

Notice of meeting and agenda

Finance and Resources Committee

10.00am, Thursday 8 September 2016

Dean of Guild Court Room, City Chambers, High Street, Edinburgh

This is a public meeting and members of the public are welcome to attend

Contact

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1. Order of business

- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of interests

- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 Minutes of the Meeting of 18 August 2016 (to follow)

5. Business Bulletin

- 5.1 Finance and Resources Committee Business Bulletin (circulated)

6. Forward Planning

- 6.1 Finance and Resources Committee Key Decisions Forward Plan (circulated)
- 6.2 Finance and Resources Committee Rolling Actions Log (circulated)

7. Executive decisions

- 7.1 Consultants Costs 2015/16 – report by the Acting Executive Director of Resources (circulated)
- 7.2 Managing Workforce Change – Workforce Dashboard – report by the Acting Executive Director of Resources (circulated)
- 7.3 Approval to Award Contract for Business Travel Services – report by the Acting Executive Director of Resources (circulated)
- 7.4 Contractor Works Framework – Award of Contract – report by the Acting Executive Director of Resources (circulated)

- 7.5 Contract Award for the Supply of Tablet Devices from 20 June 2016 to 19 June 2020 – report by the Acting Executive Director of Communities and Families (circulated)
- 7.6 Waivers - Independent Advocacy Contracts – report by the Chief Officer – Edinburgh Health and Social Care Partnership (circulated)
- 7.7 Contracts Awarded under Delegated Authority (Waiver reports) and Procurement Activity – report by the Acting Executive Director of Resources (circulated)
- 7.8 Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service – report by the Acting Executive Director of Resources (circulated)

8. Routine decisions

- 8.1 None

9. Motions

- 9.1 If any

Kirsty-Louise Campbell

Interim Head of Strategy and Insight

Committee Members

Councillors Rankin (Convener), Bill Cook (Vice-Convener), Corbett, Dixon, Edie, Godzik, Griffiths, Bill Henderson, Ricky Henderson, Jackson, McVey, Walker, Whyte, Burns(ex officio) and Ross (ex officio).

Information about the Finance and Resources Committee

The Finance and Resources Committee consists of 15 Councillors and is appointed by the City of Edinburgh Council. The Finance and Resources Committee usually meets every four weeks.

The Finance and Resources Committee usually meets in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Veronica MacMillan or Aileen McGregor, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4283 / 0131 529 4325 or e-mail veronica.macmillan@edinburgh.gov.uk / aileen.mcgregor@edinburgh.gov.uk

A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to www.edinburgh.gov.uk/meetings

For the remaining items of business likely to be considered in private, see separate agenda.

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Item 5.1 - Business bulletin

Finance and Resources Committee

10.00am, Thursday 8 September 2016

Dean of Guild Court Room, City Chambers, High Street, Edinburgh

Finance and Resources Committee

Convener:	Members:	Contact:
<p>Convener Cllr Alasdair Rankin</p>  <p>Vice – Convener Cllr Bill Cook</p> 	<ul style="list-style-type: none"> ▪ Cllr Adam McVey ▪ Cllr David Walker ▪ Cllr Denis Dixon ▪ Cllr Paul Edie ▪ Cllr Gavin Corbett ▪ Cllr Iain Whyte ▪ Cllr Joan Griffiths ▪ Cllr Ricky Henderson ▪ Cllr Paul Godzik ▪ Cllr Allan Jackson ▪ Cllr Bill Henderson ▪ Cllr Andrew Burns (ex officio) ▪ Cllr Frank Ross (ex officio) 	<p>Veronica Macmillan Committee Officer Tel: 0131 529 4283</p> <p>Linda Fraser Professional Support Manager Tel: 0131 469 3928</p>

Recent news	Background
<p>Annual Efficiency Statement, 2015/16</p> <p>Scottish Ministers expect all public bodies to have delivered efficiency savings equal to at least 3% of net expenditure in each year of the spending review period ending in 2015/16 and to have reported on these. Efficiencies are defined as savings where the output, or outcome, has been maintained with a lower cash-terms level of input (cashable) or where a greater output, or outcome, is achieved without a corresponding increase in inputs (non-cashable). COSLA collates the statements on behalf of all of its member authorities and reports these to the Deputy First Minister.</p> <p>The Council’s Efficiency Statement for 2015/16 was submitted to COSLA in late August and set out total efficiencies to a value of £40.2m, including further significant savings across procurement as well as additional income through increasing the five-year Council Tax collection rate and reducing expenditure incurred through partner organisations and independent fostering agencies. The statement also captured initial savings delivered through the Council’s transformation plan and Integrated Health Joint Board with the NHS. The total savings identified met the 3% target and now mean that £283m of efficiencies have been reported since 2006/07.</p>	

Despite the difficult current economic climate, the Council's overall performance continues to improve as evidenced by a range of recent independent assessments.

Redhall House

At its meeting on 3 August 2016, the Development Management Sub Committee voted to refuse the planning application for new build units on the site. The owner has indicated that they intend to appeal against that decision.

In the meantime, the court action to enforce the development obligations contained in the sale contract is on hold until 15 September 2016. Officers, with the agreement of the owner, will seek a further extension of time from the Court to allow the planning appeal to be concluded.

Carr Comm

The proposals for the former Engine Shed, to convert into a distillery, has now received planning consent. Good progress has been made with Carr Comm over their proposed lease of the upper floors of Fountainbridge Library albeit there has been a delay due to scheduled asset management works being carried out to the building.

Forthcoming activities

Item 6.1 - Key decisions forward plan

Finance and Resources Committee

[8 – 29 September 2016]

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
1.	People Strategy	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Katy Miller , Head of HR	
2.	Managing Workforce Change – Workforce Dashboard	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Katy Miller , Head of HR	
3.	Audited Council Annual Accounts	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Catrina Montgomery , Senior Accountant	
4.	Audited CEC Trust Accounts	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Alison Henry , Corporate Finance Senior Manager	

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
5.	Mid-term reviews	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Fraser Rowson , Principal Accountant	
6.	Proposed Lease extension at Unit 1, 72-78 Niddrie Mains Road	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Peter Watton , Acting Head of Property	
7.	Proposed new lease at Unit 3 West Shore Business Centre, Long Craig Rigg, Edinburgh	29 September 2016		Hugh Dunn, Acting Executive Director of Resources Lead Officer: Peter Watton , Acting Head of Property	
8.	Transformation Programme update	29 September 2016		Andrew Kerr, Chief Executive Lead officer: Kirsty-Louise Campbell , Interim Head of Strategy and Insight	
9.	Governance of Major Projects	29 September 2016		Andrew Kerr, Chief Executive Lead officer: Kirsty-Louise Campbell , Interim Head of Strategy and Insight	
10.	Provision of a Stair Cleaning Service to Domestic Properties from 2016 - 2020	29 September 2016		Paul Lawrence, Executive Director of Place Lead Officer: Michael Thain , Strategy and Investment Manager	

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
11	Award of Contract for the Supply and Delivery of Aluminium Street Lighting Columns	29 September 2016		Paul Lawrence, Executive Director of Place Lead Officer: Alan Simpson , Rods Operation Manager	

Item 6.2 - Rolling Actions Log

Finance and Resources Committee

27 August 2015 – 18 August 2016

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	RAG Status	Comments
1	27-08-15	Proposed 25 Year Lease of the Engine Shed, 19 St Leonard's Lane, Edinburgh	To request that officers from Corporate Property work alongside the Rivers Centre Public Social Partnership/Carr Gomm to identify alternative accommodation and to report the outcome back to Committee.	Acting Executive Director of Resources	Not specified		A	Update to be provided in the F+R Committee Business Bulletin of 8 September 2016 meeting – ongoing.
2	29-10-15	Redhall House and Lawn - Progress Report	To request an update report was brought to the Finance and Resources Committee at the conclusion of the planning process.	Acting Executive Director of Resources	August/September 2016		A	An update to be provided to the Finance and Resources Committee being held on 8 September 2016 - ongoing

3	12-05-16	Managing Workforce Change - Workforce Dashboard	To circulate a briefing note to members on the reasons for refusal of VERA applications, the reduction in the numbers of approved VERA applications and the criteria on which posts were deemed to be critical for the delivery of services.	Acting Executive Director of Resources	As soon as possible	August 2015	G	Information sent to Members – closed.
4	12-05-16	Scotland's Energy Efficiency Programme	To circulate a briefing note to members on the progress with the establishment and operation of the Energy Improvement Unit.	Executive Director of Place	As soon as possible		A	To provide an update a briefing note before the next Finance and Resources Committee being held on 8 September 2016 – ongoing.

5	18-08-16	Transformation Programme :Progress Update	<p>1) To agree that the VERA cost benefit analysis chart would be amended in future report to reflect the full year savings for leavers.</p> <p>2) To agree that a complete picture of staff and vacancies in each locality would be presented to Committee by the end of September 2016.</p>	Chief Executive	30 September 2016		A	
6	18-08-16	Managing Workforce Change - Workforce Dashboard	To provide a briefing note to the Convener and Vice-Convener of the Finance and Resources Committee on sickness absence figures.	Acting Executive Director of Resources	As soon as possible	8 Sept 2016	A	Sickness absence figures to be included in the report to F+R on 8 September 2016 – ongoing.

7	18-08-16	Re-employment and Re-engagement of Staff	To agree that a B agenda report would be brought back to Committee in November 2016 dealing with the exceptional circumstances surrounding the re-employment of staff within less than a year of leaving the Council and the policy related to this.	Acting Executive Director of Resources	3 November 2016		A	
8	18-08-16	Homelessness Prevention - Review of Advice and Support Pilot	To agree that the relevant elected members and third sector organisations would be invited to a workshop being held on Thursday 25 August 2016 to discuss the development of co-production and the potential barriers faced by third sector organisations to co-production.	Head of Service – Safer and Stronger Communities	25 August 2016	23 August 2016	G	Invites to the workshop being held on Thursday 25 August 2016 have been sent to the relevant elected members and key stakeholders – closed.

9	18-08-16	Former Tenants Rent Arrears 2015-16	To agree that an analysis would be provided of the impact of universal credit on rent arrears to members.	Executive Director of Place	As soon as possible		A
10	18-08-16	Property Repairs and Maintenance Contract Update	To agree that the internal audit report would be circulated to all elected members of the Council by Committee Services.	Committee Services	As soon as possible		A
11	18-08-16	Contract Award Under Urgency procedure - Edinburgh Schools - Schools Transport	<p>1) To agree that the Executive Director of Resources would investigate why local bus companies were not recruited.</p> <p>2) To agree that a report would be brought back to Committee with details of all costs required to be recovered in relation to schools.</p>	<p>Acting Executive Director of Resources/ Acting Executive Director of Communities and Families</p>	As soon as possible	Nov 2016	A

12	18-08-16	Edinburgh Shared Repairs Service - Evaluation of the Pilot	<p>1) To agree that a detailed list of how the legislation related to Property Conservation could be improved would be produced and fed back to the Scottish Government.</p> <p>2) To agree that issues related to Property Conservation would be considered at a future meeting of the Property Sub-Committee.</p>	Acting Executive Director of Resources		Dec 2016	A	
13	18-08-16	Proposed 10 year lease at 86-88 Niddrie Mains Road, Edinburgh	To continue the report to the November Committee (or to bring back the report sooner, if possible) to allow community groups to be consulted on options for the lease of 86-88 Niddrie Mains Road and for the development of a business case for a possible CCTV community hub.	Acting Executive Director of Resources	3 November 2016 or sooner if possible	Nov 2016	A	

14	18-08-16	Proposed sale of site Ardmillan Terrace, Edinburgh	To continue the report to allow discussion between the Chief Executive of the Council and the Chief Executive of the NHS to resolve outstanding issues.	Chief Executive/ Acting Executive Director of Resources		Dec 2016	A	
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Red – Action has not been completed within timescales indicated.

Amber – Action is in Progress.

Green – Action has been completed and recommended for closure.

Finance and Resources Committee

10.00a.m., Thursday, 8 September 2016

Consultants Costs 2015/16

Item number	7.1
Report number	
Executive/routine	
Wards	All

Executive summary

At its meeting on 25 August 2009, the Finance and Resources Committee noted the intention to report expenditure on consultants on an annual basis. This report provides details of expenditure on consultants for provision of professional services during 2015/16.

The Council contracts services from professional service providers, reducing the requirement to employ permanent staff for short-term specialised activities and to mitigate the Council's exposure to potential liabilities.

