

# ScaleUp Public Procurement Index

USING VISIBLE SCALEUP DATA

IN COLLABORATION WITH TUSSELL

## ACKNOWLEDGEMENTS

Our thanks to our partners, supporters and contributors to this document.

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Data as at: 23 October 2018

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Published by the ScaleUp Institute  
101 Euston Road, London, NW1 2RA

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# Foreword

**The public sector is an important source of potential growth for scaleups. A government department or local authority contract can often be the vital “anchor customer” generating further opportunities for growth.**

This year the ScaleUp Institute has partnered with Tussell, a leading source of data on government contracts and tenders, to examine the current state of scaleups’ participation across the breadth of public sector procurement.

This first-ever ScaleUp Public Procurement Index matches information on visible scaleups, those scaleups required to file accounts at Companies House, with the Government’s contract award data, thus showing which contracts and frameworks have been won by these scaleup companies. The Index also shows which authorities are most actively engaging with the scaleup ecosystem and where gaps exist. The Index establishes a benchmark against which future measurements of progress can be made.

The significant findings from this inaugural Index, based on the period July 2017-June 2018, are:

- 397 visible scaleups won 1,415 contracts from the wider public sector, worth £1.5bn.
- Visible scaleups win more contracts per supplier than SMEs, winning an average of 3.6 contracts compared to 2.1 contracts per SME.
- Scaleups won 2.1% of the total value of government contracts across all public sector bodies, compared to 12.4% of value won by SMEs.
- Local Government buyers are currently the most important for visible scaleups. Half of all contracts awarded to visible scaleups were from Local Government buyers, representing two-thirds by value. This highlights the success that scaleups have had at a local level but further reinforces the imperative for Central Government to do more to engage with scaleups in the procurement process.

- Construction, Health & Social Services and Business & Finance Services were the main sectors in which the public sector procured from scaleups, with these three sectors accounting for 60% of all contracts won.
- The top buyer from scaleups was the Cabinet Office/Crown Commercial Service, followed closely by two cross-county purchasing organisations: Eastern Shires Purchasing Organisation and South East Shared Services.
- The scaleup winning the most in award value was **AWM, a waste management company based in Leeds**, which earned £165m.

This Index provides a comprehensive review of this dataset, including a complete list of the 397 visible scaleups who supply the public sector, and the local and national government bodies currently procuring from scaleups. **Get to know them and buy more from them.**

The transparency of data provided by the Government’s publication of contract awards is to be applauded. It has allowed us to produce this Index.

We hope that public sector bodies will consider these findings and that it spurs all on to do more purchasing from scaling businesses: catalysing those not yet procuring with scaleups to do so, and encouraging those already purchasing to increase their engagement further.

We also hope the private sector follows the lead of Government and begins identifying scaleups in their own supply chains: Publishing data to demystify their procurement processes and enable scaleups to engage more easily.

More modern and transparent collaboration models in supply chains, based on the ISO 44001: Collaborative Business Relationships Standard, can be developed.

Procurement from scaling companies represents a valuable opportunity for Government and large corporates to support the UK's most innovative and fastest growing companies, providing scaleups with an opportunity to expand further and enter new markets.

In our Scaleup Business Survey 2018, Access to UK Markets (corporate and government procurement and collaboration) was the second biggest barrier highlighted by scaleup leaders at 79%.

Many scaleups tell us that the most important help they can receive is the ability to access buyers in a timely, consistent and efficient manner. Consistently, scaleups cite the culture and procurement processes that go with trying to become a supplier to Government or a large corporate as difficult and time consuming to navigate.

There are some practical ways improvements can be made which we highlight at the end of this report. Along with our Procurement Checklist, developed with Nesta.

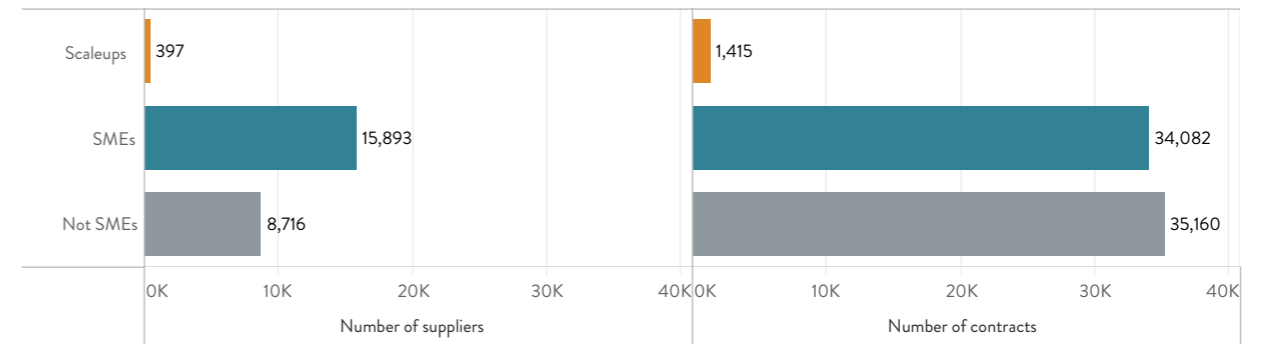
Our thanks again go to our partners and Tussell who have enabled us to publish this inaugural Public Procurement Index of Visible Scaleups which we will use to track progress going forward. In time we hope the methodology can also be applied to showcase all scaleups in the buying chain: to map this, creates more scaleup opportunity and client interactions both at home and abroad.

**Irene Graham, CEO, ScaleUp Institute**

# ScaleUp Public Procurement Index Q3 2017 – Q2 2018

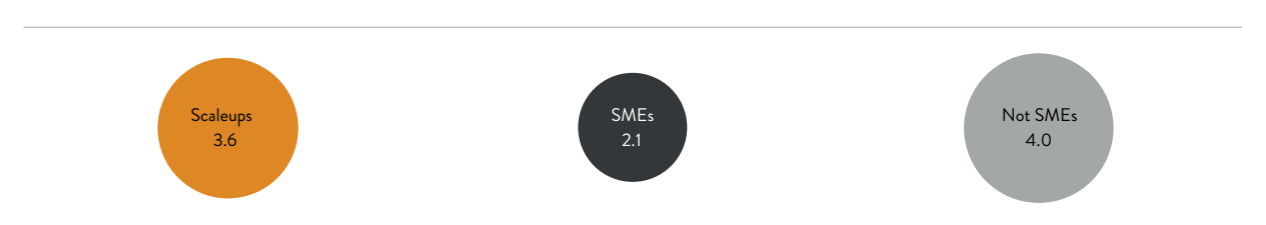
Between July 2017 and June 2018, 397 Visible Scaleups won a total of 1,415 contracts from the wider public sector\*, including Central and Local Government, the NHS, and other organisations providing public services.

Public sector suppliers and contracts Q3 2017 - Q2 2018



Individual Visible Scaleups win more contracts per supplier than SMEs. They won an average of 3.6 contracts per supplier, while SMEs won only 2.1 contracts per supplier.

Average contracts per supplier Q3 2017 - Q2 2018



“ We are delighted to partner with the ScaleUp Institute to deliver this inaugural Scaleup Procurement Index highlighting contracts worth £1.5bn awarded to visible scaleups in Q3 2017-Q2 2018. It's a mutually beneficial relationship in which the scaleups benefit from a steady reference client while the public sector promotes diversification, competition and innovation in its supply chain. These are exactly the sort of benefits that government outsourcing should be yielding. This Index not only reveals a solid base to build on but provides a fact-based framework for monitoring further progress in the future.

**Gus Tugendhat, Founder of Tussell**

“ The Scaleup Procurement Index is a significant step in the right direction – creating a new impetus for Government to make it easier for innovative, high growth companies to bid for public contracts..

Sabby Gill, Managing Director UKI, Sage

Visible Scaleups won 853 contract awards worth £1.5bn during this period, and were listed on 562 frameworks, essentially preferred supplier lists, with a potential value to them of £4.6bn.

Value of public sector contracts won by Scaleups (Q3 2017 - Q2 2018)



This research is based on Tussell data, which has been openly published on Contracts Finder (CF) and Tenders Electronic Daily (TED). This includes all tenders and contract awards published by UK Contracting Authorities over a certain amount. Contracting Authorities required to publish on CF and TED include Central Government Departments, Local Authorities, Housing Associations, Higher Education bodies, Schools and arms lengths bodies. Further information on the data underlying this research is available upon request.

A scaleup is an enterprise with average annual growth in employees or turnover greater than 20 per cent per annum over a three year period, and with more than 10 employees at the beginning of the period. 'Visible' scaleups are those which meet the necessary size thresholds required to file turnover and employment figures at Companies House, filtering out subsidiaries, LLPs, charities, foreign headquartered businesses and acquired companies.

