connecting with projects and future opportunities and understanding the challenges suppliers maybe facing at a local level.

Key Exhibitions

October 2017: Procurex Scotland – SECC, Glasgow

The annual Procurex event supported by Scottish Government, offered SDP an ideal opportunity to engage with public sector buyers showcasing our training and supplier engagement services. This year in particular, it was an ideal platform to promote our "Team Scotland" approach and engaging with buyers from the wider public sector.

November 2017: Scotland Build – SECC, Glasgow

Dedicated entirely to opportunities in construction across Scotland, Scotland Build offered SDP an opportunity to meet with both large and small contractors to understand opportunities in the supply chain and discuss our Corporate Membership offering.

November 2017: New Start Scotland – SECC, Glasgow

This two-day event is aimed at start up and new businesses and as well as a stand, SDP had a speaking slot on both days offering businesses an insight to working in the public sector and some top tendering tips.

March 2018: P4H Conference – Edinburgh Conference Centre, Edinburgh

Running for the first time in Scotland and officially supported by NHS National Services Scotland and National Procurement (NSS NP), SDP took a stand at this event to raise awareness of our training services with the NHS sector and the potential health suppliers who were less aware of SDP.

Projects and Partnership

The Supplier Development Programme continues to embrace working with a variety of public sector organisations, below are just a few of the projects and partnerships that we delivered in the year.

Lebanese Government

SDP presented to the Lebanese Government's Office of the Minister of State for Administrative Reform (OMSAR), who are looking at the Modernisation of Public Procurement in Lebanon" and were in Scotland for a study tour. Our presentation covered an overview of the remit of the Programme, our stakeholders, delivery of SME engagement and capacity building. In addition they were keen to understand how we handled feedback and worked with local and central government, to improve the public sector tender process. Representatives of OMSAR, were suitable impressed and Youseff Saad, Senior Procurement Officer, OMSAR, wrote afterwards '*we were delighted with your work and achievements. We could feel your passion in this very important mission and have a lot to learn from your experience.*'

CivTech

The Scottish Government's CivTech project brings together private sector innovation, public organisations and citizens to develop more efficient and effective products and services. With the launch of Civtech's next round of funding to support SME's provide technological innovation to the public sector, SDP delivered a further round of marketing on their behalf, raising awareness to the wider SMe and Third Sector audience.

Scotland Excel

Scotland Excel continued to support SDP both as a key partner for our annual Meet the Buyer event and the Meet the Buyer North event. We have developed a solid working relationship, maximising opportunities to work together. Scotland Excel is an integral part of our highly popular "Finding and Understanding Framework" courses. This gives course attendees, updates on up and coming framework opportunities and how they work with SMEs in Scotland.

Orkney Islands Council

SDP supported and participated in the Meet the Buyer Event 2017 – How to do business with the Council and other Public Sector Organisations in Orkney.

Business in the Parliament 2017

In September 2017, SDP attended the Business in the Parliament Conference and participated in the Public Procurement: "What's in it for Business" session. This was a round table discussion featuring around 33 delegates, discussing the pros and cons of tendering for public sector work and identifying ideas /action points where MSPs could make some specific changes.

Scottish Enterprise

Scottish Enterprise had received feedback from Offshore Wind developers, tier ones, industry groups and businesses indicating that the quality of tenders submitted by the Scottish supply chain is of a poor quality. As a result, Scottish businesses may be missing opportunities to participate in important renewable contracts and to grow their business. SDP bid and won an opportunity to work with Scottish Enterprise to provide a tendering workshop to address the key areas of tendering where Scottish businesses in the supply chain can improve their bidding performance.

Procurement Hub (P4P)

SDP was invited to join the Advisory Group for the Procurement Hub (now known as P4P) which is a partnership between Senscot, Social Firms Scotland (SFS), the Scottish Community Alliance (SCA) and Co-operative Development Scotland (CDS). Providing support to social enterprises and other third sector organisations looking to form partnerships and consortia, P4P and SDP continue to work together on opportunities for complementing each other's services and working together.