Revenue expenditure of £6.906 million and capital expenditure of £2.779 million was incurred on consultants for the year ended 31 March 2016.

Expenditure to consultants for the provision of professional services was contained within approved budget resources for 2015/16.

Links

Coalition pledges	P30
Council outcomes	CO25
Single Outcome Agreement	SO1, SO2, SO3, SO4

Consultants Costs 2015/16

Recommendations

- 1.1 Finance and Resources Committee is asked to note:
 - 1.1.1 revenue and capital expenditure incurred on the provision of professional services in 2015/16 and
 - 1.1.2 progression towards the delivery of the Council's Transformation Programme savings targets and development of major capital infrastructure projects, with the engagement and support of professional service providers.

Background

- 2.1 At its meeting on 25 August 2009, the Finance and Resources Committee noted the intention to report expenditure on consultants on an annual basis.
- 2.2 This report provides details of expenditure on consultants for the provision of professional services during 2015/16.
- 2.3 During 2015/16, the purchase of consultancy services was governed by relevant procurement legislation and Council Contract Standing Orders, as approved by Council on 25 October 2012. On 5 February 2015, Council approved revisions to the existing Contract Standing Orders and Guidance on the Appointment of Consultants. On 2 June 2016, Council approved updates to Contract Standing Orders and Guidance on the Appointment of Consultants.

Main report

- 3.1 An exercise has been completed to analyse expenditure on consultants for the year ended 31 March 2016. The definition of consultancy services applied follows the definition of a consultant approved by Council at its meeting on 5 February 2015 – report by the Director of Corporate Governance "[Operational Governance: Review of Contract Standing Orders and Guidance on the Appointment of Consultants](#)" refers. The definition approved was "a consultant is a specialist who charges a fee for providing advice or services in a particular area of expertise such as business management, human resources, environment, communication, information technology, property and estates and financial services, but excluding agency and temporary workers and professional services provided by solicitors, counsel and actuaries".

- 3.2 The decision to appoint a consultant is taken after full cognisance of the overall financial constraints within which the Council operates, increased scrutiny of expenditure on consultants by the Finance and Resources Committee and the revised governance arrangements approved by Council on 25 October 2012, 5 February 2015 and subsequently 2 June 2016.
- 3.3 The Council contracts services from professional consultants for a range of specialised activities, reducing the requirement to employ permanent staff for short-term purposes and to mitigate the Council's exposure to potential liabilities.
- 3.4 To allow detailed analysis of the most material items, expenditure was reviewed where total payments to any single supplier in the financial year exceeded £2,500 across all service areas.
- 3.5 Expenditure is presented according to the Council's pre-Transformation Programme management structure, in line with reporting of the outturn for 2015/16.
- 3.6 Revenue expenditure of £6.906 million and capital expenditure of £2.779 million was incurred on consultants for the year ended 31 March 2016. A summary of expenditure for service areas is shown in the table below. A detailed analysis of this expenditure is shown in Appendix 1 (revenue) and Appendix 2 (capital). Expenditure to consultants for the provision of professional services was contained within approved budget resources for 2015/16.

Consultants Costs 2015/16

Service	Revenue	Capital	Total
	£	£	£
Children and Families	31,014	468,034	499,048
Economic Development	452,446	3,658	456,104
Corporate Governance	572,506	110,000	682,506
Health and Social Care	277,489	24,501	301,990
Services for Communities	877,113	1,619,406	2,496,519
Council-wide	4,695,933	553,343	5,249,276
Total	6,906,501	2,778,942	9,685,443

- 3.7 Expenditure for 2014/15 was reported to the Finance and Resources Committee on 24 September 2015. While the level of consultants costs incurred in any one year is dependent on service requirements and is not directly comparable between years, 2014/15 expenditure is shown in the following table. 2014/15

expenditure is re-stated to include capital expenditure on Asset Management Strategy projects.

Consultants Costs 2014/15

Service	Revenue	Capital	Total
	£	£	£
Children and Families	60,110	1,083,358	1,143,468
Economic Development	276,563	0	276,563
Corporate Governance	1,240,689	12,609	1,253,298
Health and Social Care	174,834	86,554	261,388
Services for Communities	1,200,479	1,144,325	2,344,804
Council-wide	2,836,189	545,498	3,381,687
Total	5,788,864	2,872,344	8,661,208

3.8 In approving the Council's revenue budget for 2015/16, Council approved £2.9 million of one-off funding to meet Transformation Programme development and implementation costs. Allocation of resources for external support was detailed in a report to Finance and Resources Committee meeting of 19 March 2015 "[BOLD transformation programme: progress report](#)".

3.9 Revenue expenditure on professional services was incurred during 2015/16, as the Council progressed a number of major projects designed to release future years cost savings. Revenue costs in excess of £0.1 million, with target outcomes/future forecast benefits are detailed below:

Service Provider	Cost	Target Outcomes
Ernst and Young LLP	£3.065m	<ul style="list-style-type: none"> Commercial Excellence Procurement savings target of £150m (cumulative) by 2017/18, with cumulative savings of £72m achieved by 31 March 2016; Transformation Programme Business and Support Service savings of £9.6m (Phase 1) and £24.5m cumulative by 2019/20. Transformation Programme : Progress Update - report to Finance and Resources Committee of 12 May 2016 refers; City Deal – technical support to leverage an estimated £2bn of private sector investment. Report to City of Edinburgh Council 28 May 2015 - Edinburgh and South East Scotland City Region City

		Deal refers.
Deloitte LLP	£1.509m	<ul style="list-style-type: none"> Support to the Council in the production of a detailed business case and asset management strategy. The Asset Management Strategy savings target is £6.2m by 2019/20. Report to Finance and Resources Committee 9 June 2016 AMS Transformation Programme – Update refers; Property Conservation – Programme Momentum and Edinburgh Shared Repairs Service. Outcomes includes professional support for: <ul style="list-style-type: none"> (a) development of a process for statutory notice projects; and (b) launch of new replacement service. Report to Finance and Resources Committee 18 August 2016 Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service Update refers.
Pricewaterhouse coopers LLP	£0.449m	<ul style="list-style-type: none"> Transformation Programme - assisted the Council in the production of a high level design blueprint and a detailed design and implementation plan for the Citizens and Neighbourhoods work stream design and implementation planning. Programme-wide Transformation savings of £77m require to be achieved by 2019/20. Transformation Programme : Progress Update - report to Finance and Resources Committee of 12 May 2016 refers; Internal Audit and Risk Service co-source service to ensure the Council's internal audit and risk management function maintains focus and scrutiny on internal controls, during the Council's Transformation Programme.
KPMG LLP	£0.357m	<ul style="list-style-type: none"> Support to the Transformation of Adult Social Care Services within the Council. The savings target is £20.2m by 2017/18 through transformation of Health and Social Care services; City Deal – strategic advice and support to leverage an estimated £2bn of private sector investment. Report to City of Edinburgh Council 28 May 2015 - Edinburgh and South East Scotland City Region City Deal refers.
Carlyle Associates Limited	£0.246m	<ul style="list-style-type: none"> Senior management support to the Council's Transformation Programme. Transformation Programme : Progress Update - report to Finance and Resources Committee of 12 May 2016 refers; Development phase of the Edinburgh St James

		project (rechargeable to developer).
Progress Business Solutions Ltd	£0.217m	<ul style="list-style-type: none"> Senior management support for ICT re-procurement and transition arrangements and support to Transformation Programme. Successful re-procurement of the Council's ICT contract in August 2015, with savings of £45 million over a seven year period.

3.10 Professional fees were incurred to progress a number of major capital projects including:

- New Portobello High School, new James Gillespie's High School, new Boroughmuir High School, new St John's RC Primary School;
- Development of cycling hub at Hunter's Hall Park and Jack Kane Centre upgrade;
- flood prevention works at the Water of Leith;
- housing regeneration projects through the 21st Century Homes project.

3.11 Expenditure on consultants will continue to be closely reviewed as part of the revenue and capital expenditure monitoring arrangements for each service area during 2016/17.

Measures of success

4.1 Revenue and capital expenditure on consultants is contained within approved budget resources.

4.2 Council outcomes can demonstrate added value and positive outcomes.

Financial impact

5.1 There are no financial implications as a result of this report. Expenditure on consultants will continue to be closely monitored as part of the expenditure monitoring arrangements for each service area during 2016/17.

5.2 The revenue budget approved by Council at its meeting on 21 January 2016 included a target reduction of £2m in expenditure on consultants. Expenditure incurred on professional services in 2015/16 will not impact on achievement of the 2016/17 savings target.

Risk, policy, compliance and governance impact

- 6.1 The delivery of a balanced budget outturn for each service is a key financial target. The risk of budget pressures arising from the appointment of consultants is regularly reviewed and management action is taken as appropriate.

Equalities impact

- 7.1 There are no direct equalities impact implications arising from this report.

Sustainability impact

- 8.1 There is no direct relevance of the report's contents to impacts on carbon, adaptation to climate change and sustainable development.

Consultation and engagement

- 9.1 There is no direct relevance to the report's contents.

Background reading/external references

[Consultants Costs 2014/15 - Finance and Resources Committee - Tuesday, 24 September 2015](#)

[Operational Governance: Review of Contract Standing Orders and Guidance on the Appointment of Consultants](#) – City of Edinburgh Council - Thursday 5 February 2015

[Operational Governance – Review of Contract Standing Orders and Guidance on the Appointment of Consultants](#) – City of Edinburgh Council - Thursday 2 June 2016

[Transformation Programme: Progress Update](#) - report to Finance and Resources Committee - 12 May 2016

[Edinburgh and South East Scotland City Region City Deal](#) - report to City of Edinburgh Council - 28 May 2015

[AMS Transformation Programme – Update](#) - report to Finance and Resources Committee - 9 June 2016

[Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service Update](#) - report to Finance and Resources Committee - 18 August 2016

[BOLD transformation programme: progress report](#) – Finance and Resources Committee – Thursday 19 March 2015

Hugh Dunn

Acting Executive Director of Resources

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Links

Coalition pledges	P30 – Continue to maintain a sound financial position including long term financial planning
Council outcomes	CO25 – The Council has efficient and effective services that deliver on objectives
Single Outcome Agreement	SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential SO4 - Edinburgh's communities are safer and have improved physical and social fabric
Appendices	Appendix 1: Consultancy – Revenue Expenditure 1 April 2015 – 31 March 2016 Appendix 2 : Consultancy – Capital Expenditure 1 April 2015 – 31 March 2016

Service Provider	Children and Families	Economic Development	Corporate Governance	Health and Social Care	Services for Communities	Council-wide	Total
AD Health & Safety			8,047				8,047
Aecom Infrastructure & Environment UK Limited					15,718		15,718
Aecom Limited					36,159	425	36,584
Allan Robertson Consulting Limited	1,488				3,974		5,461
Amec Foster Wheeler Environment & Infrastructure UK Limited					15,032		15,032
Amey OW Limited					12,174		12,174
Atkins Limited			-8,790		36,000		27,210
Beckett and Kay LLP					30,779		30,779
British Standards Limited					5,372		5,372
Carlyle Associates Ltd		41,938				204,300	246,238
CaskieCo		2,995					2,995
D Johnston Building Consultancy						2,531	2,531
David Briggs Associates Ltd	13,150			10,078			23,228
David Mandel & Associates LLC				3,444			3,444
David Narro Associates Ltd	1,626				1,225		2,851
Deloitte LLP						1,509,215	1,509,215
Edinburgh Napier University					30,427		30,427
Ernst and Young LLP		166,180			111,899	2,786,588	3,064,667
Faithful and Gould				8,520			8,520
Fwb Park Brown Limited		8,000	17,150				25,150
GVA Grimley Ltd			7,750				7,750
Halcrow Group Ltd					34,500		34,500
HG Consulting (Scotland) Limited		20,188			8,467	4,156	32,811
Hub South East Scotland Limited					71,033		71,033
Infracap LLP			15,000				15,000
Integrated Skills (UK) Limited					24,155		24,155
IOM Consulting Ltd					6,420		6,420
Jacobs Engineering UK Ltd			4,728		25,800		30,528
Jess n Jo Enterprises Limited					74,025		74,025
KPMG LLP		95,306		221,697	39,652		356,655
Leopold Marketing		12,910					12,910
Lockheed Martin Business Technology Solutions Ltd					67,289		67,289
Lorensbergs Limited					4,379		4,379
Matrix Control Solutions Limited		49,303					49,303
Max Solutions (Associates) Limited			14,430				14,430
Meriel Young Consulting					8,530		8,530
Ncc Services Ltd			8,400				8,400
DS Consulting GmbH		31,668					31,668
Pricewaterhousecoopers LLP			279,582			169,725	449,307
Progress Business Solutions Ltd			183,417	33,750			217,167
Reiach and Hall Ltd			9,000				9,000
RTC Partners Limited					19,205		19,205
Scottish Water					67,242		67,242
Specialist Computer Centres PLC			2,550				2,550
Sports Labs Ltd			3,413				3,413
Steer Davies & Gleave Ltd					95,000		95,000
Sweco UK Holding Limited			27,831				27,831
The Federation of Burial and Cremation Authorities					3,619		3,619
Theresa Casey Consultancy	8,150						8,150
Thomas & Adamson	6,600						6,600
Thomson Bethune						18,993	18,993
Transport & Travel Research Ltd					23,918		23,918
Turner and Townsend Management Solutions Ltd		23,960					23,960
Willis Ltd					5,120		5,120
Total	31,014	452,446	572,506	277,489	877,113	4,695,933	6,906,501