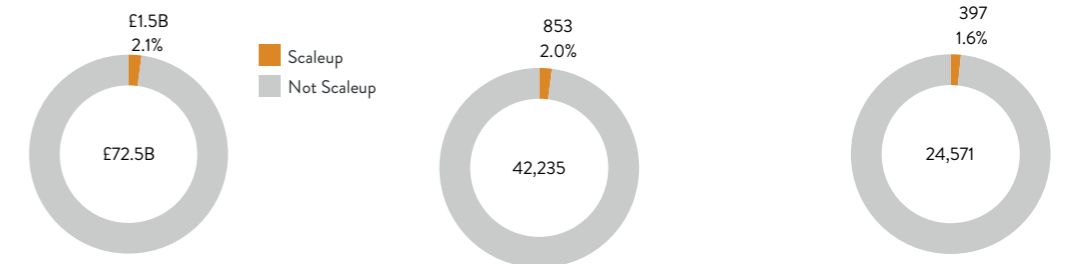
'Visible' Scaleups for this report are those who have won a public sector contract during the period July 2017 - June 2018.

Value refers to the lifetime contract value of awards and frameworks won in the period. The reported value of frameworks (essentially preferred supplier lists) is the maximum value that could be issued over the course of the agreement. We estimate framework value by dividing this maximum equally between all suppliers listed on the agreement.

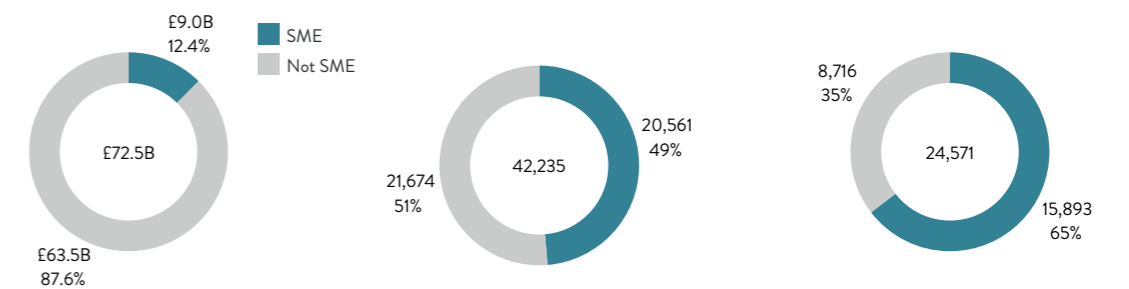
## Scaleups in Context

Visible Scaleups are punching above their weight in terms of the value of awards they are winning. They win a similar proportion of contract award value and volume – around 2% of the total for each. For comparison, SMEs win nearly half of all contracts but only 12% of total award value.

Value of awards won by Visible Scaleups as a proportion of total value awarded, Number of contracts won by Visible Scaleups as a proportion of total number of contracts awarded, Number of Scaleups as a proportion of total distinct suppliers awarded contracts

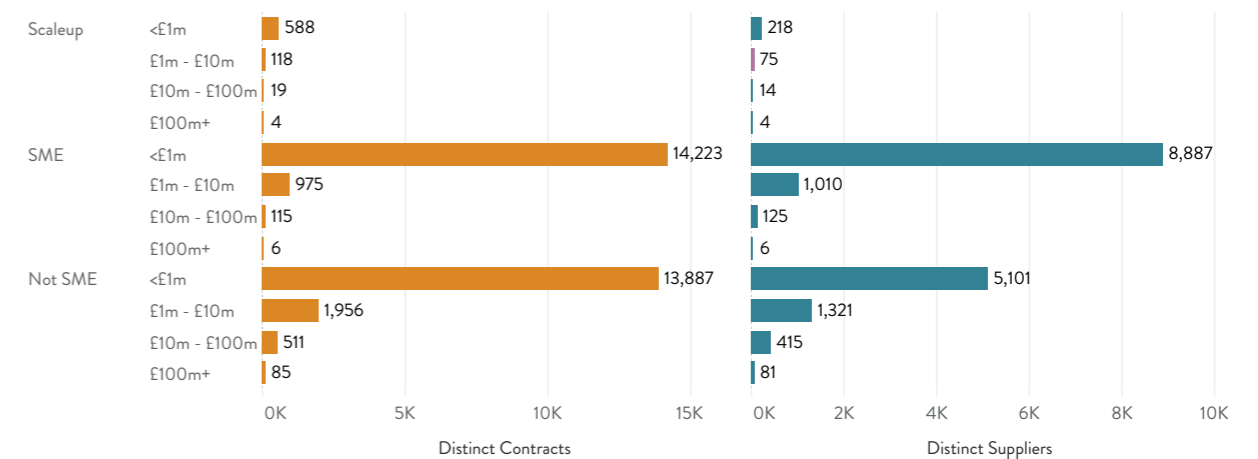


Value of awards won by SMEs as a proportion of total value awarded, Number of contracts won by SMEs as a proportion of total number of contracts awarded, Number of SMEs as a proportion of total distinct suppliers awarded contracts



Further exemplifying this trend is the fact that Visible Scaleups won four contracts worth more than £100m during this period, compared to six for SMEs and 85 for large companies.

'High value' contracts won by scaleups Q3 2017 - Q2 2018



# Buyer Type

Local Government buyers are by far the most important for Visible Scaleups. Half of contracts awarded to Visible Scaleups were from Local Government buyers, and nearly two thirds of the value awarded. In contrast, Central Government accounted for 20% of the number of awards to Visible Scaleups, but only 10% of award value.

Number of Scaleup contracts by buyer type as a proportion (Q3 2017 - Q2 2018)



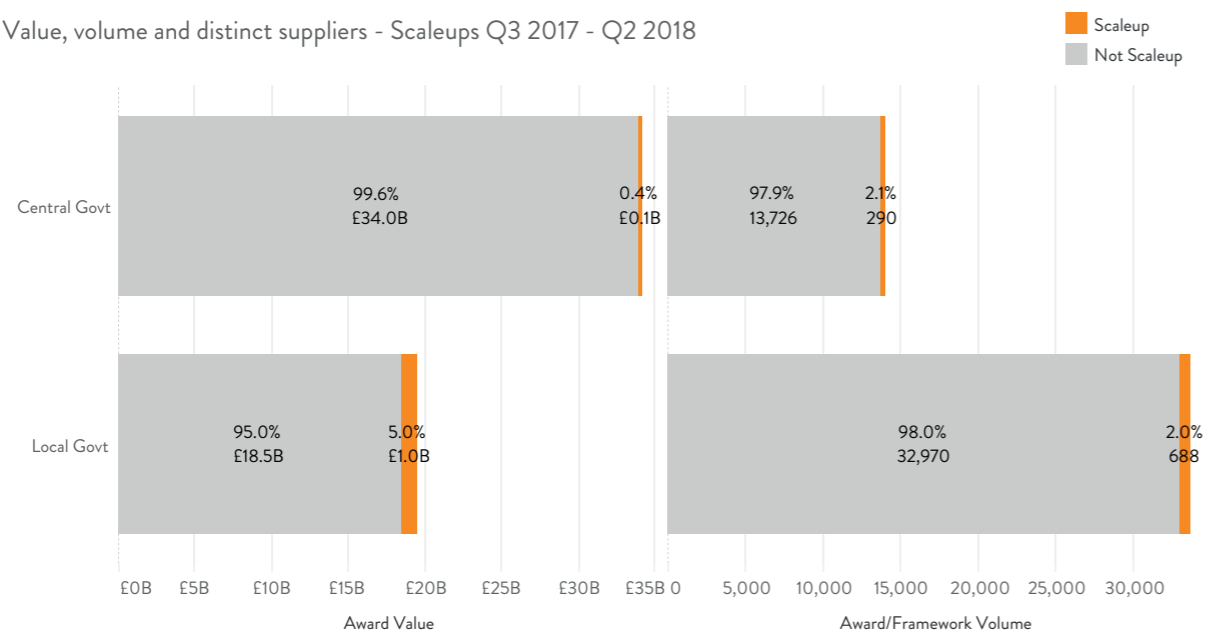
Value of Scaleup contracts by buyer type as a proportion (Q3 2017 - Q2 2018)



HA = Housing Association

This is further exemplified by the proportion of award value awarded to Visible Scaleups by Local Government buyers. Local Government buyers awarded 5% of their total award value to Visible Scaleups between July 2017 and June 2018. For Central Government, this was only 0.4%.