Scottish Government- Public Contracts Scotland

Over the 2017/18 period, SDP was actively involved in several projects in relation to the Public Scotland Contracts (PCS) and PCS-Tender web portals. This was an excellent opportunity to feedback on areas for improvement, and with a mixed audience of buyers and suppliers, allowed for open conversation on best practice and where system changes could be help streamlines the user experience. These working groups also lead to our input into creating clearer use of the European Single Procurement Document (ESPD) and the development of the online ESPD within PCS.

Highlands and Islands Enterprise

Following Highland and Islands Enterprise joining SDP as Affiliate members in September 2017, SDP was invited to join the Highland Cluster group meetings with a view to developing a Meet the Buyer North event. The cluster group represent several public bodies based in the Highlands area, including NHS, Higher Education and Police. These meetings afforded excellent networking opportunities to develop not only the "Meet the Buyer North" event, but our connections and potential membership beyond the central belt.

How are we doing?

Training Event Feedback

At the end of every face-to-face training event and webinar we ask attendees to fill in a feedback form. We use this information to help us update training materials, evaluate our trainers and review venues and training times on an ongoing basis.

"Good broad knowledge of topics and good depth to key points"

"Highly knowledgeable staff who took a great deal of time to talk through my concerns or any questions raised. A very useful session that we will take a lot from"

"The information has given me more confidence going forward with Bid writing"

"All sessions to date have been excellent and have provided useful info/support. Course Presenters are excellent – very knowledgeable and have priceless public sector experience and know-how"

"Fantastic Courses – Always Worth Attending"

Trainer Event Feedback

"Interesting, interactive, Lots of useful information in an easy to understand format"

Some improvements suggested included sending the slides out in advance, looking at additional documents that should be reviewed with the ESPD, and including more practical examples.

All suggestions for improvement of course content will be considered when updating this later in 2018/2019.

Success Stories

We hear from many businesses who have successfully won contracts after receiving support from SDP. We have featured a number of these in our monthly newsletter.

A1 IRONMONGERY & PLASTICS

A1 Ironmongery, benefited from SDP advice and training, which helped them to deliver their ambition to become a supplier to South Ayrshire Council. The Trade Materials Framework was tendered by Scotland Excel, the Centre of Procurement Expertise for Scotland's local government sector, and awarded as a two-year Framework with an option to extend for a further two years. The Framework has been split into four Lots, of which A1 Ironmongery successfully bid for a place on two of these lots, to deliver to all three Ayrshire Councils.

Anderson Swan Hunter
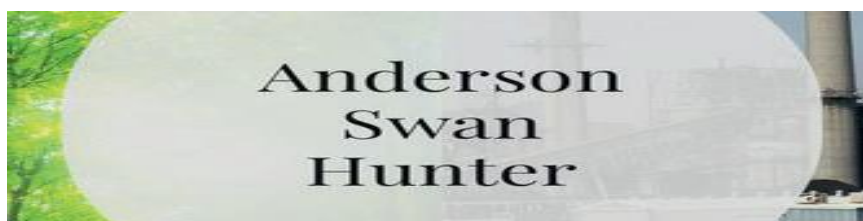
Anderson Swan Hunter Ltd (ASH) provides a range of Environmental Consultancy services to enable others to achieve sustainable business practices that not only benefit their organisation but also protect and enhance Scotland's Environment. Susan Hunter, Director of Anderson Swan Hunter Ltd, said: "We have found a number of benefits from engaging with SDP. Firstly, they made us aware that tendering opportunities were available to small businesses like us and that there was a range of training and information sessions that we could attend to build our knowledge of the process and the Public Contracts Scotland System (PCS). It was really useful to have someone go through the tendering process, terminology and the system. The training sessions are relaxed and everyone has a chance to speak about their experience of tendering and using the system. The system can be a bit daunting to use, so it is beneficial to have someone go through the steps. This training means that we routinely use PCS and the notifications to keep up to date with current and future tenders."

Anderson Swan Hunter Ltd (ASH) recently submitted its first Tender for Business Gateway Fife Framework and was delighted to be successful; it also recently started work with Matugga Beverages Ltd, a rum distillery, using skills in negotiations and agreements learned with SDP.