CHILDREN & FAMILIES - REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Allan Robertson Consulting Limited	1,488	Professional services for East Mains Industrial Estate.	Allan Robertson led negotiations on Council's behalf on exit strategy relating to lease for former Technical Support Services base at East Mains Industrial Estate, including successfully securing a reduction on dilapidation costs which were due to be met by the Council.
David Briggs Associates Ltd	13,150	Psychological assessments for Looked After Children as requested by Children's hearings.	Children's Hearings often request independent psychological assessments are carried out for children who are Looked After or are at risk of becoming Looked After. The Council has no option other than to carry out what has been requested.
David Narro Associates Ltd	1,626	Construction Engineer Feasibility Studies for Brunfield PS Nursery, Tollcross and Lochrin Nursery.	Assessment on accommodation for vulnerable 2 year olds at existing nurseries including play facilities, to comply with health and safety regulations for a safe and secure environment for young children.
Theresa Casey Consultancy	8,150	Professional services - Space for 2's project.	Assessment on accommodation for vulnerable 2 year olds at existing nurseries including play facilities, to comply with health and safety regulations for a safe and secure environment for young children.
Thomas & Adamson	6,600	Professional services - Rising 2's.	Assessment on accommodation for vulnerable 2 year olds at existing nurseries including play facilities, to comply with health and safety regulations for a safe and secure environment for young children.
Total	31,014		

ECONOMIC DEVELOPMENT - REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Carlyle Associates Ltd	41,938	Professional services - Edinburgh 12 Project, TIF project and Tram.	Development phase of the Edinburgh St James project and professional management services for a number of other Council projects.
CaskieCo	2,995	Project SEARCH - mid-programme review.	A review of the first year of the Project SEARCH programme. This review helped shape and plan for the following year's intake of interns, and also identified areas for delivery improvement.
Ernst and Young LLP	166,180	Professional services - City Deal.	In March, the Chancellor of the Exchequer agreed to enter negotiations with Edinburgh and the South-East Scotland City Region on a City Deal. The scope and scale of the deal is still to be agreed. Negotiations are ongoing with the UK and Scottish Governments, and potential projects are being modelled to identify their impact and value for money. Partners are also being consulted to identify opportunities for joint funding. It is hoped that £2bn will be received from Government. The impact will depend on the nature of the projects.
Fwb Park Brown Limited	8,000	Recruitment for the Executive Director of City Strategy and Economy.	Recruitment of an Executive Director of City Strategy and Economy was completed as part of the Council's Transformation Programme.
HG Consulting (Scotland) Limited	20,188	Professional HG services - Edinburgh 12 Project, TIF project and Tram.	Acting as Senior Responsible Officer (SRO) on behalf of the Council in the development phase of the Edinburgh St James project. In addition, HG Consulting have provided support on a limited number of other Council projects.
KPMG LLP	95,306	Professional services - City Deal.	In March, the Chancellor of the Exchequer agreed to enter negotiations with Edinburgh and the South-East Scotland City Region on a City Deal. The scope and scale of the deal is still to be agreed. Negotiations are ongoing with the UK and Scottish Governments, and potential projects are being modelled to identify their impact and value for money. Partners are also being consulted to identify opportunities for joint funding. It is hoped that £2bn will be received from Government. The impact will depend on the nature of the projects.
Leopold Marketing	12,910	Professional services - Scottish Cities Alliance project and MIPIM (marché international des professionnels de l'immobilier).	Successful delivery of the Scottish Cities Alliance stand and profile at the MIPIM 2016 investment fair. MIPIM 2016 work was not commissioned by the City of Edinburgh Council – this agenda was passed to Stirling on behalf of the Scottish Cities Alliance at the end of MIPIM 2015 (March 2015).
Matrix Control Solutions Limited	49,303	Professional services - RE:FIT project.	The energy retrofit RE:FIT project contributes to energy efficiency and the Sustainable Energy Action Plan (SEAP) to reduce carbon emissions.
DS Consulting GmbH	31,668	German Market Investment Support.	The build of potential investor pipeline, support for investor events and marketing activities in German markets.
Turner and Townsend Management Solutions Ltd	23,960	Professional services - RE:FIT Project.	The energy retrofit RE:FIT project contributes to energy efficiency and the Sustainable Energy Action Plan (SEAP) to reduce carbon emissions.
Total	452,446		

CORPORATE GOVERNANCE - REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
AD Health & Safety	8,047	Edinburgh's Hogmanay - Safety Assurance Review.	Contributed to successful and safe outcome of 2015/16 Hogmanay event.
Atkins Limited	-8,790	Technical advice and assistance to the Connected Capital Programme (repayment of 2014/15 cost).	Contributed towards delivery of Connected Capital Project.
Fwb Park Brown Limited	17,150	Recruitment and Sourcing Fees.	Senior manager recruitment and appointments, as part of the Council's new structure following implementation of the Transformation Programme.
GVA Grimley Ltd	7,750	Valuation advice - Meadowbank Sports Centre.	Contributed towards progression of Meadowbank Sport Centre replacement project.
Infracap LLP	15,000	Consultancy advice to the City of Edinburgh Council's Transformation Programme.	Contribution towards ongoing delivery of Council Transformation Programme
Jacobs Engineering UK Ltd	4,728	Professional Services - Sustainability 2020 project.	Contribution towards Sustainability 2020 project - Climate Change Act compliance.
Max Solutions (Associates) Limited	14,430	Strategic Review of Council owned sports facilities, sport and leisure services and programmes intended to establish the total cost, income and usage of the facilities and services in scope. Assessment of supply against potential demand up to 2030 and recommendations for improvement.	Report to Corporate Policy and Strategy Committee of 29 September 2015 recommended that management of school sports facilities should be transferred to Edinburgh Leisure (EL), subject to approval by EL's Board. Potential savings and income-generating ideas identified by Max Associates within the Edinburgh Leisure portfolio totalled just over £1m. If implemented successfully, these would allow EL to absorb the forthcoming reductions in payment from the Council. Max Associates identified potential to generate further income from the school estate which could be achieved if the management of the school sports facilities were transferred to Edinburgh Leisure.
Ncc Services Ltd	8,400	Professional support - ICT services.	e-Voting application testing. Professional support towards the appointment of new Council ICT contractor in August 2015.
Pricewaterhousecoopers LLP	279,582	Internal Audit and Risk Service co-source contract.	Year three of Internal Audit and Risk Service co-source with PwC. During 2015/16, PwC provided services to ensure that the Council's internal audit and risk management function continues to undergo transformation to become a leading edge service, while maintaining focus and scrutiny on internal controls, during the Council's Transformation Programme. Service provision is subject to regular review and scrutiny by Governance, Risk and Best Value Committee. At its meeting on 10 December 2015, the City of Edinburgh Council agreed the extension to 2016/17 of the existing co-source partnership arrangements with PwC.
Progress Business Solutions Ltd	183,417	Senior management support for ICT Strategy, re-procurement and transition arrangements, Council Transformation Programme and Commercial Excellence Programme.	Successful re-procurement of the Council's ICT contract by August 2015, with savings of £45 million over a seven year period forecast and transition arrangements implemented. Ongoing delivery of Commercial Excellence programme and achievement of procurement savings.
Reiach and Hall Ltd	9,000	Hunters Hall Park Masterplan - Options Appraisal and Stakeholder Engagement.	Contribution towards project to develop a sustainable cycling hub in Hunter's Hall Park and subject to funding availability, an upgraded Jack Kane Sports Centre and Community Education Centre.
Specialist Computer Centres PLC	2,550	Information Security Assessment and Review.	Data protection legislation compliance.
Sports Labs Ltd	3,413	Meggetland 3G Pitch consultancy.	Development and improvement of Meggetland sports pitches.
Sweco UK Holding Limited	27,831	Meadowbank Sports Centre Ground Investigation Survey.	Contributed towards progression of Meadowbank Sport Centre replacement project.

Total **572,506**

HEALTH AND SOCIAL CARE- REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
David Briggs Associates Ltd	10,078	Professional services - Community Integration Service for Sex Offenders (CISSO).	Supports the delivery of the programme for sex offenders across Lothian and Borders, now extended to work with perpetrators of sexual abuse.
David Mandel & Associates LLC	3,444	Professional services to Child Protection Committee.	Training and development for staff in relation to the Safer Together model to address domestic abuse. This is part of a service redesign, which has been agreed by all partner agencies and to which all partners are contributing financially.
Faithful and Gould	8,520	Professional services - Pentland Hills Care Home.	Engaged in the refurbishment of Gylemuir House. Project now finished and care home operational.
KPMG LLP	221,697	Professional services - transformation of Council Adult Social Care services.	KPMG were engaged by the Chief Executive to undertake a review of adult services as instructed by the Finance and Resources Committee. The scope of the review principally was a: Review of the current spend in Adult Social Care and assess the reasons for overspend; Review commitment for next year and assess the savings implementation plans.
Progress Business Solutions Ltd	33,750	Professional services - transformation of Council Adult Social Care services.	KPMG were engaged by the Chief Executive to undertake a review of adult services as instructed by the Finance and Resources Committee. As a result of the review a consultant agency was engaged to start and facilitate the Social Care Transformation Programme.