Value, volume and distinct suppliers - Scaleups Q3 2017 - Q2 2018



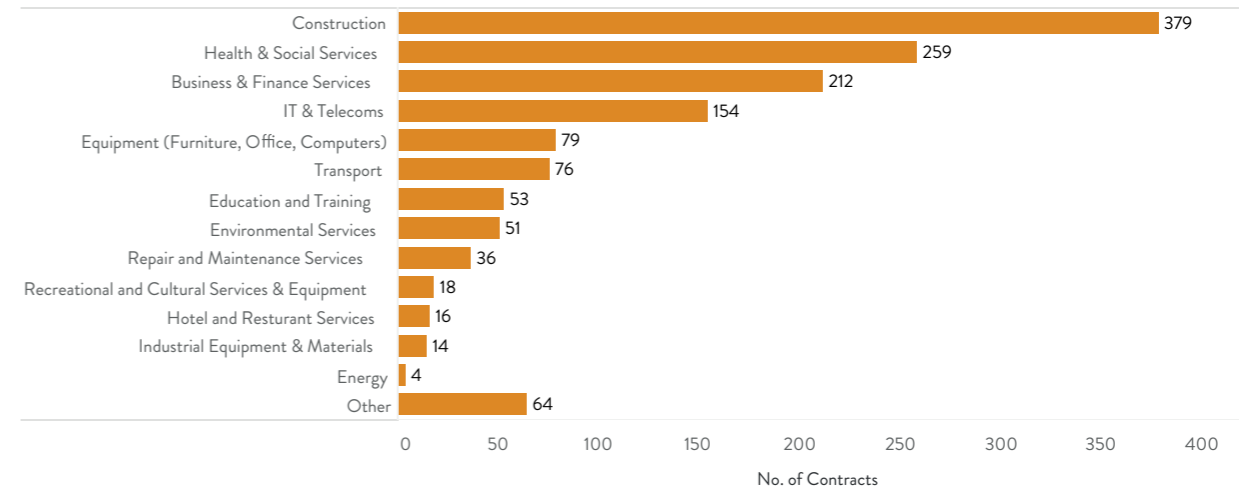
“ Procurement from scaling firms can be a powerful way of bringing innovation and new capabilities into the procuring organisation, as well as giving scaleups crucial validation and market insight. However, less established firms often struggle to discover and qualify for opportunities. Ensuring that procurement processes remain open to scaleups will bring benefits both to public sector bodies and scaling firms.

**Christopher Haley, Head of New Technology & Startup Research, Nesta**

# Top Sectors

Between July 2017 and June 2018, 27% of contracts awarded to Scaleups were in Construction, the most of any sector in this period.

Number of contracts won by scaleups by sector (Q3 2017 - Q2 2018)



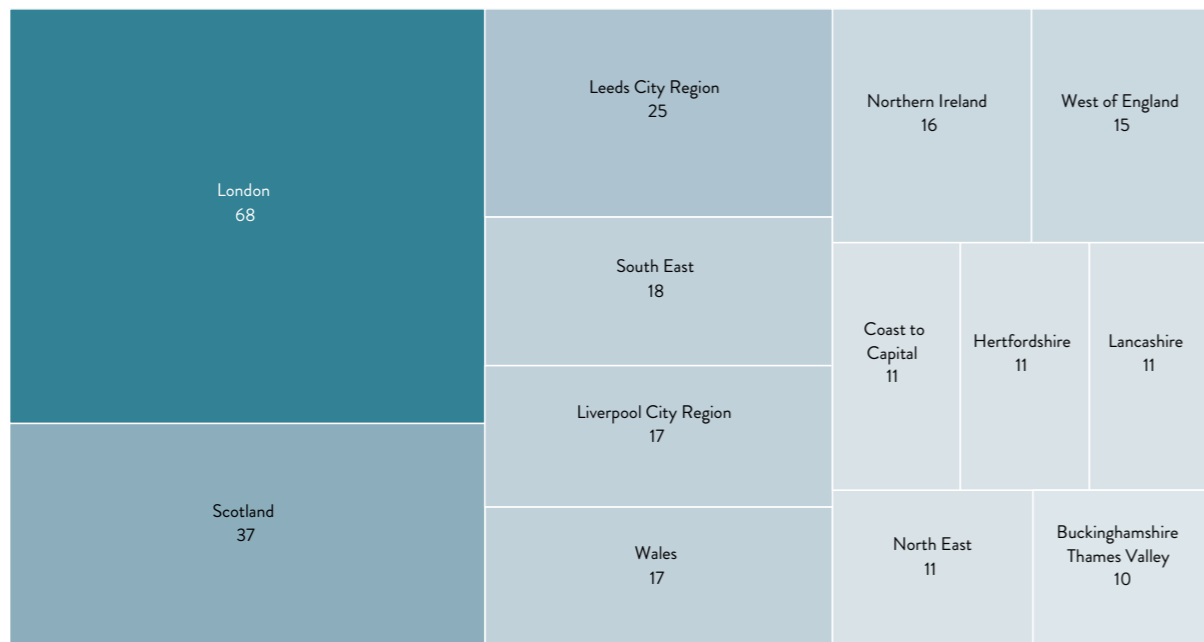
I urge government and large corporates to be more open and receptive to modernising procurement and sub-contracting behaviours. The UK needs to encourage greater innovation and productivity through modern buying practices. ISO 44001, the international standard for best practice in collaborative business relationships, gives all parties a better way of working together to innovate, create value, deliver better business results and build more effective working partnerships.

Elizabeth Vega, Global CEO, Informed Solutions

## Region

Between July 2017 and June 2018, 68 Visible Scaleups from London were named on public sector contracts. In England, Leeds was the next biggest hub for Visible Scaleups in public procurement, with 25 Scaleups.

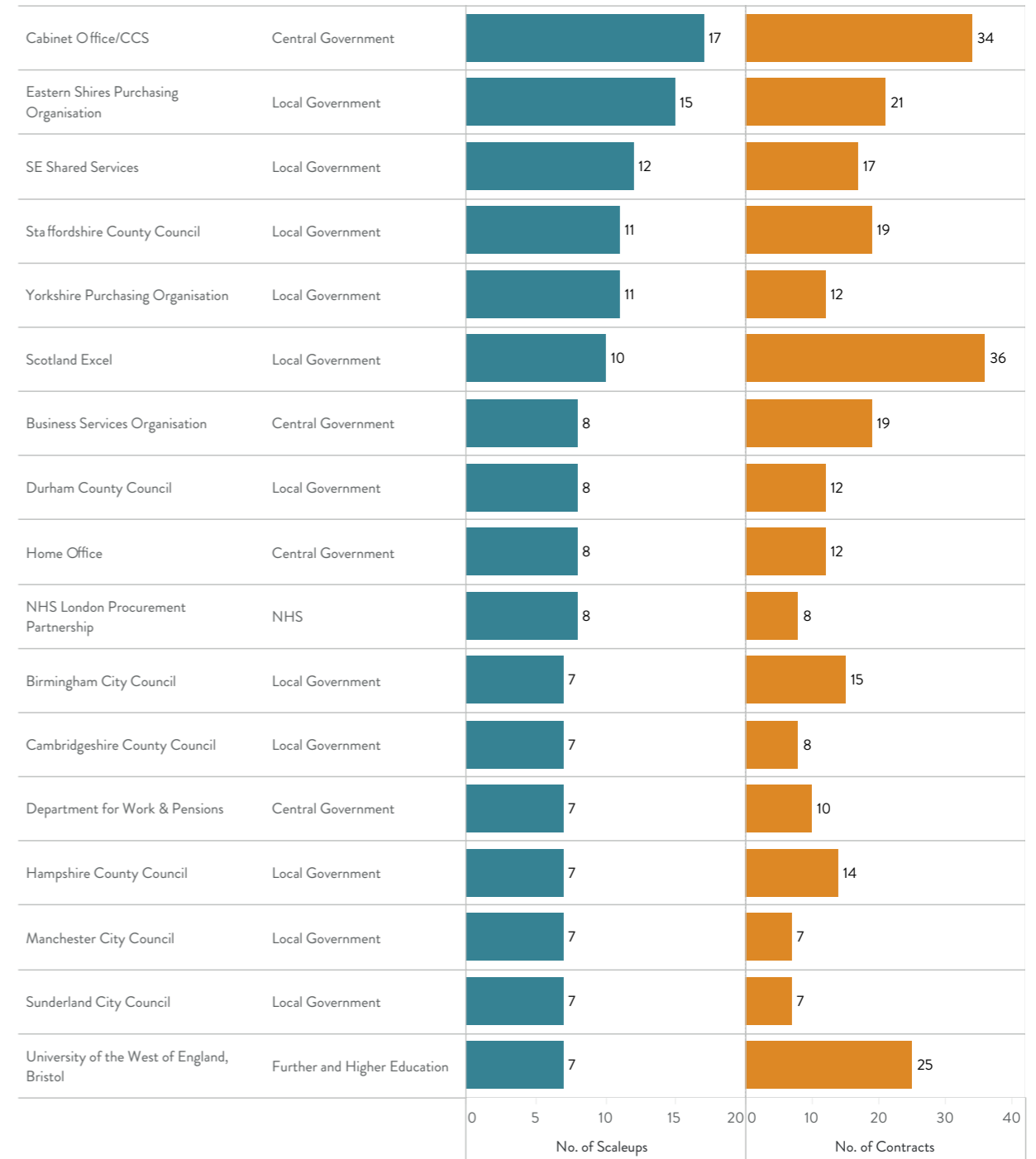
Number of Scaleups winning contracts by LEP (2017 Q3 - 2018 Q2) - minimum 10 Visible Scaleups