The Future

Public procurement in Scotland has five main objectives: improving supplier access to public contracts; embedding sustainability; maximising efficiency and collaboration; developing people and capability and also delivering savings and wider benefits.

SDP will play an ever increasing role in the first point above and going forward into 2018/19, our focus will be to forge deeper working relationships with our members and expand the Programme to other organisations. Building on the "Team Scotland" approach, we will continue our work with Scottish Government to increase membership from the wider public sector, to broaden our reach and engagement with suppliers from all sectors.

We will seek opportunities to develop 'local' supplier capacity to deliver local priorities. Opportunities such as City Deals and Regional Growth Deals are ideal collaborative projects, and by increasing and targeting the development of supplier capability to aid bidding for public contracts arising from these, should in turn support sustainable economic development and economic well-being.

Over the next year, using our networks and our participation in the Procurement Supply Group meetings the Programme will continue to be a voice on behalf of the Scottish SME community.

New challenges will face our SME community and dependant on the final Brexit position, may lead to possible changes to the procurement rules via amendments to existing legislation. SDP will play a vital role in ensuring that Scottish businesses are informed and educated on any such changes to ensure they continue to compete and benefit from opportunities.

Appendix A: Break down of registrations by local authority area

	Total registrations, 2017/18
Aberdeen City	52
Aberdeenshire	37
Angus	20
Argyll & Bute	17
Clackmannanshire	12
Comhairle Nan Eilean Siar	8
Dumfries & Galloway	46
Dundee	37
East Ayrshire	19
East Dunbartonshire	16
East Lothian	27
East Renfrewshire	27
Edinburgh	212
Falkirk	40
Fife	88
Glasgow	333
Highland	63
Inverclyde	15
Mid Lothian	41
Moray	8
North Ayrshire	32
North Lanarkshire	107
Orkney	22
Perth & Kinross	45
Renfrewshire	54
Scottish Borders	32
Shetland	4
South Ayrshire	26
South Lanarkshire	121
Stirling	46
West Dunbartonshire	23
West Lothian	60
Total	**1690**

Appendix B: Table showing attendance data by local authority area for 17/18

	Total attendances	Unique Businesses
Aberdeen City	70	63
Aberdeenshire	23	20
Angus	22	20
Argyll & Bute	17	17
Clackmannanshire	20	19
Comhairle Nan Eilean Siar	8	8
Dumfries & Galloway	52	51
Dundee	35	29
East Ayrshire	21	20
East Dunbartonshire	14	13
East Lothian	19	17
East Renfrewshire	12	12
Edinburgh	187	169
Falkirk	47	33
Fife	78	71
Glasgow	281	247
Highland	52	47
Inverclyde	19	17
Mid Lothian	32	29
Moray	1	1
North Ayrshire	23	19
North Lanarkshire	74	62
Orkney	27	23
Perth & Kinross	37	32
Renfrewshire	50	45
Scottish Borders	24	32
Shetland	1	1
South Ayrshire	38	32
South Lanarkshire	78	70
Stirling	16	15
West Dunbartonshire	11	9
West Lothian	75	72
Third sector	10	10
Total	**1474**	**1325**

Appendix C: Breakdown of Webinar attendance per local authority

LAs	SME business	Attendees
Aberdeen City	56	59
Aberdeenshire	19	22
Angus	9	10
Argyll & Bute	11	11
Clackmannanshire	9	9
Comhairle Nan Eilean Siar	8	8
Dumfries & Galloway	14	14
Dundee	7	8
East Ayrshire	8	8
East Dunbartonshire	9	10
East Lothian	12	13
East Renfrewshire	10	10
Edinburgh	73	81
Falkirk	15	16
Fife	28	28
Glasgow	152	162
Highland	36	41
Inverclyde	14	15
Mid Lothian	14	16
Moray	1	1
North Ayrshire	8	9
North Lanarkshire	33	37
Orkney	5	6
Perth & Kinross	12	12
Renfrewshire	28	30
Scottish Borders	11	1
Shetland	1	1
South Ayrshire	11	11
South Lanarkshire	56	60
Stirling	8	9
West Dunbartonshire	6	8
West Lothian	41	41
Third sector	6	6
Total	**731**	**773**

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