Total **277,489**

SERVICES FOR COMMUNITIES - REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Aecom Infrastructure & Environment UK Limited	15,718	Technical services support contract - provision of professional services to Tram Operations.	Improve running times for Tram services.
Aecom Limited	36,159	Professional services - Newbridge Public Transport Study.	Traffic management and improvement study.
Allan Robertson Consulting Limited	3,974	Professional services - Chesser House and Westwood House.	Assisting the Council to minimise its dilapidations liability in respect of Chesser House and Westwood House lease terminations.
Amec Foster Wheeler Environment & Infrastructure UK Limited	15,032	Professional services - Zero Waste project.	Due diligence work to provide assurance to the City of Edinburgh Council and Midlothian Council. Residual Waste Project - Ensuring contractor's delivery plan and method statement are consistent with the final tender submitted by the preferred bidder. Food Waste Project - assistance with technical matters, including the heat network proposal and waste water protocol.
Amey OW Limited	12,174	Professional services - cycle lane feasibility study - A70 Corridor.	To improve cycling services as part of the Council's percentage spend commitment to cycling services.
Atkins Limited	36,000	Business Case Review, Cost Review and Life Cycle Review for Edinburgh Tram Extension Feasibility Study.	Professional services to review the business case which will inform Tram extension consideration.
Beckett and Kay LLP	30,779	Professional services - Chesser House and Westwood House.	Assisting the Council to minimise its dilapidations liability in respect of Chesser House and Westwood House lease terminations.
British Standards Limited	5,372	Certification, training and consultancy.	Ensuring the Council complies with appropriate industry standards.
David Narro Associates Ltd	1,225	Professional services - Edinburgh Bus Station.	Snagging issues from Bus station development.
Edinburgh Napier University	30,427	Professional services - Knowledge Transfer Project.	Development of a mid to long-term energy strategy for Council buildings.
Ernst and Young LLP	111,899	Professional services - Zero Waste project and Edinburgh Homes Business Case.	Financial advice to support the procurement of the Millerhill facility. External validation of the business case - Edinburgh Homes.
Halcrow Group Ltd	34,500	Professional services - Traffic Signals support, air quality project and taxi services.	Traffic signals consultancy and expert knowledge.
HG Consulting (Scotland) Limited	8,467	Professional services - trams project.	Certifier's indemnity insurance premium for Tram services.
Hub South East Scotland Limited	71,033	Professional services - Depots Rationalisation project.	Development of depots rationalisation business case.
Integrated Skills (UK) Limited	24,155	Professional services - Routesmart and Waste Services modelling.	Exploration / advice / modelling of potential cost savings and efficiencies through re-routing and use of technology within domestic collections.
IOM Consulting Ltd	6,420	Professional services - environmental risk assessments, samples and analysis.	Environmental risk assessments, samples and analysis.
Jacobs Engineering UK Ltd	25,800	Professional services - Tram operations.	Tram line speed improvements to optimise tram numbers and address peak time issues.
Jess n Jo Enterprises Limited	74,025	Professional services - core road services.	Transport organisational review.
KPMG LLP	39,652	Governance Review - Lothian Buses.	Report prepared following Council decision on 5 February 2015 "to call for an independent report ...detailing events and Council involvement in relation to Lothian Buses management difficulties..." Report subsequently considered by Governance Risk and Best Value Committee at its meeting of 21 May 2015.
Lockheed Martin Business Technology Solutions Ltd	67,289	Professional services - Trams operations.	Provision of Sharepoint document system for Tram operations and Inquiry.
Lorensbergs Limited	4,379	Professional services for Libraries service.	Development of library systems.
Meriel Young Consulting	8,530	Professional services - cycling implementation planning.	To improve cycling services as part of Council's percentage spend commitment to cycling services.
RTC Partners Limited	19,205	Project management services.	Project Management of Water of Leith, Tram Extension and Asset Management Strategy projects.
Scottish Water	67,242	Integrated Catchment Modelling Study.	Analysis to enable the planning of Flood Prevention works.
Steer Davies & Gleave Ltd	95,000	Professional services - Edinburgh Tram Extension Outline Base Case.	Data modelling services to inform Tram extension business case.
The Federation of Burial and Cremation Authorities	3,619	Professional services - Mortonhall Crematorium.	Provided guidance and support to ensure that the crematorium operated correctly and in accordance with relevant guidance and best practice during a period when senior staff at the facility were leaving the organisation.
Transport & Travel Research Ltd	23,918	Professional services - ECOSTARS Edinburgh scheme.	To improve cycling services as part of Council's percentage spend commitment to cycling services.
Willis Ltd	5,120	Insurance Adviser Fees - Zero Waste project.	Insurance advice to minimise Council's financial liability.

Total **877,113**

COUNCIL-WIDE - REVENUE CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Aecom Limited	425	Professional services - Property Conservation.	Progress towards resolution of property conservation case.
Carlyle Associates Ltd	204,300	Senior management support to the Council's Transformation Programme.	Transformation Programme - update report to Finance and Resources Committee on 14 January 2016 provided a consolidated status update on the Council Transformation Programme. The report highlighted progress made in relation to organisational reviews and set out the planned programme of delivery going forward.
D Johnston Building Consultancy	2,531	Professional services - Property Conservation.	Progress towards resolution of property conservation case.
Deloitte LLP	1,509,215	Professional services - Property Conservation Service (Project Momentum programme), mobilisation of Shared Repairs Service and development of Asset Management Business Case.	Property Conservation Programme - report to Governance, Risk and Best Value Committee 'Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service Update' on 23 June 2016 provided update of progress on Property Conservation case reviews for statutory notice projects, billing and collection of outstanding debt, resolution of Property Conservation complaints and development of Edinburgh Shared Repairs service. Asset Management - the Asset Management Service business case identified significant financial and non-financial benefits associated with the asset management and Property and Facilities Management function that are in line with the wider objectives of the Council's Transformation Programme. A progress report on implementation of the Asset Management Strategy was presented to Finance and Resources Committee on 9 June 2016.
Ernst and Young LLP	2,786,588	Commercial advice and support to Commercial Excellence Programme. Professional partnership support to the Council's Transformation Programme Business and Support Services project.	Ongoing delivery of Commercial Excellence programme and achievement of procurement savings. Payment based on gainshare mechanism. Transformation Programme - update report to Finance and Resources Committee on 12 May 2016 provided a consolidated status update on the Council Transformation Programme. The report highlighted ongoing progress in delivering Customer and Business Support organisational reviews.
HG Consulting (Scotland) Limited	4,156	Professional services - Property Conservation.	Progress towards resolution of property conservation case.
Pricewaterhousecoopers LLP	169,725	Transformation Programme design and Implementation.	Update report to Finance and Resources Committee on 12 May 2016 provided a consolidated status update on the Council Transformation Programme. Pricewaterhousecoopers LLP provided input to programme design and implementation.
Thomson Bethune	18,993	Professional services - Property Conservation.	Progress towards resolution of property conservation cases.
Total	4,695,933		

Service Provider	Children and Families	Economic Development	Corporate Governance	Health and Social Care	Services for Communities	Council-Wide Asset Management	Total
Aecom Limited	13,864				46,162		60,026
Anderson Bell and Christie					219,470		219,470
Atkins Limited					75,545		75,545
Brodies LLP	5,797					2,198	7,995
Changeworks Resources for Life Ltd					204,333		204,333
David Adamson and Partners Ltd	3,565				88,228	16,137	107,930
David Narro Associates Ltd						3,810	3,810
Dunedin Canmore Housing Ltd				17,279			17,279
Ernst and Young LLP					21,000		21,000
Faithful and Gould	27,672		110,000		37,433	505,955	681,060
Gardiner and Theobald LLP	117,037				1,428		118,465
Halcrow Group Ltd					16,305		16,305
Harley Haddow LLP		3,658					3,658
Ironside Farrar Ltd				3,296	1,911		5,207
Jacobs Engineering UK Ltd					24,878		24,878
Loy Surveys Ltd					17,100		17,100
Malcolm Hughes Land Surveyors Ltd					51,465		51,465
Mason Land Surveys Ltd					21,617		21,617
Mott MacDonald Limited					14,142		14,142
Nes UK Ltd (Recruitment)					25,304		25,304
Ove Arup and Partners Scotland Ltd					261,503		261,503
RSP Consulting Engineers LLP					13,608		13,608
Rybka Limited	30,033						30,033
Scotland TranServ					2,945		2,945
Smith Scott Mullan & Associates Ltd	53,830				18,449		72,279
Streetwise Services Ltd					19,330		19,330
Summers-Inman Construction And Property Consultants LLP	675			1,926			2,601
Sweett (UK) Limited	7,500				12,200		19,700
Thomas & Adamson	200,487			2,000		4,841	207,328
Thomson Bethune						5,888	5,888
Tracsis Traffic Data Limited					10,435		10,435
Turner & Townsend Infrastructure					152,133		152,133
Will Rudd Davidson Edinburgh Ltd	4,750				59,468	14,514	78,732
WSP UK Limited	2,825				203,013		205,838
Total	468,034	3,658	110,000	24,501	1,619,406	553,343	2,778,942

CHILDREN AND FAMILIES - CAPITAL CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Aecom Limited	13,864	Professional services - new James Gillespie's High School/new Portobello High School.	Professional advice for providing a new James Gillespie's High School and Portobello High School.
Brodies LLP	5,797	Professional services - new Portobello High School.	Legal advice for providing a new Portobello High School.
David Adamson and Partners Ltd	3,565	Cost advisor services - Rising School Rolls project.	Professional advice for providing additional classrooms throughout the school estate under the Rising School Rolls project.
Faithful and Gould	27,672	Procurement and management of fixtures, furniture and equipment - Rising School Rolls project.	Professional advice for providing additional classrooms throughout the school estate under the Rising School Rolls project.
Gardiner and Theobald LLP	117,037	Quantity Surveying services - new Portobello High School/new Boroughmuir High School/new Gaelic primary school/new gym at Liberton High School/new St John's RC Primary School.	Professional costing advice for providing a new Portobello High School, Boroughmuir High School, St John's RC Primary School and a new gym at Liberton High School.
Rybka Limited	30,033	Professional services - new James Gillespie's High School.	Professional advice for providing a new James Gillespie's High School.
Smith Scott Mullan & Associates Ltd	53,830	Professional Services - Kirkliston Primary School extension.	Professional advice for providing a new extension for Kirkliston Primary School.
Summers-Inman Construction And Property Consultants LLP	675	Building Surveys - Deanbank Annex and South Morningside Primary School playground repairs.	Professional advice for providing additional classrooms for South Morningside Primary school on the site of former Dean Bank day centre.
Sweett (UK) Limited	7,500	Project Manager and Contract Administrator - new St John's RC Primary School.	Professional advice for providing a new St John's RC Primary School.
Thomas & Adamson	200,487	Professional services - new James Gillespie's High School/new Boroughmuir High School/new Portobello High School.	Professional advice and project management assistance for providing a new James Gillespie's High School, Boroughmuir High school and Portobello High School.
Will Rudd Davidson Edinburgh Ltd	4,750	Professional services - new gym at Liberton High School.	Professional advice for providing a new gymnasium at Liberton High School.
WSP UK Limited	2,825	Professional services - new Boroughmuir High School.	Professional advice for providing a new Boroughmuir High School.
Total	468,034		

ECONOMIC DEVELOPMENT - CAPITAL CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Harley Haddow LLP	3,658	Professional services - Sighthill Industrial Units.	Development of new industrial units.
Total	3,658		

HEALTH AND SOCIAL CARE- CAPITAL CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Dunedin Canmore Housing Ltd	17,279	Professional Services - Oxfangs Daycare Centre.	Professional advice for new Oxfangs Day Centre.
Ironside Farrar Ltd	3,296	Professional services - Autism Centre.	Professional advice for new Castle Craggs Autism Centre.
Summers-Inman Construction And Property Consultants LLP	1,926	Professional Services - Oxfangs Day Care Centre.	Professional advice for new Oxfangs Day Centre.
Thomas & Adamson	2,000	Professional Services - Castle Craggs.	Project management assistance for providing a new Castle Craggs Autism Centre.
Total	24,501		