## Top Buyers

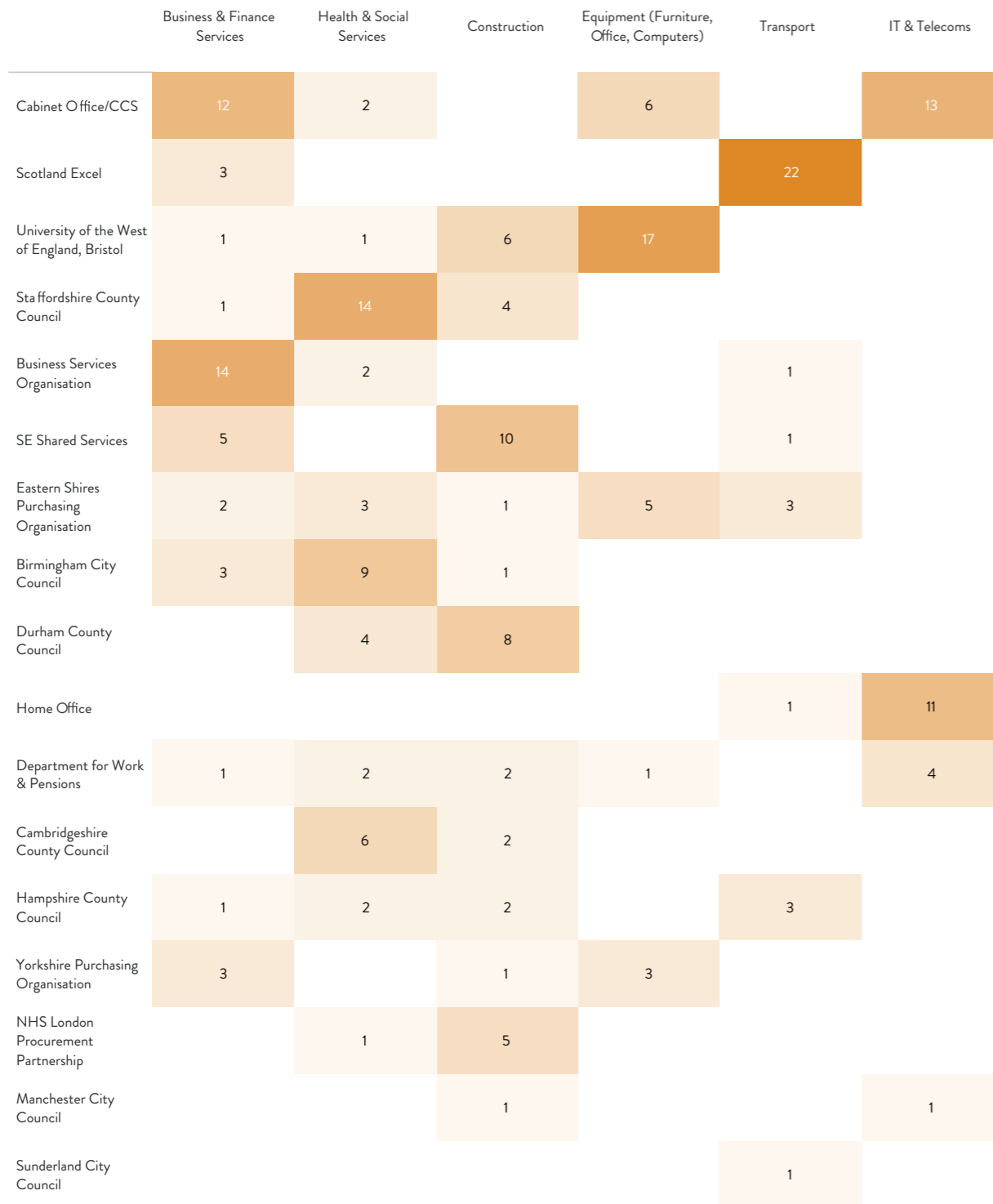
17 Contracting Authorities have awarded public sector contracts to 7 or more Visible Scaleups. 11 of these Contracting Authorities are Local Government. Scotland Excel, a procurement agency, awarded 36 contracts to 10 Visible Scaleups between July 2017 and June 2018.

Top buyers by number of Scaleups awarded contracts (Q3 2017 - Q2 2018)



# Top Buyers x Top Sectors for Visible Scaleups

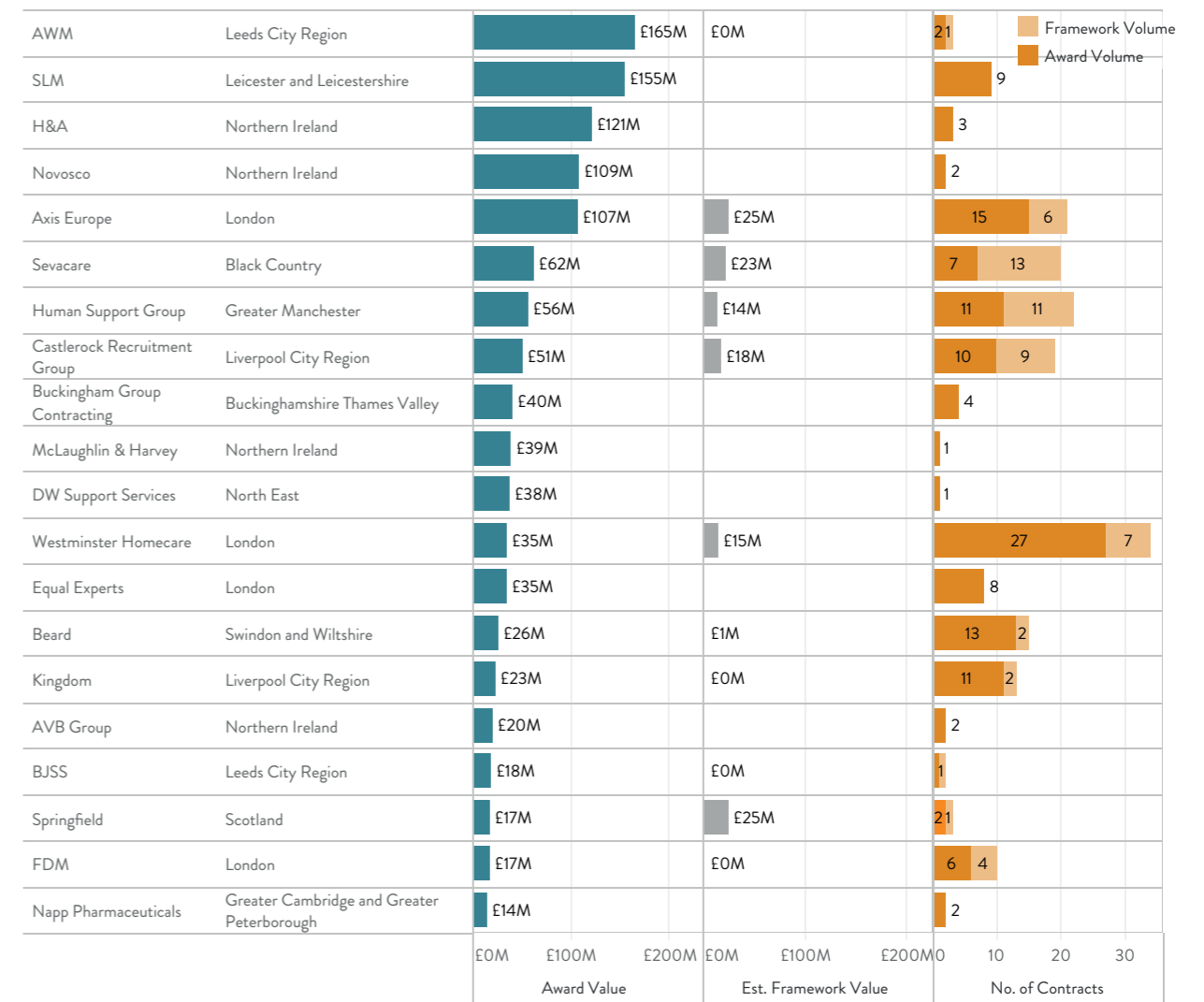
Contracts awarded to Scaleups by top 10 buyers by sector (2017)



# Top Scaleups

Associated Waste Management was the top Visible Scaleup by award value between July 2017 and June 2018. 4 of the top Scaleups by value are based in London.

Top 20 Scaleups by award value (Q3 2017 - Q2 2018)





# Top Awards

Top 10 awards issued to Scaleups by value (Q3 2017 - Q2 2018)

Contracting Authority	Company name	Contract Title	Sector	Date Awarded	Award Value
City of Bradford Metropolitan District Council	AWM	Local Authority (CBMDC) Collected Waste - Waste Treatment Contract	Environmental Services	21/09/2017	£165M
Northern Ireland Housing Executive	H&A	CT028 Heating Services 2017.	Construction	01/11/2017	£121M
Cambridge University Hospitals NHS Foundation Trust	Novosco	Provision of Outsourced Commodity IT Services	IT	11/06/2018	£109M
Westminster City Council	Axis Europe	Repairs, Voids and Major Works Contracts – RELET	Repair and Maintenance Services	01/11/2017	£100M
Solihull Metropolitan Borough Council	SLM	Leisure Concessionaire	Business & Finance Services	16/03/2018	£75M
Watford Borough Council	SLM	Watford Leisure Centre Management	Recreational and Cultural Services & Equipment	01/02/2018	£60M
Nottingham City Council	Sevacare	CPU 2094 Care at Home Service for Adults (Lead Providers)	Health & Social Services	23/01/2018	£26M
	Westminster Homecare	CPU 2094 Care at Home Service for Adults (Lead Providers)	Health & Social Services	23/01/2018	£26M
Wokingham Borough Council	McLaughlin & Harvey	Design and Build Contractor: Elms Field Redevelopment	Construction	16/03/2018	£39M
Southern Housing Group Ltd	DW Support Services	Southern Housing - Planned Maintenance Term Contracts	Construction	01/08/2017	£38M
Nottinghamshire County Council	Human Support Group	Lead Provider Contracts (Home Based Care and Support Services)	Health & Social Services	11/06/2018	£35M

# Making Procurement work for Scaleups

**Government procurement – at both national and local level – is a huge potential market for scaleups. Each year Central Government spends over £40bn with non-public sector organisations. This Index showcases the opportunities available for more to be done and highlights the variation between localities and at a central level which can be improved upon.**

Going forward this Index will be our benchmark by which we measure the progress of the Government’s intent to do more with scaling firms. The policy announcements made this year in Spring reflected a range of the recommendations made by the ScaleUp Institute and Scaleup Taskforce to further move the dial including: expansion of Contracts Finder to include large corporate supplier subcontracting opportunities, and the development of procurement champions across all Government departments. The Index will be a tracker by which to measure whether the announcements actually deliver meaningful impact.

There still remains much more to be done if we are to address the significant scaleup procurement gap compared to larger businesses.

In 2019 we would wish to see further progress on:

- Contracts Finder being better used by the public sector<sup>1</sup>, more user oriented, and better known among the scaleup business population.
- Procurement champions having clear objectives and measurements. They should work to a defined job description, with clear expectations and recognised outputs and be more visible in localities and sectors.
- OEMs and Tier 1 companies working with Government being further encouraged to work with scaleups in their supply chain. Productivity will be improved if interactions within supply chains can be enhanced and made more efficient.
- More ‘meet the buyer’ events being conducted with scaleup firms and Government departments, working closely with the emerging local scaleup programmes to make these more targeted.
- Qualifying thresholds should not be unnecessarily high as this can create significant hurdles for scaling firms.
- More timely advertising of procurement contracts.
- Informal notifications about upcoming tenders, in order to give scaleups time to prepare.
- Breaking larger opportunities into smaller packages, to enable scaleups to compete for a wider range of contracts where they would otherwise face capacity constraints.

Building an effective pipeline of procurement opportunities for scaleups will require a cultural change throughout the supply chain. We hope the Visible Scaleup Public Procurement Index kick starts this process and offers the opportunity for public and private sector organisations to become role models of working effectively with our fastest growing and most innovative business.

To assist with this journey we have developed, with colleagues at Nesta, a procurement checklist overleaf for those who are starting out, refreshing and/or considering their collaboration model.

<sup>1</sup> Work by the Spend Network suggests that Contracts Finder is not being properly used. So we also need more emphasis on public bodies using this as they should.



✓ DESIGNING YOUR PROGRAMME CHECKLIST	EXPLANATION
<input type="checkbox"/> Do you know why you want to work with scaleups? (e.g. innovating brands, entering new markets, solving business specific problems; changing your culture, CSR, etc.)	Clarity of purpose aids internal communication, promotes coherent strategy and helps identify the most appropriate mechanism for engagement.
<input type="checkbox"/> Given the objectives, scale and scope, which collaborative mechanisms have you considered? One off events (i.e. competitions such as hackathons); <input type="checkbox"/> Sharing resources (i.e. free tools, coworking spaces); Accelerator, incubator hub <input type="checkbox"/> Business support (e.g. Mentoring; leadership and talent support); <input type="checkbox"/> Partnerships (e.g. product co-development, collaborative R&D, procurement); <input type="checkbox"/> Structured procurement process with fast growing firms/growth SMEs in supply chain <input type="checkbox"/> Investments (e.g. corporate venturing); <input type="checkbox"/> Acquisitions (i.e. acqui-hire and buying growing businesses)?	Different modes of engagement suit different purposes and require different resource commitments from each partner.
<input type="checkbox"/> Have you considered instituting a dedicated innovation/collaboration unit (with its own budget)?	Separate units may help insulate early stage fast growing businesses (as well as internally generated innovations), and prevent stifling by corporate processes
<input type="checkbox"/> If so, do you have a plan to ensure that the activities of this unit align with broader corporate goals?	Separate units can sometimes be counterproductive, as independence can give rise to new silos, create rivalries and deepen divisions with the rest of the organisation.
<input type="checkbox"/> Does it have a Board level sponsorship?	The most effective programmes have Board level engagement and are monitored at that level.
<input type="checkbox"/> How will you measure impact and how will you report impact and benchmark this to others?	The most effective programmes agree impact assessment and benchmarking.
✓ IMPLEMENTING YOUR PROGRAMME	EXPLANATION
<input type="checkbox"/> When in the year does the Board review the degree to which your company is procuring from/collaborating with scaleups	Innovation almost always entails taking risks and rethinking processes. Senior buy in is crucial in making clear what is acceptable and communicating a sense of urgency.
<input type="checkbox"/> Has this been communicated to different business units?	Handovers between business units are common failure points, especially when units have conflicting internal goals.
<input type="checkbox"/> Do you have a scaleup procurement/ collaboration champion in each business?	
<input type="checkbox"/> Do you have a dedicated point of contact for enquiries from scaleups?	
<input type="checkbox"/> Do you have an account manager for those you are working with?	For small firms, everything has a huge opportunity cost. Difficulties in finding the right contact are often enough to prevent scaleups from engaging.
<input type="checkbox"/> Is it clearly signposted on your website?	
<input type="checkbox"/> If yes, does that person have decision-making powers, or close proximity to those who do?	A quick 'no' is much better for small firms than a protracted 'maybe'.

<sup>7</sup> A checklist for those who are starting out, refreshing and/or considering their collaboration model.

<input type="checkbox"/> Do you have a fast-track procurement service for fast/high growth firms?	Many fast growing companies face a 'catch 22' with procurement, since they are often required to show track record or ISO certification, but cannot gain this without customers.
<input type="checkbox"/> Do you have a specialised legal team or legal templates?	Many corporate legal teams are great at dealing with large firms, but don't recognise that smaller firms have unique needs. For small firms, legal costs can be a major barrier in themselves.
<input type="checkbox"/> Do you use standardised agreements for intellectual property?	IP is a common sticking point, especially for collaborative research. Templates like the Lambert model agreements simplify the negotiation.
<input type="checkbox"/> Have you hired entrepreneurs to manage your scaleup programmes, and included entrepreneurial metrics in your recruitment process?	An innovative internal culture starts with the staff, but recruitment often tends towards 'safe pairs of hands'. Experienced entrepreneurs and those that have scaled businesses before, better understand the needs of scaleups.
✓ MEASURING & SUSTAINING YOUR PROGRAMME	EXPLANATION
<input type="checkbox"/> Do you have a succession plan for account managers?	Business relationships often take longer than the duration of someone in a given role. Changes in staff are a common mode of failure.
<input type="checkbox"/> Do you monitor what proportion of your company's total procurement (volume and/or value) is from scaleups?	Volumes speak volumes!
<input type="checkbox"/> Do you publish this in your annual report?	Publicly acknowledging collaboration sends a strong signal to partners and competitors alike.
<input type="checkbox"/> Do you know how long it typically takes to register as a new supplier with you?	Timescales are very different for corporates and scaleups. Long and complex procedures burn scaleups' precious time which could be better dedicated to the business.
<input type="checkbox"/> Do you know how long it typically takes to pay suppliers?	Slow payment kills growing companies.
<input type="checkbox"/> Do you assess your processes and fast-track policies for 'scaleup friendliness'?	Formalised process may be efficient for day-to-day business but often hamper exploration of new ideas.
✓ CHANGING YOUR CORPORATE CULTURE TO BE MORE RECEPTIVE TOWARDS SCALEUPS	EXPLANATION
<input type="checkbox"/> Do you incentivise entrepreneurial behaviour through KPIs and related bonuses?	Employees respond to incentives. Even if they see the potential for improved products or services, most will focus on their immediate job description unless there is suitable reward.
<input type="checkbox"/> How do you encourage learning from failure, in a way which does not penalise measured risk taking?	Promoting the safe sharing of failure stories is a key ingredient in combatting a corporate culture of risk aversion and building an entrepreneurial mindset among employees.
<input type="checkbox"/> Do you employ a dedicated scaleup manager/champion?	Scaleup champions can be a great way to cut across internal silos, and provide advice to staff about where to take their ideas.
<input type="checkbox"/> Do staff treat risk as something to be minimised or actively managed?	Not innovating is a lot riskier than innovating. Innovations always entails risk. An attitude which treats this as purely negative will kill innovation.