SERVICES FOR COMMUNITIES - CAPITAL CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Aecom Limited	46,162	Professional Services - Road User Safety Audits.	Transport : Delivery of Active Travel Plan, Public Transport, Infrastructure, Road Safety and flood defence investment.
Anderson Bell and Christie	219,470	Professional Services - 21st Century Homes.	HRA : Delivery of house building programme at North Sighthill and Pennywell.
Atkins Limited	75,545	Cycle schemes and City wide street design guide.	Transport : Delivery of Active Travel Plan - Cycle schemes and City wide street design guide.
Changeworks Resources for Life Ltd	204,333	Energy efficiency services.	HRA : Delivery of Home Energy Efficiency Programme.
David Adamson and Partners Ltd	88,228	Professional Services - 21st Century Homes, Council Housing and other Council assets.	HRA : Delivery of house building programme at North Sighthill, Pennywell and Leith Fort - Council house improvement work. Corporate Property : Delivery of corporate property refurbishment.
Ernst and Young LLP	21,000	Feasibility work on potential joint project with NHS Lothian.	Delivery of place making project at Muirhouse.
Faithful and Gould	37,433	Secondment to support Capital Asset Management works. Project Management costs for design, development and construction of memorial garden at Mortonhall Crematorium.	Environment : Project management for delivery of refurbishment work at Mortonhall Crematorium.
Gardiner and Theobald LLP	1,428	Professional services - Morningside Library upgrade.	Community Safety : Delivery of asset improvements for the library estate.
Halcrow Group Ltd	16,305	Professional services - Braid Landslip remediation and Meadows to Innocent Tunnel cycle route.	Transport : Delivery of Active Travel Plan - Cycling project at Meadows to Innocent Tunnel. Parks : Delivery of asset remedials for Landslip works at Hermitage of Braid.
Ironside Farrar Ltd	1,911	Landscaping Design Works - The Leith Programme.	Transport : Delivery of the Leith Improvement programme post-Tram.
Jacobs Engineering UK Ltd	24,878	Traffic Modelling.	Transport : Delivery of Active Travel Plan - Cycling related investment and Niddrieburn Restoration Project.
Loy Surveys Ltd	17,100	Topographical survey for Dundee Street and Crewe Road South Cycle Corridors.	Transport : Delivery of Active Travel Plan for cycling related work and Public Realm works.
Malcolm Hughes Land Surveyors Ltd	51,465	Topographical Surveys.	Transport : Delivery of Active Travel Plan for cycling related work, transport infrastructure, Road Safety and Water of Leith flood defence.
Mason Land Surveys Ltd	21,617	Topographical Survey.	Transport : Delivery of Active Travel Plan - cycling related investment.
Mott MacDonald Limited	14,142	Professional services for cycling.	Transport : Delivery of Active Travel Plan - cycling related investment.
Nes UK Ltd (Recruitment)	25,304	Various projects - Leith Walk/Constitution Street; Carriageway and footway works; road safety.	Transport : Delivery of Active Travel Plan for cycling related work, transport infrastructure, Road Safety and Public Realm.
Ove Arup and Partners Scotland Ltd	261,503	Professional services - Water of Leith Flood Prevention Scheme Phase 3.	Transport : Delivery of Water of Leith flood defence.
RSP Consulting Engineers LLP	13,608	Professional services - Zero Waste project.	Environment : Delivery of Zero Waste Project at Millerhill.
Scotland TranServ	2,945	Provision of Stage 3 Safety Audits for Leith Walk (phase 5-8) and Foot of The Walk.	Transport : Delivery of the Leith Improvement programme post-Tram.
Smith Scott Mullan & Associates Ltd	18,449	Professional Services - Capacity Studies for Housing Developments.	HRA : Delivery of council estate Regeneration projects. Asset Management : Corporate Property investment in council assets.
Streetwise Services Ltd	19,330	Traffic Surveys.	Transport : Delivery of Active Travel Plan for cycling related work, Road Safety and Public Realm.
Sweett (UK) Limited	12,200	Co-ordination services - Housing Improvements.	HRA : Delivery of Heating, External fabric and rewiring projects on Council homes.
Tracsis Traffic Data Limited	10,435	Traffic surveys.	Transport : Delivery of Active Travel Plan for cycling related work, transport infrastructure, Road Safety and Leith Improvement Programme.
Turner & Townsend Infrastructure	152,133	Water of Leith Flood Prevention Scheme Phase 3.	Transport : Delivery of Water of Leith flood defence.
Will Rudd Davidson Edinburgh Ltd	59,468	Structural Engineering services - various projects.	HRA : Delivery of structural works undertaken across the Council Estates and House Building programme; Transport : Delivery of Water of Leith flood defences.
WSP UK Limited	203,013	Professional Services - Roseburn to Union Canal Cyclelink.	Transport : Delivery of Active Travel Plan for cycling related work.

Total 1,619,405

COUNCIL WIDE -ASSET MANAGEMENT - CAPITAL CONSULTANCY SPEND 2015/16

Service Provider	Amount	Tasks delivered	Impact
Brodies LLP	2,198	Professional services - Asset management projects.	Legal advice for delivery of asset management Library upgrades.
David Adamson and Partners Ltd	16,137	Professional services - Asset management projects.	Expert cost advice for various Asset management projects.
David Narro Associates Ltd	3,810	Professional services - Asset management projects.	Expert cost advice for various Asset management projects.
Faithful and Gould	505,955	Professional services - Asset management projects.	Project management assistance for providing various Asset management projects.
Thomas & Adamson	4,841	Professional services - Asset management projects.	Expert cost advice for various Asset management projects.
Thomson Bethune	5,888	Professional services - Asset management projects.	Expert cost advice for various Asset management projects.
Will Rudd Davidson Edinburgh Ltd	14,514	Professional services - Asset management projects.	Professional advice for providing asset management projects.

Total **553,342**

Finance and Resources Committee

10.00am, Thursday 8 September 2016

Managing Workforce Change – Workforce Dashboard

Item number 7.2
Report number
Executive/routine
Wards

Executive summary

The attached Workforce Dashboard provides monitoring information on:

- the number of employees exiting the organisation through voluntary severance arrangements;
- the associated annualised cost savings;
- the number of staff accessing support / Career Transition Service;
- the number of surplus staff and associated costs; and
- a summary of the latest available information on Council wide staffing numbers, sickness absence, agency expenditure and vacancies.

Links

Coalition pledges P25,26,27,29 & 30
Council outcomes CO24,25,26 & 27
Single Outcome Agreement

Managing Workforce Change – Workforce Dashboard

Recommendations

- 1.1 To note progress made to date.

Background

- 2.1 The Council faces unprecedented financial challenges over the next twelve months. The total savings target from organisational reviews is £64m, to be achieved by March 2017.
- 2.2 In order to achieve this target the following reduction in staffing levels is proposed:
- management posts 27%;
 - business support posts 26%; and
 - front line posts 15%
- 2.3 At its meeting on 29 October 2015 the Finance and Resources Committee acknowledged the need to reduce the number of staff by encouraging employees to apply for voluntary severance and agreed revised terms for Voluntary Early Release Arrangements (VERA) and Voluntary Redundancy (VR).

Main report

- 3.1 The attached dashboard provides indicators to monitor change through the Council Transformation programme
- 3.2 In summary the findings detail:
- Eleven organisational reviews are currently underway across the Council involving over 3661 staff.
 - People totalling 662.7fte have exited/are confirmed to exit the organisation through voluntary severance arrangements, equating to £24.6m annualised cost savings.
 - 100 people were recorded as being surplus at 19 August 2016 representing an annual salary cost of £3.97m. However, 22 of these people have been redeployed into temporary posts, 23 have a future VR leaving date leaving 55 who are currently not redeployed.

- Of the 22 in temporary posts, 9 are being re-trained as social workers, 5 are in externally funded posts as Active Schools Co-ordinators until 2019 and 8 have posts with the Council.
- 89% of those staff that are surplus have been on the redeployment register for less than 3 months.
- The Career Transition Service has supported a total of 455 one to one meetings with individuals to discuss their needs, 588 people have now undertaken interview skills training and 590 people have taken advantage of the services provided by our out placement provider.
- 685 managers have now participated in the Leading for Change development programme which is designed to help managers to think about and plan how they will lead their teams through the pending organisational reviews.

3.3 The latest available information on Council wide staffing numbers, sickness absence, agency expenditure and vacancies is as reported at June 2016. An update will be reported to the next Finance and Resources Committee on 29 September 2016.

Measures of success

4.1 That where possible the Council achieves the necessary staff reductions by voluntary means.

Financial impact

5.1 The confirmed reductions from voluntary severance arrangements will achieve recurring annualised cost savings (including national insurance and pensions) of £24.6m.

Risk, policy, compliance and governance impact

6.1 The voluntary severance releases are essential to ensure that the Council is able to manage and plan the people impact of achieving the planned business change and associated savings.

Equalities impact

7.1 There are no significant equalities impacts arising directly from this report.

Sustainability impact

8.1 There is no sustainability impact of this report.

Consultation and engagement

- 9.1 Consultation and engagement with key stakeholders, including senior management teams, Trade Unions and elected members is ongoing.

Background reading/external references

[Managing workforce change – workforce dashboard – Report to Finance and Resources, 30 June 2016](#)

[Managing workforce change – workforce dashboard – Report to Finance and Resources, 12 May 2016](#)

Hugh Dunn

Acting Executive Director of Resources

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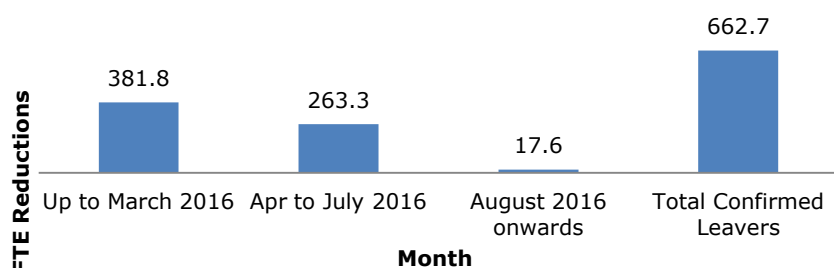
Links

Coalition pledges	P25: Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development P26: Establish a policy of no compulsory redundancies, P27: Seek to work in full partnership with Council staff and their representatives P29: Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work P30: Continue to maintain a sound financial position including long-term financial planning
Council outcomes	CO24, CO25, CO26, CO27
Single Outcome Agreement	
Appendices	Appendix 1 – Workforce Dashboard - Transformation Programme Summary

Organisational review summary

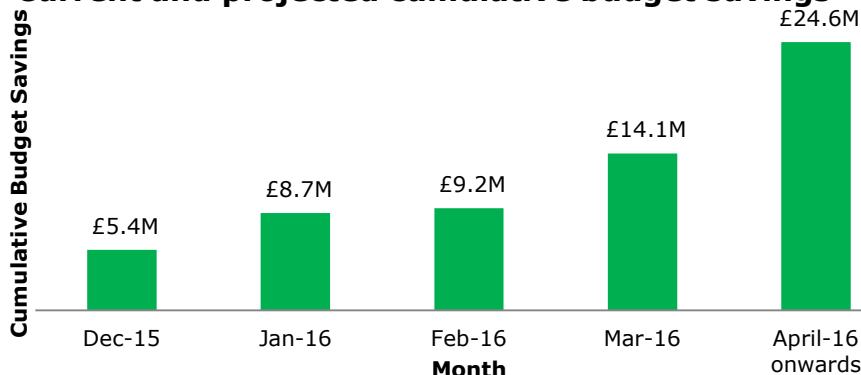
3,661 people are currently involved in ongoing organisational reviews and further voluntary redundancy cases are expected in future.

VERA/VR leaver reductions (FTE)



People accounting for a total of 662.7 FTE are confirmed as leaving the Council under VERA and VR arrangements.

Current and projected cumulative budget savings



The overall organisational review savings target is £64m. The confirmed 662.7 FTE reductions from VERA and VR will achieve recurring savings of £24.6M.

Together with other management actions taken (e.g. non backfill of vacancies) we are on-track to deliver the savings projected at this time (£28.4m).

The one off VR/VERA and pension strain cost for those cases is £28.9m and the overall payback period is 14.1 months, which is in line with planning assumptions.

Employee support / Career Transition Service

	Mar 2016	Apr 2016	May 2016	June 2016	July 2016	August 2016
Number of people in review	4294	4406	4641	3681	3661	3661

There continues to be uptake of support through the Career Transition Service as organisational reviews progress.

Support	No to date
No of staff accessed CTS	948
1:1's	455
Attended interview skills training	588
Attended Leading Through Change training	685
Requested access to online registration for Right Everywhere access	590

We continue to encourage all staff on redeployment to engage with CTS for support.

Redeployment – number of people and cost

	Mar 2016	Apr 2016	May 2016	June 2016	July 2016	August 2016
Number of people on register	59	48	71	63	89	100
Annual salary cost	£2.6M	£2.1M	£3.1M	£2.9M	£3.8M	£3.97M
Surplus – not currently redeployed	17	11	33	28	55	55
Temporarily redeployed into a funded post	42	37	38	35	23	22
Accepted VR with future leaving date					11	23

100 staff are now recorded as being surplus, representing an annual salary cost of £3.97m

Those not currently redeployed into a position (55) represent annual salary costs of £2.9m. This represents a £0.8m increase since the last dashboard. However, of the 55 staff, 89% have been on redeployment for less than three months.

Out of the 22 in funded posts, 9 people are Social Work Trainees and 5 are in externally funded posts until 2019.

Workforce Dashboard Summary

The information presented within this paper reflects the latest available information from the monthly Workforce dashboard.

Staff Numbers

	FTE	Headcount
Apr 15	15,564	19,668
May 15	15,537	19,190
June 15	15,330	19,249
April 16	14,883	18,648
May 16	14,765	18,577
June 16	14,582	18,454

As at end June 2016, a total of 14,582 full time equivalent staff were employed by the Council. This figure includes 13,572fte permanent.

This represents a drop in FTE of 982 in the period from April 2015 to June 2016, which is a decrease of 319.3FTE in addition to VERA/VR leavers.

Sickness absence

	12 month rolling average
Apr 15	4.99%
May 15	5.01%
June 15	5.07%
March 16	4.88%
April 16	4.93%
May 16	4.98%
June 16	5.08%

A total of 5.08% of working days in the 12 months to June 2016 were lost to sickness absence.

This represents a slight increase in the period since June 2015, and also remains high in comparison to previous months.

As requested at F&R Committee on 18th August, a briefing note will be provided to members shortly.