The checklist was produced by the ScaleUp Institute in partnership with Nesta and their European Partners in 2017.

For more details: <http://www.scaleupinstitute.org.uk/scale-up-programmes/>

## Annex 1 – Scaleups winning public sector contracts (Q3 2017 – Q2 2018)

3b construction	Capstone Foster Care	Endura	Holy Cross
8Build	Carbosynth	Energy Helpline	HPC Group
A&BEngineering	Care By Us	Environmental Scientifics Group	hps Group
A&BGroup	Careline Lifestyles	Equal Experts	Huddle
AB2000	Castlerock Recruitment Group	ERA Technology	Human Support Group
Abbott Risk Consulting	Celerity	esa	Hunters
ABCA Systems	Cellnovo	Escape Fitness	Huntswood
Academia	Central Roofing	ESP	Hutton Group
Active8 Support Services	Centrebus	essensys	Hydraquip
Adams Morey	Chargemaster	Euromonitor	I&H Brown
Airedale Chemical	Chaucer	Excitech	ID Medical
Allford Hall Monaghan Morris	Chippindale Plant	Expolink	Inoapps
Allocate Software	Chiswick Nursing Centre	Exponential-e	Integra Buildings
Amberon	Churchesfire	FDM	Interact Medical
Amvale Medical Transport Limited	Cisilion	Ferson	Intermarketing Agency
ANSGroup	Citipost Mail	Fibrax	IT Lab
Antac	City Build Manchester	First Call Contract Services	ITC Concepts
APSGroup	City Technical Services	First Mile	J Mallinson
Aran Services	CitySprint	First Recruitment Group	Jackson Jackson
Arlingclose	Clarke Energy	Fitzgerald	James Hargreaves
Aspirations Care	CleanEvent Services	fonaCAB	Jasun Envirocare
Associated Waste Group	CME Medical	Fordway	Jet Plant Hire
Atlantic Data	CML	Fox	John Flowers Ltd
AVBGroup	CMSWindow Systems	FPCR	Kingdom
AVM Impact	Coffey Group	Future Cleaning Services	Knights Care
AWM	Comfort Care Services	Future Industrial Services	Laker BMS
Axis Europe	Compass	Futures for Children	Lancer Scott
B&M Waste Services	Conamar	Gaia Technologies	Lanes Group
BAAS	Connect Health	Gas World	Larchwood Care
Baldwins	Contractor Umbrella	GD Harries & Sons	LCC Oil
bartlett mitchell	Cordant Group	Gemserv	LEW
Bates Office	Cosmur	Geotechnics	Lexon
BDRC Continental	County Contractors	GHI Contracts	Liaison
Beard	CPUKGroup	Giant Precision	Life Build Solutions
Bell Integration	Crossland Tankers	Gigaclear	Lifetime Training
Bennetts Associates	CSA Waverley	Glasgiven Contracts	Liftec
Berry Recruitment	Cubby Construction	GM Coachwork	Linbrooke
Bertram Nursery Group	Cuddy Group	Greencroft Milk Supplies	Linden Care Homes
BestWay Wholesale	D Morgan	Guestline	Logan Construction
Billy Bowie	D&BScaffolding	Gulliver's	London Hire
BJSS	Daniel Owen	Gus Robinson Developments	Lucion Services
bluesource	David Phillips	H.H. Smith & Sons	M J Church
Braidwater	Deeley Group	H&A	M Markovitz Ltd
Brandwatch	Diversity Travel	H&J	M&J Group
Bray & Slaughter	DTM	Hales	MAC Roofingand Contracting
BRC	DTP Group	Hankinson	Macc Care
Bri-Stor Systems	Durbin	Harris CM	Matthews and Tannert
Brightwells	DW Support Services	Haydock Commercial Vehicles	Maxwell Stamp
British Ceramic Tile	DX	HCE Group	McAvoy
Buckingham Group Contracting	eCourier	Healthcare Environmental Group	McGill
Bullen Healthcare	Edburton	HGF	McGinley Support Services
Bywaters	Ede & Ravenscroft	Hi-spec Services	McLaughlin & Harvey
C&C Catering Equipment	Eden Farm	HIT Training	MCSA
Cadline	Eden Scott	HLM Architects	Medigold Health
Campbell & Kennedy	Edwards & Ward	Hodgson Sayers	Medstrom
Campion Homes	Edwards Coaches	Holt Doctors	Medtrade

## Scaleups winning public sector contracts (Q3 2017 – Q2 2018) continued

Mellors Catering	PPB	Swiss Laundry	Z-Tech Control Systems
Metalliform	Precision Group	Symplectic	Zenith Media
Methods	Premier Technical Services Group	System Group	
Mick George	Prestige Nursing	T-Met	
Mildren Construction	Probrand	Taziker Industrial	
Millgate	Procure Group	TBF Thompson	
Mind Gym	Procters Coaches	TCL Group	
Monarch Education Furniture	Prolinx	TeacherActive	
Montpeliers	Pump Supplies	Teaching Personnel	
Mookie Toys	QSQuacquarelli Symonds	The AD Construction Group	
Morningside	QTS	The Outside Clinic	
MST	Quod	The Practice	
MTSCleansing Services	RSons Homes	The Skills Network	
Munro's	R&M Williams	The Smart Cube	
Murray & Willis	Radnor Hills	thebigword	
Murrays	RBA Moody Bros (Contractors)	Thomas Sinden	
MVCommercial	Red Snapper Recruitment	Tillicoultry Quarries	
N-Gaged Training	Redington	Time 24	
Napp Pharmaceuticals	Redrock Consulting	TLC Group	
New Adventure Travel	Reliance High-Tech	Tomlinson's Dairies	
Newport Paper	REPL	Top Notch Contractors	
nGAGE	RES	Toppesfield	
Niblock	RG Spiller	Total Computers	
NIC Services Group	Rigmar Services	Total Motion	
Nisbets	Riverside Truck Rental	TRAC International Group	
Nitritex	RJ McLeod	TradeRisks	
Nixon Hire	Roocroft Road Restraint Systems	Transwaste Recycling & Aggregates	
Norse	Royle Recruitment	Tratos UK	
Nova Contracting	Rullion	Trustmarque	
Novosco	Safedem	TTC Group	
Nurse Plus	Sanctuary Personnel Limited	UKFast	
NWH Group	Science Warehouse	United Outcomes	
O'Brien Group	Scott Logic	Vinshire Plumbing & Heating	
O'Neill & Brennan	SecuriGroup	Vysiion	
OneMedicalGroup	Seetec	W M Donald	
Options Resourcing	Select Healthcare Group	Walker Construction	
Orangebox	Servium	Walton Summit	
Orkney Builders	SESGroup	Ward Recycling	
Outreach	Sevacare	Warmer Energy Services	
Oxford Economics	SHB Hire	Wates	
Oxford Nanopore	Silverlink Software	Waypoints	
Paragon Interiors	SLM	WB Alloys	
Paramount Interiors	Smart Solutions Recruitment	Westbrook International	
Peacock Salt	Smartsourcing	Westminster Homecare	
Pensworth Dairy	Snapcall	Whistl	
Peter Duffy Limited	Solsbury Solutions	William Coates	
Phelan Construction	Space Solutions	Willmott Dixon	
PJ Thory	Speller Metcalfe	Wilson's Auctions	
Platts	Springfield	Wireless Logic	
PLP Architecture	Stephensons of Essex	WJM Building Services	
Point on Trackwork	Stor-a-File	Working Links	
Popular Care	Storm Technologies	WW Martin	
Portal	Strata	Wynne Construction	
Potens	Strategic Team Group	Xoomworks	
Powerday	Sunninghill	XYZ Machine Tools	
Powersystems UK	Swanstaff Recruitment	YESSElectrical	

## Annex 2 – Contracting Authorities Central Government Buyers

Advisory Conciliation and Arbitration Service (ACAS)	Home Office
Arts Council England	Homes & Communities Agency
Big Lottery Fund	House of Commons
British Film Institute	House of Lords
Business Services Organisation	Independent Police Complaints Commission
Business West	Invest Northern Ireland
Cabinet Office/CCS	Maritime & Coastguard Agency
CAFCASS	Medicines & Healthcare Products Regulatory Agency
Civil Aviation Authority	Met Office
Crown Prosecution Service	Ministry of Defence
Defence Equipment & Support	Ministry of Justice
Department for Business, Energy and Industrial Strategy	NHS Supply Chain
Department for Education	Northern Ireland Transport Holding Company (NITHC)
Department for Employment & Learning (Northern Ireland)	Northern Lighthouse Board
Department for Environment, Food & Rural Affairs	Office for National Statistics
Department for International Development	Office of Gas & Electricity Markets
Department for International Trade	Office of Rail Regulation
Department for Work & Pensions	Port of Dover
Department of Health	Public Health England
Disclosure & Barring Service	Radioactive Waste Management Limited
Driver & Vehicle Licensing Agency	Royal Botanic Gardens
English Heritage	Science Museum Group
Environment Agency	Scottish Enterprise
Equality & Human Rights Commission	Scottish Parliamentary Corporate Body
European Medicines Agency	Scottish Procurement Alliance
FCO Services	Scottish Water
Foreign & Commonwealth Office	Student Loans Company Ltd
Forestry Commission England	The Coal Authority
General Medical Council	The National Archives
Government Digital Service	The Skills Development Scotland Company Limited
Highways England	Trinity House
Historic England	UK Intellectual Property Office
HM Land Registry	Valuation Office Agency
HM Revenue & Customs	Welsh Government – Local Government & Communities

## Local Government Buyers

Aberdeen City Council	Gateshead Metropolitan Borough Council	Nottingham City Council
Basildon Borough Council	Glasgow Life	Nottinghamshire County Council
Bassetlaw District Council	Gloucestershire County Council	oneSource
Bath & North East Somerset Council	Hampshire County Council	Orkney Islands Council
Belfast City Council	Harrogate Borough Council	Oxford City Council
Birmingham City Council	Hartlepool Borough Council	Police & Crime Commissioner for Bedfordshire
Black Country Business	Hertfordshire County Council	Police & Crime Commissioner for Dyfed Powys
Blackburn with Darwen Borough Council	Humberside Fire & Rescue Service	Police & Crime Commissioner for Gwent
Borough Council of King's Lynn & West Norfolk	Kent County Council	Police & Crime Commissioner for Kent
Borough of Poole	Kingston upon Hull City Council	Police & Crime Commissioner for Lincolnshire
Bournemouth Borough Council	Kirklees Council	Police & Crime Commissioner for West Mercia
Bracknell Forest Council	Knowsley Metropolitan Borough Council	Portsmouth City Council
Bristol City Council	Lancashire County Council	Powys County Council
Buckinghamshire County Council	Lancaster City Council	Redcar & Cleveland Council
Burnley Borough Council	Leeds City Council	Renfrewshire Council
Bury Metropolitan Borough Council	Leicester City Council	Rhondda Cynon Taf County Borough Council
Calderdale Metropolitan Borough Council	Leicestershire Constabulary	Rochdale Metropolitan Borough Council
Cambridgeshire County Council	Leicestershire County Council	Royal Borough of Windsor & Maidenhead
Cardiff County Council	LHC Building Components and Services	Sandwell Metropolitan Borough Council
Carmarthenshire County Council	Lincolnshire County Council	Scotland Excel
Central Bedfordshire Council	Liverpool City Council	Scottish Borders Council
Ceredigion County Council	Local Government Association	SE Shared Services
Charnwood Borough Council	London Borough of Barnet	Sheffield City Council
Chelmsford Borough Council	London Borough of Bexley	Shropshire Council
Cherwell District Council	London Borough of Bromley	Solihull Metropolitan Borough Council
Cheshire East Council	London Borough of Camden	South Gloucestershire Council
Cheshire West and Chester Council	London Borough of Ealing	South Lanarkshire Council
City & County of Swansea	London Borough of Haringey	South Tyneside Metropolitan Borough Council
City of Bradford Metropolitan District Council	London Borough of Hillingdon	St Helens Council
City of London Corporation	London Borough of Hounslow	Staffordshire County Council
City of York Council	London Borough of Islington	Stevenage Borough Council
Colchester Borough Council	London Borough of Newham	Stirling Council
Cornwall Council	London Borough of Redbridge	Stockport Metropolitan Borough Council
Coventry City Council	London Borough of Sutton	Stockton-on-Tees Borough Council
Cumbria County Council	London Borough of Waltham Forest	Stoke-on-Trent City Council
Dacorum Borough Council	London Royal Borough of Greenwich	Stroud District Council
Darlington Borough Council	Luton Borough Council	Suffolk County Council
Denbighshire County Council	Manchester City Council	Sunderland City Council
Derby City Council	Medway Council	Surrey County Council
Derbyshire County Council	Merseyside Fire & Rescue Service	Swindon Borough Council
Devon & Somerset Fire and Rescue Service	Metropolitan Police	Tayside Procurement Consortium
Devon County Council	Middlesbrough Council	Telford & Wrekin Council
Doncaster Metropolitan Borough Council	Milton Keynes Council	Tendring District Council
Dorset County Council	Neath Port Talbot County Borough Council	Thanet District Council
Dudley Metropolitan Borough Council	Newcastle upon Tyne City Council	The City of Edinburgh Council
Dumfries & Galloway Council	Norfolk County Council	The Moray Council
Durham County Council	North East Derbyshire District Council	Thurrock Council
East Ayrshire Council	North East Lincolnshire Council	Trafford Metropolitan Borough Council
East Midlands Strategic Commercial Unit	North Lanarkshire Council	Transport for Greater Manchester
East Riding of Yorkshire Council	North Lincolnshire Council	Transport for London
East Staffordshire Borough Council	North West Leicestershire District Council	Wakefield Metropolitan District Council
Eastern Shires Purchasing Organisation	North Yorkshire County Council	Walsall Metropolitan Borough Council
Enfield Council	Northamptonshire County Council	Warwickshire County Council
Essex County Council	Northern Ireland Housing Executive	Watford Borough Council
Falkirk Council	Northumbria Police	Welland Procurement Unit
Fife Council	Norwich City Council	West Berkshire Council