Agency expenditure

	Adecco Agency Expenditure
Apr 15	£875.4K
May 15	£1.13M
June 15	£900.5K
Jan 16	£928.4K
Feb 16	£997.2K
March 16	£988.1K
April 16	£816.9K
May 16	£1.04M
June 16	£1.06M

Agency expenditure covers the period April 2015 to June 2016.

Data recorded here refer to agency expenditure recruited through Adecco, the Council's contracted provider of temporary agency workers.

A total of £1.06m of agency staff expenditure was recorded in June 2016, an increase from June 2015.

The majority of spend is with Customer and Place and we expect these numbers to reduce as and when the reviews are complete.

Vacancies

Number of roles	Contract Type
29	Fixed term
49	Permanent

As at 19 August 2016 we have 78 live vacancies.

Finance and Resources Committee

10.00am, Thursday, 8 September 2016

Approval to Award Contract for Business Travel Services

Item number	7.3
Report number	
Executive/routine	
Wards	

Executive summary

This report seeks approval from Committee, to award a contract to Redfern Travel Limited ('Redfern') for business travel services for a period of three years with the option to extend the contract for a further 12 months. The value of travel expenditure over the four years is estimated at £1,200,000.

The Council will generate savings of £106,181 over the four years by adopting this new contract with Redfern Travel Limited.

Other non financial benefits include the ability to choose travel packages in real time, being given greater flexibility in travel options and having access to a larger choice of accommodation. The travel options available will be the lowest price for standard travel in the UK or the best value for overseas and long haul trips.

Links

Coalition pledges	P30
Council outcomes	CP13
Single Outcome Agreement	SO1

Approval to Award Contract for Business Travel Services

Recommendations

- 1.1 It is recommended that Committee approves the award of the contract for the delivery of an on-line booking service for all Council business travel to Redfern Travel Limited. The contract will be awarded on 10 September 2016 and will operate for a period of 3 years, plus the option to extend for a further period of 12 months.

Background

- 2.1. There is a Council drive to reduce non-value added processes; the current process for booking travel does not provide added value, for instance the amount of time spent on requesting, approving and booking travel.
- 2.2. The travel market is now very dynamic with prices and availability fluctuating on a minute by minute basis. The Council's current manual booking of travel services via telephone, email approval and subsequent Oracle purchase order does not capture best rates due to the length of time from identifying the best option to seeking approval and booking the travel.
- 2.3. Moving to an on-line booking service will improve service delivery by reducing current inefficiencies and duplication of effort in booking travel and remove delays in the process.
- 2.4. It is estimated that the current manual system of booking basic travel within the Council can take up to 40 minutes for staff to book their travel. Elapsed time, allowing for stoppages within the booking process, has not been measured. Booking travel on the on-line system will take 10 minutes and will be completed in real time. This change will reduce administration effort across the Council and the Arms Length Organisations ('ALOs') equivalent to 1 FTE per year, therefore increasing capacity.

Main report

Requirement for Business Travel Services

- 3.1 The adoption of Scottish Governments Travel Services framework will provide the Council with direct access to the dynamic travel market place via Redfern's online portal, allowing the Council to instantly book a range of modes of transport and accommodation at real time prices/availability.

The following modes of travel are included in the Business Travel Service:-

- Airline bookings (flights);
- Hotel bookings;
- Ferry travel;
- Coach travel;
- Rail travel;
- Bus travel; (except local bus services within Edinburgh) and
- Taxis (except Edinburgh Taxis as this is a different contract).

- 3.2 Business travel can be a very complex service, consisting of multiple transactions per month. Currently it is supported by a verification process between oracle, invoices, and payment orders which produces a robust audit trail. By using a web-based system the verification process will become more automated but still maintains the required level of control.
- 3.3 To support the implementation of the new contract there is a requirement to develop new systems, policies and processes which are both robust and flexible that allows Council employees to book business travel themselves within agreed limits under the new organisational structure.
- 3.4 Each user must be registered on the system and will be identified by their unique username and password. It is a breach of IT Security policy if users share their username and password. Reports can be created on users activities and unusual trends in travel will be picked up and reported back to the user's line manager.
- 3.5 Within the system, each user will be profiled, depending on their role and grade, and limits will be set for the value of travel they can book for each mode of travel required. This will reduce the risk of travellers booking outside the levels of spend set down for transport and accommodation.
- 3.6 The booking system has been developed to offer the best cost travel options, from the basic train return tickets on a specific day, to more complex travel arrangement with multiple destinations by air, rail, boat and the associated accommodation. Travel requirements can be chosen to reflect the best option to meet individual travellers travel itinerary.
- 3.7 Once travel requirements are entered into the search system the default position will list the lowest priced items at the top of the results. The lowest price is determined by the cost controls set within the system. Once travel items are selected, then travel is booked at a click of a button. Confirmation of the booking is sent to the traveller either via email and/or Smartphone.
- 3.8 There are several controls in place within the system to identify anomalies. There is a Green, Amber and Red traffic light system that is shown against all travel options. Options in the Green category are within the users limits. Amber options can only be chosen if the user has given a just reason for choosing this option. This justification is recorded as part of the audit trail. Red options cannot be chosen.
- 3.9 In cases of emergency Redfern Travel offer a 24 hour 7 day a week support service that travellers will be able to access either by email or by telephone.

- 3.10 Sampling of the usage, spend and invoices will take place by the Business Support Service to ensure accuracy and quality of information.
- 3.11 Information on spend and invoices can be downloaded and entered into the Council's Enterprise Resource Planning system. This will allow matching with the invoice and re-distribution of cost direct to each cost code.

Role of the Business Support Service

- 3.12 The Council's Business Support Service will provide a strong strategic centre to provide overall contract management as well as support front-line delivery, streamline current and future processes and help move towards a "right first time" customer-focused approach.
- 3.13 The Business Support service will also be responsible for the back office support required to manage the business travel process. Their role will include:-
- Managing the contract between the Council and Redfern Travel;
 - Approving the registration of users and set the limitation for each account in accordance to the role and grade of the user;
 - Managing the administration of the web-portal, ensuring new users are fully registered and any changes to user accounts are completed;
 - Monitoring travel trends and usage across all services;
 - Monitoring spend and verify against submitted invoices;
 - Approving consolidated invoices. Notifying services by exception of any anomalies; and
 - Measuring the benefits received from the business travel services contract.

Role of Human Resources Team

- 3.14 Human Resources will be responsible for the Travel Guidance document and any associated policies ensuring that they are kept updated.

Travel Guidance Document

- 3.15 An updated travel guidance document has been developed to support the new travel booking system (online and offline).
- 3.16 All travellers on initial registration on the Redfern portal must agree to book travel in accordance to the guidance.
- 3.17 Travel guidance document also makes reference to the Council's insurance policy and related contact details.

Procurement Approach

- 3.18 The Scottish Government Framework for Travel Services lot one (SP –14 -005) came into effect on 1 September 2015 and will run to 31 August 2018 with the option to extend for a further period of 12 months. The framework agreement offers:
- A one-stop shop solution for all their travel and accommodation requirements;
 - Access to self-booking tool; and
 - Clearly identifiable transaction charges.

- 3.19 The cost quality ratio of the framework agreement is 60% quality 40% price this was set by Scottish Government on framework inception to drive best value from this dynamic marketplace via collaborative purchasing across all Scottish Local Authorities. Four tenders were received with Redfern emerging as the successful contractor, the new framework generated savings of 37% on previous tendered pricing.
- 3.20 Redfern booking fees will be fixed for 3 years including the option to extend for a further 12 months.
- 3.21 A team, representing the service users, payments, ERP systems (Oracle and Business World), ICT and business support have been involved in assessing the requirements of the online system. Several demonstrations have taken place to a range of audiences from technical to services users. Each representative is satisfied that the on-line system can deliver a business travel service better or equal to the service delivered at the moment.

Measures of success

- 4.1 Over the last four years the Council spends on average £350,887; projected cost savings to the Council against current booking fee and rebate equates to £106,181 over the 3 year period of the contract, plus one year extension option by adopting the framework.

	16/17	17/18	18/19	19/20	20/21	Total
Cost Savings on the booking fee and rebate	£13,266	£26,549	£26,549	£26,549	£13,266	£106,181

Full breakdown of the savings and assumptions are shown on Appendix 1.

- 4.2 Moving to a self service booking process, the new increased efficiency across the Council travel booking arrangements will free up officers time to perform more valued added work, this equates to one FTE saving.
- 4.3 Using Redfern travel portal there are opportunities to secure real time reduced prices for flights, trains and accommodation which should deliver long term benefits and cost savings.

Financial impact

- 5.1. The requirement for a purchase order will change to a non-purchase order function with a consolidated monthly bill, further reducing officer administration to book travel. As a result a number of robust processes will be introduced to ensure that the traveller and line manager are recording and approving all travel, into an auditable system before payments can be processed to the supplier.
- 5.2. The existing payment method will be adapted to allow Payment Services to accept one consolidated invoice and identifying all departmental cost charges, which will be reconciled by Payment Services and costs recharged directly to each department using the service.

- 5.3. The costs associated with procuring this contract are route one estimated at up to up to £10,000.

Risk, policy, compliance and governance impact

- 6.1 A revision of the travel guidance will accompany the new booking process. All system users are required to sign up to this guidance.
- 6.2 Each user will have limits set to the value of travel they can order. This limitation will be governed either by their role or pay grade. The online service will only offer access to travel within the set limits. Any travel or accommodation outside limits cannot be chosen.
- 6.3 The Business Support service can monitor usage of accounts. In addition, unusual trends can be flagged up by Redfern Travel

Equalities impact

- 7.1 An Equality Rights Impact Assessment has been conducted and assessed as low risk. This is an internal service with no direct impact to the public.

Sustainability impact

- 8.1 Sustainability in service delivery remains a key focus of all services and has particular relevance here in the efficient allocation travel and transport solutions. Making best use of travel arrangements reduces miles travelled and hence contributes to improved air quality and reduced carbon emissions.
- 8.2 In accordance to the sustainability policy a risk assessment has been undertaken to identify the sustainability risk associated with booking business travel using an on-line service. The outcome of the sustainability risk assessment is that booking business travel via a portal is a low risk and no further action is required.

Consultation and engagement

- 9.1 All service functional areas that regularly book travel have been given the opportunity to be represented within the project team and to take part in a demonstration of the system, as well as invited to ask further questions.
- 9.2 Interested parties from Payments and from commercial operations have also been given the opportunity to take part in demonstrations.

Background reading/external references

[Sustainable Procurement Policy](#)

Hugh Dunn

Acting Executive Director of Resources

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Links

Coalition pledges	P30 - Continue to maintain a sound financial position including long-term financial planning
Council outcomes	CP13 - Transformation Workforce Citizen & partner engagement Budget
Single Outcome Agreement	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all
Appendices	Appendix 1 – Full breakdown of savings and assumptions

Appendix 1

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	Grand Total (£)
Savings if 95% of bookings are made online	£4,220.61	£8,441.23	£8,441.23	£8,441.23	£4,220.61	£33,764.90
Savings if 10% of bookings are made offline	£190.00	£397.00	£397.00	£397.00	£190.00	£1,571.00
Hotels (rebate of 8%)	£3,696.56	£7,393.12	£7,393.12	£7,393.12	£3,696.56	£29,572.48
Rail (rebate of 3%)	£1,462.46	£2,924.91	£2,924.91	£2,924.91	£1,462.46	£11,699.64
Corporate flight spend (5%)	£3,696.56	£7,393.12	£7,393.12	£7,393.12	£3,696.56	£29,572.48
Total (£)	£13,266.19	£26,549.38	£26,549.38	£26,549.38	£13,266.19	£106,180.50

Finance and Resources Committee

10.00am, Thursday, 8 September 2016

Contractor Works Framework – Award of Contract

Item number	7.4
Report number	
Executive/routine	
Wards	All

Executive summary

This report seeks Committee approval to award a multi-lot framework agreement to the most economically advantageous organisations identified following a competitive tendering process. The framework consists of 12 lots for an undefined programme of capital works to support the Council in delivering its construction, maintenance and repair programmes.

It is anticipated the framework will commence in September 2016 for a period of two years with the option to extend annually for a further two years.

The estimated value of the framework is £223m over the four year contract period.

Links

Coalition pledges	P17, P29, P30, P31
Council outcomes	CO16, CO23
Single Outcome Agreement	SO4

Contractor Works Framework – Award of Contract

Recommendations

1. It is recommended that Committee:
 - 1.1 Approves the award of Lot 1 – Electrical Installation Works to Arthur McKay & Co Ltd, Dacoll (Electrical Contracting) Ltd, FES Ltd, McGill, Nicholson Bros (Electrical Contractors) Ltd and Skanska FM Ltd at an estimated contract value of £1,250,000 per annum.
 - 1.2 Approves the award of Lot 2 – Mechanical Installation Works to Arthur McKay & Co Ltd, FES Ltd, McGill and Skanska FM Ltd at an estimated contract value of £1,800,000 per annum.
 - 1.3 Approves the award of Lot 3 Roofing & Rainwater Works to Advance Construction Ltd, Clark Contracts Ltd, G Grigg & Sons, James Breck Ltd, Watson & Lyall Ltd and Zenith at an estimated contract value of £4,000,000 per annum.
 - 1.4 Approves the award of Lot 4 Timber/uPVC Windows, Doors & Screens to Ashwood Scotland Ltd, Clark Contracts Ltd, Cornhill Building Services Ltd, Lakehouse Contracts Ltd and Watson & Lyall at an estimated contract value of £4,200,000 per annum.
 - 1.5 Notes that Lot 5 Curtain Walling, Windows, Doors and Screens will be re-tendered due to lack of market interest and will be subject to a further Committee report at a later date.
 - 1.6 Approves the award of Lot 6 Multi-Trade Works Packages up to £500,000 in individual value to Ashwood Scotland Ltd, Cornhill Building Services Ltd, Clark Contracts, Maxi Construction, McGill and Morris & Spottiswood at an estimated contract value of £8,000,000 per annum.
 - 1.7 Approves the award of Lot 7 Multi-Trade Works Packages between £500,001 - £5,000,000 in individual value to CCG Ltd, Central Building Contractors (Glasgow) Ltd, ESH Construction, Graham Construction, Lakehouse Contracts Ltd and Maxi Construction at an estimated contract value of £12,000,000 per annum.
 - 1.8 Approves the award of Lot 8 Multi-Trade Works Packages above £5,000,000 in individual value to BAM Construction, CCG Ltd, Central Building Contractors (Glasgow) Ltd, Graham Construction, McLaughlin & Harvey and Morgan Sindall at an estimated contract value of £20,000,000 per annum.

- 1.9 Approves the award of Lot 9 Stonework and Masonry Works to Cornhill Building Services, G Grigg & Sons, Go Wright, Historic Property Restoration, James Breck Ltd and Zenith at an estimated contract value of £4,000,000 per annum.
- 1.10 Approves the award of Lot 10 Groundworks, Civil Works and Concrete Repairs to Crummock Scotland Ltd, Advance Construction Ltd, Luddon Construction, MacKenzie Construction and Premier One at an estimated contract value of £125,000 per annum.
- 1.11 Notes that Lot 11 Timber Treatment Works will be re-tendered due to lack of market interest and will be subject to a further Committee report at a later date.
- 1.12 Approves the award of Lot 12 Water Treatment and Legionella Management Works to Caledonia Heating, Envirocure, GBS Building Services, HSL Compliance Ltd, Integrated Water Services Ltd and SPIE Ltd at an estimated contract value of £425,000 per annum.
- 1.13 Notes the contract values above are reflective of historical spend on these services over the previous four financial years, and that the scope of works may fluctuate subject to budget allocation and funding approvals.
- 1.14 Delegates authority to the Director or Head of Service of the relevant Directorate in line with the Scheme of Delegation for the awarding of mini competitions which are undertaken using the framework and notes that these awards will be reported to Finance and Resources Committee under the quarterly procurement report for Awards of Contract.

Background

- 2.1 The Council requires contractors to deliver the Capital Investment Programme and other construction requirements for the next four years.
- 2.2 At present, the Council is utilising a range of organisations to deliver construction works, through a range of procured contractual arrangements, Quick Quotes, and one off procurement processes tendered in the open market through Public Contracts Scotland and the Official European Journal, depending on the value. Commercial and Procurement Services and Property & Facilities Management, have undertaken a review of the current arrangements with the aim to consolidate the current requirements into one framework providing suitably experienced and qualified contractors, maximising economies of scale, improving contract management efficiencies and rationalising the portfolio of contractors.

Main report

- 3.1 The Council is seeking approval to appoint a number of suitably qualified and experienced contractors to carry out construction works for an undefined programme of construction, maintenance and repairs predominantly for its corporate estate. The tender and evaluation process was conducted in

accordance with Council Contract Standing Orders, Public Contracts (Scotland) Regulations 2012 and EU Procurement Directives.

3.2 On 28 October 2015, the Council undertook a full tender exercise by placing a contract notice on the Public Contracts Scotland Portal as a two stage process.

3.3 The lots advertised were:

- Lot 1 Electrical Installation Works
- Lot 2 Mechanical Installation Works
- Lot 3 Roofing & Rainwater Works
- Lot 4 Timber/uPVC Windows, Doors & Screens
- Lot 5 Curtain Walling, Windows, Doors and Screens
- Lot 6 Multi-Trade Works Packages up to £500,000
- Lot 7 Multi-Trade Works Packages between £500,001 - £5,000,000
- Lot 8 Multi-Trade Works Packages above£5,000,000
- Lot 9 Stonework and Masonry Works
- Lot 10 Groundworks, Civil Works and Concrete Repairs
- Lot 11 Timber Treatment Works
- Lot 12 Water Treatment and Legionella Management Works

3.4 Following limited interest in lots 5 and 11 the Council subsequently withdrew the lots and are currently undertaking market engagement to ensure sufficient interest in the future.

3.5 The aim of the Pre-Qualification Questionnaire (PQQ) evaluation process was to allow the Council to identify suitably qualified and experienced bidders to be invited to tender. Up to twelve organisations per lot were successful in proceeding to the tender stage and were subsequently issued an Invitation to Tender on 18 April 2016.

3.6 Following tender returns in May 2016, tender submissions were evaluated by a technical evaluation panel. This places an emphasis on quality, as well as price, with the aim of selecting the most economically advantageous tenders for each of the 10 remaining lots based on a ratio of 30% quality and 70% cost. The quality/cost ratio was determined as the Council has a requirement to carry out a significant volume of planned maintenance and improvement works within a defined budget, it was crucial that there was an emphasis on cost, whilst ensuring that the contractor's proposals and procedures were of high quality. A minimum quality threshold of 60% was set in order to discount organisations failing to meet the quality standards and key outcomes set out within the tender documentation.

3.7 The quality analysis was based on weighted award criteria questions, which were scored using a 0 to 10 matrix. Following completion of the quality analysis,

tenders that passed the minimum threshold of 60% were subject to cost analysis.

- 3.8 All the bids submitted were based on a percentage uplifts on varying bands of construction works costs for profits and overheads. The lowest notional cost for providing various works packages was awarded the full 70 available marks for cost with the other bids being scored on a pro rated basis. The tender results for each lot are set out below. Further information on the tendering process is available within Appendix 1.
- 3.9 A maximum of six organisations were appointed per Lot. The successful bidders have been identified by organisation name in the table below. Unsuccessful bidders have been anonymised.

Lot 1 – Electrical Installation Works

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
Nicholson Bros (Electrical Contractors) Ltd	70.00	21.90	91.90	1
Dacoll (Electrical Contracting) Ltd	67.66	23.10	90.76	2
McGill	69.77	18.90	88.67	3
Arthur McKay & Co Ltd McKay	66.14	20.55	86.69	4
Skanska FM Ltd	67.77	18.60	86.37	5
FES	64.96	20.70	85.66	6
Bidder 7	0.00	17.10	17.10	7
Bidder 8	0.00	14.85	14.85	8

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £4,298,358 to £4,632,158.

Lot 2 – Mechanical Installation

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
McGill	70.00	21.60	91.60	1
Arthur McKay & Co Ltd McKay	66.36	22.65	89.01	2
Skanska FM Ltd	67.99	20.25	88.24	3
FES	65.13	22.05	87.18	4
Bidder 5	0.00	17.40	17.40	5
Bidder 6	0.00	16.50	16.50	6
Bidder 7	0.00	11.40	11.40	7

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £4,444,038 to £4,688,036.

Lot 3 Roofing & Rainwater

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
James Breck	70.00	19.35	89.35	1
G Grigg & Sons	69.04	18.00	87.04	2
Clark Contracts	67.44	18.15	85.59	3
Zenith	64.40	20.40	84.80	4
Advance Construction	61.02	21.00	82.02	5
Watson & Lyall	58.68	18.45	77.13	6

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £3,938,130 to £4,455,495.

Lot 4 Timber/uPVC Windows, Doors & Screens

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
Lakehouse Contracts Ltd	70.00	22.35	92.35	1
Clark Contracts	65.63	20.70	86.33	2
Cornhill Building Services	67.33	18.45	85.78	3
Ashwood Scotland Ltd	67.59	18.15	85.74	4
Watson & Lyall	57.33	18.00	75.33	5

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £4,360,811 to £5,324,120.

Lot 6 Multi-Trade Works Packages up to £500,000

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
McGill	70.00	22.35	92.35	1
Maxi Construction Ltd	68.69	23.55	92.24	2
Morris & Spottiswood	67.74	21.00	88.74	3
Ashwood Scotland Ltd	68.95	19.65	88.60	4
Cornhill Building Services	68.53	18.90	87.43	5
Clark Contracts Ltd	65.67	20.25	85.92	6
Bidder 7	63.64	20.70	84.34	7
Bidder 8	64.28	18.15	82.43	8
Bidder 9	57.71	18.30	76.01	9
Bidder 10	0.00	17.40	17.40	10
Bidder 11	0.00	16.65	16.65	11

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £12,170,150 to £14,761,393.

Lot 7 Multi-Trade Works Packages from £500,001 - £5,000,000

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
CCG Ltd	70.00	23.10	93.10	1
Maxi Construction Ltd	68.53	23.55	92.08	2
Graham Construction	67.98	23.10	91.08	3
Central Building Contractors (Glasgow) Ltd	67.80	23.10	90.90	4
Lakehouse Contracts Ltd	69.69	20.70	90.39	5
ESH Construction	68.33	22.05	90.38	6
Bidder 7	68.55	21.00	89.55	7
Bidder 8	68.11	21.15	89.26	8
Bidder 9	67.22	21.75	88.97	9
Bidder 10	68.21	19.65	87.86	10
Bidder 11	67.83	19.95	87.78	11
Bidder 12	0.00	16.65	16.65	12

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £23,099,897 to £24,056,878.

Lot 8 Multi-Trade Works Packages from £5,000,001

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
Central Building Contractors (Glasgow) Ltd	68.99	23.40	92.39	1
Graham Construction	68.25	24.00	92.25	2
CCG Ltd	70.00	20.85	90.85	3
Morgan Sindall	69.35	21.30	90.65	4
McLaughlin & Harvey	69.02	21.30	90.32	5

BAM Construction	68.60	21.45	90.05	6
Bidder 7	69.29	20.55	89.84	7
Bidder 8	66.45	21.90	88.35	8
Bidder 9	68.64	19.65	88.29	9
Bidder 10	67.50	18.00	85.50	10
Bidder 11	0.00	16.35	16.35	11

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £179,697,449 to £189,283,295.

Lot 9 Stonework and Masonry Works

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
Cornhill Building Services	69.16	20.55	89.71	1
James Breck	70.00	19.35	89.35	2
G Grigg & Sons	68.89	19.35	88.24	3
Historic Property Restoration Ltd	64.20	23.10	87.30	4
Go Wright	66.58	18.15	84.73	5
Zenith	64.26	19.05	83.31	6
Bidder 7	58.72	18.00	76.72	7
Bidder 8	0.00	15.00	15.00	8
Bidder 9	0.00	14.40	14.40	9
Bidder 10	0.00	12.90	12.90	10

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £5,412,709 to £6,451,972

Lot 10 Groundworks, Civil Works and Concrete Repairs, Civil Works and Concrete Repairs

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
MacKenzie Construction	70.00	23.40	93.40	1
Advance Construction	64.95	23.70	88.65	2
Premier One	66.37	18.15	84.52	3
Crummock	65.13	18.60	83.73	4
Luddon Construction	64.99	18.00	82.99	5

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £5,385,131 to £5,803,634

Lot 12 Water Treatment and Legionella Management Works

Tenderer	Price Score	Quality Score	Overall Tender	Overall Rank
Caldonia Heating	70.00	18.45	88.45	1
SPIE Ltd	67.17	19.65	86.82	2
Integrated Water Systems	62.38	22.20	84.58	3
HSL Compliance Ltd	60.03	24.00	84.03	4
GBS Building Services	62.50	18.00	80.50	5
Envirocure	57.09	18.45	75.54	6
Bidder 7	0.00	16.05	16.05	7

The bidders submitted percentage uplifts for profit and overhead on a notional number of construction projects. The notional tendered costs ranged from £2,841,085 to £3,483,745.