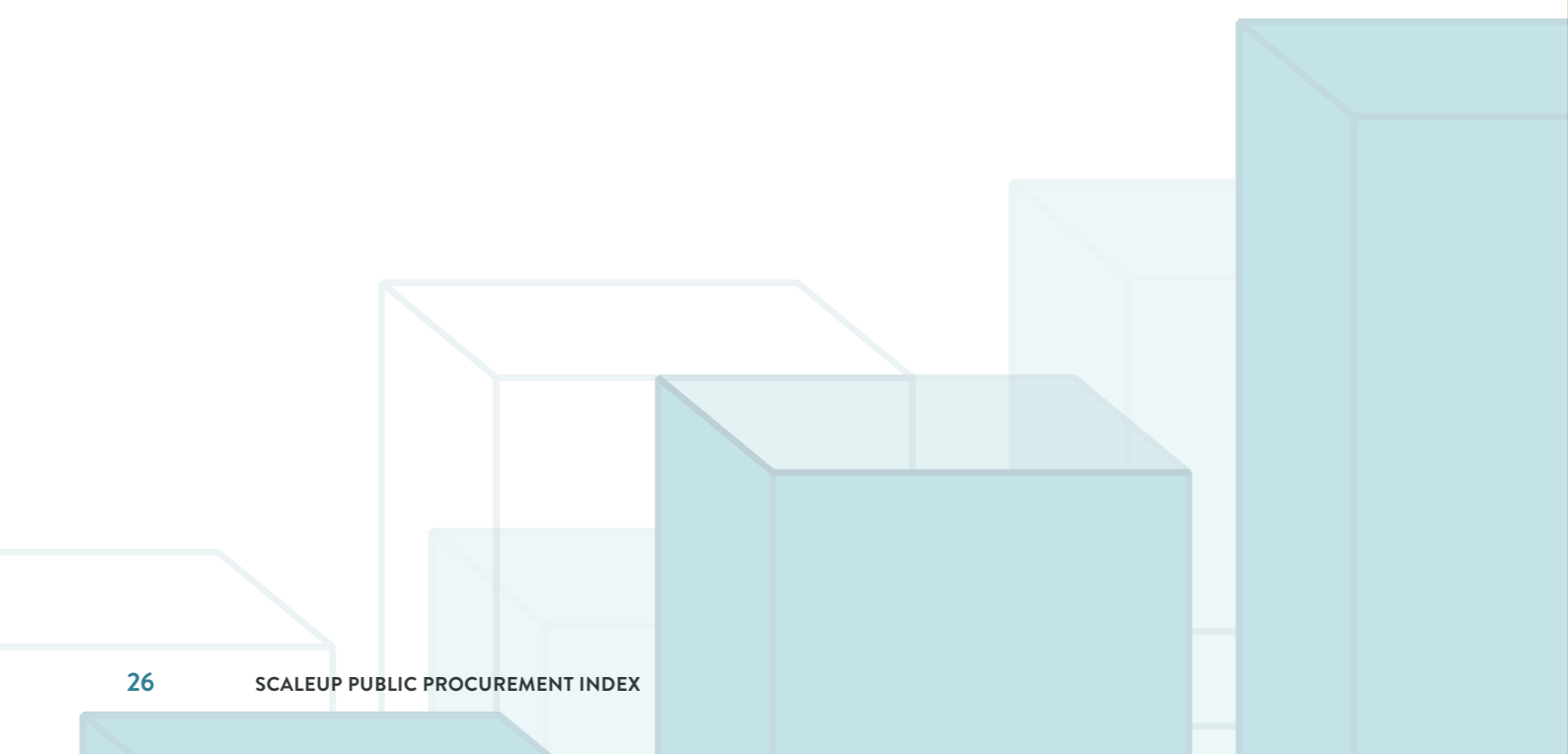
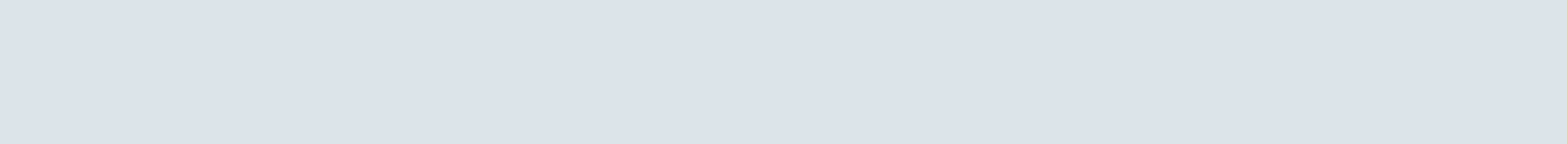
West Dorset District Council	Wiltshire Council
West Lindsey District Council	Wirral Metropolitan Borough Council
West Lothian Council	Wokingham Borough Council
West Midlands Fire Service	Worcestershire County Council
West Oxfordshire District Council	Wrexham County Borough Council
West Yorkshire Combined Authority	Wychavon District Council
Westminster City Council	Yorkshire & Humber Police Procurement
Weymouth & Portland Borough Council	Yorkshire Purchasing Organisation
Wigan Metropolitan Borough Council	

## Housing Associations and NHS Buyers

HOUSING ASSOCIATIONS	NHS
Albyn Housing Society Ltd	Belfast Health & Social Care Trust
Alliance Homes Ltd	Birmingham Children's Hospital NHS Foundation Trust
Apex Housing	Buckinghamshire Healthcare NHS Trust
Berneslai Homes Ltd	Cambridge University Hospitals NHS Foundation Trust
Broadland Housing Association Ltd	Care Quality Commission
Caledonia Housing Association	Central & North West London NHS Foundation Trust
Choice Housing (Ireland)	Central London Community Healthcare NHS Trust
DCH	Chesterfield Royal Hospital NHS Foundation Trust
Derby Homes	County Durham & Darlington NHS Foundation Trust
First Choice Homes Ltd	Coventry & Warwickshire Partnership NHS Trust
Great Places Housing Group	Dorset Healthcare University NHS Foundation Trust
Homes for Haringey	East Kent Hospitals University NHS Foundation Trust
Kingdom Housing Association Ltd	East Of England NHS Collaborative Procurement Hub
Lewisham Homes	Health & Social Care Business Services Organisation
London & Quadrant Group	Hertfordshire NHS Procurement L Ltd
Midland Heart Ltd	Leeds Teaching Hospitals NHS Trust
Notting Hill Housing Trust	London Purchased Healthcare Team
Parkhead Housing Association Ltd	Newcastle upon Tyne Hospitals NHS Foundation Trust
Procurement for Housing	NHS Arden & GEM CSU
PROSPER	NHS Ayrshire & Arran
Radian Group	NHS Blood and Transplant
Red Kite Community Housing	NHS Business Services Authority
Riverside Group Ltd	NHS Digital
Salix Homes	NHS Doncaster CCG
Sanctuary Housing Association	NHS England
Southern Housing Group Ltd	NHS Hartlepool and Stockton-on-Tees CCG
Together Housing Group	NHS Leeds South and East CCG
Tollcross Housing Association Ltd	NHS London Procurement Partnership
Town & Country Housing Group	NHS Midlands & Lancashire CSU
Trafford Housing Trust Ltd	NHS National Services Scotland
Wakefield & District Housing Ltd	NHS Shared Business Services
Walsall Housing Group	NHS South Gloucestershire CCG
Weaver Vale Housing Trust	NHS South Kent Coast CCG
Yorkshire Housing Ltd	NHS South, Central and West CSU
	NHS Wales Shared Services Partnership
	NHS Walsall CCG
	North of England Commercial Procurement Collaborative
	Northumbria Healthcare NHS Foundation Trust
	Royal Free Hospital
	Royal United Hospitals Bath NHS Foundation Trust
	Salford Royal NHS Foundation Trust
	Salisbury NHS Foundation Trust
	St Helens & Knowsley Teaching Hospitals NHS Trust
	Surrey & Borders Partnership NHS Foundation Trust
	Taunton & Somerset NHS Foundation Trust
	The Pennine Acute Hospitals NHS Trust
	Torbay & Southern Devon Health & Care NHS Trust
	UCLPartners Procurement Services
	United Lincolnshire Hospitals NHS Trus
	University College London Hospitals NHS Foundation Trust
	Walsall Healthcare NHS Trust

## Other Public Sector Buyers

Schools' Catering Group (Bristol)	Nottingham Trent University
Anglia Ruskin University	Ochil View Housing Association Limited
APUC Limited	Offshore Renewable Energy Catapult
Ash Grange Primary School	Optivo
Bedale CE Primary School	Opus Lgss People Solutions Limited
Bernicia Group Limited	Opus People Solutions Ltd
Birmingham City University	Pelican Procurement Services
Bournemouth University	Power NI Energy Limited
Bramley Grange Primary School	Queen's University Belfast
BT South Tyneside	Re:Allies Works Limited
Cardiff University	Royal Holloway University of London
Cavendish Primary School	Safe Regeneration Ltd
City University	Saint Cecilia's Church of England School
Corserv Limited	Scape Group Ltd
Crescent Purchasing Ltd	Southern Gas Networks PLC
Cromarty Firth Services Ltd	ST Hilda's Catholic Academy Trust
Eastern Procurement Limited	St Joseph's Catholic Primary School
Echelon Consultancy Limited	Suffolk Sourcing
Efficiency East Midlands Ltd	Thames Water Utilities Limited
eTenderwales	The ACC Liverpool Group Ltd
GB1 Shelf Limited	The Queen Elizabeth Hospital King's Lynn NHS Trust Charitable Fund
GO Shared Services	The Sustainable Catering Consultancy
Govia Thameslink Railway Limited	The Wednesbury Learning Community Trust
Grwp Llandrillo-Menai	The Women's Organisation
Halle Concerts Society	UK Shared Business Services Limited
Hammersmith and Fulham Council	United Utilities Water Ltd
High Speed TWO (HS2) Limited	University for the Creative Arts
Jump Cut Crew	University of Bath
King's College London	University of Birmingham
Kingstown Works Ltd	University of Bristol
Lancaster University	University of Cambridge
Leeds City College	University of Chichester
Leidos Europe	University of Essex
Liverpool School of Tropical Medicine	University of Glasgow
Liverty Homes (South West) Limited	University of Gloucestershire
London Luton Airport Operations Limited	University of Leeds
London School of Hygiene And Tropical Medicine	University of Nottingham
London South Bank University	University of Sheffield
Loughborough University	University of the West of England, Bristol
Menai Science Park Limited	University of Wolverhampton
MI Concepts Limited	Welsh Procurement Alliance
National Grid PLC	Wessex Water Services Limited
Network Rail Infrastructure Limited	Western Power Distribution (East Midlands) PLC
NEUPC	Wickersley Partnership Trust
New College Nottingham	Writtle College
Newcastle University	Yate Town Council
Norfolk Constabulary Benevolent Fund	York College
Norfolk Educational Services Limited	Yorwaste Ltd Northumbrian Water Limited
Northumbrian Water Limited	





## THE SCALEUP INSTITUTE

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Our mission is to help the UK to become the best place in the world to grow a business as well as start one, and enable our existing high-growth businesses to scale up even further.



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