- 3.10 Where organisations have a “0.00” score for price this is due to their quality bid failing to achieve the pre-set quality threshold of 60%. Organisations failing to achieve the 60% threshold were not considered further for appointment and their fee bid was not reviewed.

Measures of success

- 4.1 The success of the framework will be measured by Key Performance Indicators (KPIs).
- 4.2 KPIs will ensure that strict contract management and performance monitoring is maintained for all maintenance and improvement works carried out on behalf of the Council. KPIs will measure:
- Commercial Compliance.
 - Customer Service.
 - Health and Safety (HSE) Compliance.
 - Technical/Quality – Defects.
 - Target Times.
 - Compliance against the Council's bespoke framework terms and conditions

Financial impact

- 5.1 The estimated contract value of each of the lots is reflective of historical spend for these services over the previous four financial years. Contract spend will be monitored on an ongoing basis.
- 5.2 It is estimated financial efficiencies will be delivered through the new framework of circa £2m over the contract duration through rationalising the number of suppliers, consolidating spend and promoting contract compliance. These savings have been calculated by comparing the existing Council framework rates with the new rates. The Council will undertake mini competitions to drive additional value.
- 5.3 It is recognised that Contract Management resource will be required to manage this framework and comply with reporting requirements, monitoring and management the performance of the framework contractors and to ensure contract compliance and best practice is utilised for each mini competition. The resource assessment from Procurement anticipates the additional resource required for this is 1 new full time post allocated to the management of this contract, estimated to be grade 7.
- 5.4 The estimated value of the framework is £223m over the four year contract period. The majority of works will be funded by Capital Works budgets across the Council.
- 5.5 The costs associated with procuring this contract are estimated to be between £20,000 and £35,000.

Risk, policy, compliance and governance impact

- 6.1 Whilst previous construction repair, maintenance and improvement works were procured on a departmental basis, using a variety of contracting arrangements, the collective use of this framework across the Council, will achieve success in city wide benefits as well as the ability to build long term working relationships with a limited number of contractors.
- 6.2 The risks associated with not approving the framework could result in the Council failing to comply with Contract Standing Orders, European procurement rules and the delivery of services, as current contracts have expired. This could result in the Council not being able to meet its agreed coalition pledges and statutory duties.
- 6.3 Not approving the framework could lead to a reduction in customer satisfaction, negative publicity and damage to the Council's reputation.

Equalities impact

- 7.1 Investing in new buildings, altering and extending existing stock and improving external environment will have a positive impact on users and local communities.
- 7.2 Investing in Council facilities will improve the quality of life of Edinburgh residents.

Sustainability impact

8.1 Environmental Benefits

- 8.1.1 The contractors must procure timber from legal and well managed forests, which are certified under third part schemes and comply with the criteria set in the UK Government Timber Procurement Policy. Evidence on compliance will be provided quarterly.

8.2 Community Benefits

- 8.2.1 The Council will operate a Community Benefits Points system (CBP) for all direct awards and mini competitions for this framework.
- 8.2.2 The CBP will apply when work packages are awarded to a contractor, and contractors will be required to deliver Community Benefits such as carrying out a workshop in a School or Community Centre in Edinburgh linked to curriculum for excellence or sponsorship of a local organisation on the basis of points accrued annually or by mutual consent. Delivery may be expected up to two years after the expiry of the framework.
- 8.2.3 A list of the non-exhaustive community benefits is available within Appendix 2.
- 8.2.4 For Lot 7 Stoneworks and Masonry Repairs, contractors have committed to working with the St Mary's Stonemason Apprenticeship Scheme to support 16-

18yr olds through their apprenticeship by offering work placements and training when awarded Council works. It is the intention of the scheme that there will be 8 new entrants per annum.

Consultation and engagement

- 9.1 Engagement and consultation was carried out with the Building Programme Team and Commercial and Procurement Services
- 9.2 Lessons learned workshops took place with Housing Asset Management Team as they carried out a very similar procurement exercise in 2014 – 2015 to ensure continuous improvement which has been incorporated into the contract documents established by Commercial and Procurement Services.
- 9.3 Consultation regarding cost savings with Finance.

Background reading/external references

Not applicable.

Hugh Dunn

Acting Executive Director for Resources

Contact:

Patrick Brown, Building Programme Team Manager, Building Programme Team

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Links

Coalition pledges	<p>P17 – Continue efforts to develop the city’s gap sites and encourage regeneration.</p> <p>P29 - Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work.</p> <p>P30 - Continue to maintain a sound financial position including long-term financial planning.</p> <p>P31 - Maintain our City’s reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure.</p>
Council outcomes	<p>CO16 - Well-housed – People live in a good quality home that is affordable and meets their needs in a well managed Neighbourhood.</p> <p>CO19 - Attractive Places and Well Maintained – Edinburgh remains an attractive city through the development of high</p>

**Single Outcome
Agreement
Appendices**

quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm.

CO25 - The Council has efficient and effective services that deliver on objectives.

SO4 - Edinburgh's communities are safer and have improved physical and social fabric.

Appendix 1 – Tendering.

Appendix 2 – Community Benefits List.

Appendix1 – Summary of Tendering and Tender Evaluation Processes.

Contract	Lot 1 – Electrical Installation Works
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£5,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	8
Tenders returned	8
Tenders fully compliant	8
Recommended suppliers	Arthur McKay & Co Ltd McKay; Dacoll (Electrical Contracting) Ltd; FES Ltd; McGill; Nicholson Bros (Electrical Contractors) Ltd and Skanska FM Ltd
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1– Building Programme Team Evaluation member 2 – Building Programme Team Evaluation member 3 – Building Programme Team

Contract	Lot 2 – Mechanical Installation Works
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£7,200,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	8
Tenders returned	7
Tenders fully compliant	7
Recommended suppliers	Arthur McKay & Co Ltd McKay, FES Ltd, McGill and Skanska FM Ltd
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1 – Building Programme Team Evaluation member 2 – Building Programme Team Evaluation member 3 – Building Programme Team

Contract	Lot 3 - Roofing & Rainwater Works
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£16,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	7
Tenders returned	6
Tenders fully compliant	6
Recommended suppliers	Advance Construction Ltd, Clark Contracts, G Grigg & Sons, James Breck, Watson & Lyall and Zenith
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 4 – Timber/UPVC Windows, Doors & Screens
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£16,800,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	5
Tenders returned	5
Tenders fully compliant	5
Recommended suppliers	Ashwood Scotland Ltd, Clark Contracts Ltd, Cornhill Building Services Ltd, Lakehouse Contracts Ltd and Watson & Lyall
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1 – Building Programme Team Evaluation member 2 – Building Programme Team Evaluation member 3 – Building Programme Team

Contract	Lot 6 Multi-Trade Works Packages up to £500,000
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£32,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	12
Tenders returned	11
Tenders fully compliant	11
Recommended suppliers	Ashwood Scotland Ltd, Cornhill Building Services Ltd, Clark Contracts, Maxi Construction, McGill and Morris & Spottiswood
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 7 Multi-Trade Works Packages from £500,001 - £5,000,000
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£48,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	12
Tenders returned	12
Tenders fully compliant	12
Recommended suppliers	CCG Ltd, ESH Construction, Central Building Contractors (Glasgow) Ltd, Graham Construction, Lakehouse Contracts Ltd and Maxi Construction
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 8 Multi-Trade Works Packages from £5,000,000
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£80,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	12
Tenders returned	11
Tenders fully compliant	11
Recommended suppliers	BAM Construction, CCG Ltd, Central Building Contractors (Glasgow) Ltd, Graham Construction, McLaughlin & Harvey and Morgan Sindall
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Communities and Families Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 9 - Stonework and Masonry Works
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£16,000,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	11
Tenders returned	10
Tenders fully compliant	10
Recommended suppliers	Cornhill Building Services, G Grigg & Sons, Go Wright, Historic Property Restoration Ltd, James Breck and Zenith
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 10 - Ground Works, Civil Works & Concrete Repairs
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£500,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	6
Tenders returned	5
Tenders fully compliant	5
Recommended suppliers	Crummock Scotland Ltd, Advance Construction Ltd, Luddon Construction, MacKenzie Construction and Premier One
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Contract	Lot 12 - Water Services & Legionella Management
Contract Period (including any extensions)	2+1+1
Estimated Lot Value	£ 1,700,000
Standing Orders Observed	2.4 Requirement to advertise 5.1.b Selection of the most economically advantageous tender
Portal used to advertise	Public Contracts Scotland & www.edin-tend.co.uk
EU Procedure Chosen	Restricted
Invitations to tender issued	7
Tenders returned	7
Tenders fully compliant	7
Recommended suppliers	Caledonia Heating, Envirocure, GBS Building Services, HSL Compliance Ltd, Integrated Water Services Ltd and SPIE Ltd
Primary criterion	Most economically advantageous tender (MEAT)
Evaluation criteria and weightings and reasons for this approach	30% Quality, 70% Price Communication, Monitoring and Dispute Resolution – 20% Meeting Key Performance Indicators & Targets – 25% CDM Regulations 2015 – 20% Health & Safety – 15% Community Benefits – 10% Workplace Matters – 10%
Evaluation Team	Evaluation member 1, Building Programme Team Evaluation member 2, Building Programme Team Evaluation member 3, Building Programme Team

Appendix 2 – Community Benefits List

- A School Visit to undertake career development / mock interviews (half day)
- Carry out a workshop in a School or Community Centre in Edinburgh linked to Curriculum for Excellence
- Work placement for a minimum of 5 days for an S3 or S4 pupil in an Edinburgh School either in Construction or Office based
- Work experience of a minimum of 5 days for unemployed person (not necessarily young person)
- Training or support for local unemployed person who is having difficulty returning to employment
- Support the delivery of works related community benefits by providing consultancy services (e.g. small refurbishment project for local woman's refuge)
- Local college students site visits to Council Construction Projects facilitated by the Consultant
- Participation in the Council's Meet the Buyer Event (e.g. having a stand at the event to support SMEs, speaking about your experience of working with the Council)
- Providing construction safety education to school children on its own or as part of a wider safety education session
- Extended work placement for a minimum of 15 days for a school pupil at an Edinburgh School
- Provide one-to-one mentoring to a young person from Edinburgh – one hour per month for 12 months
- Undertake a local area tidy-up campaign
- Sponsorship of local community group e.g. local football club, brownies etc.
- Undertake feasibility study or research work to support the Council in restoring monuments, spaces or structures to support the local community enjoyment
- Provide talks/training to Council staff on new legislation, terms and conditions, value engineering etc to enhance knowledge transfer
- Community enhancement – resources provided for community facilities (e.g. playgrounds, habitat enhancements, environmental improvements) and initiatives (e.g. energy efficiency)
- Any other community benefits accepted as appropriate/applicable by the Council's Commercial and Procurement Services department.

Finance and Resources Committee

10.00am, Thursday, 8 September 2016

Contract Award for the Supply of Tablet Devices from 20 June 2016 to 19 June 2020

Item number	7.5
Report number	
Executive/routine	Executive
Wards	All

Executive summary

This report seeks approval to award a contract to XMA Ltd for the supply of Tablet Devices to the Council from 20 June 2016 to 19 June 2020. This is the adoption of the single-supplier Scottish Procurement framework (Ref. SP-16-001) which runs from 1 June 2016 to 19 June 2020.

The estimated future expenditure is approximately £1.0m per annum with a 4-year contract value of £4.0m. The contract offers estimated savings of £73.4k per annum (£293.6k over the life of the contract).

Links

Coalition pledges	P30 – Continue to maintain a sound financial position including long-term financial planning P49 – Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill
Council outcomes	CP1 – Children and young people fulfil their potential
Single Outcome Agreement	S03 - Edinburgh's Children and young people enjoy their childhood and fulfil their potential

Contract Award for Supply of Tablet Devices from 20 June 2016 to 19 June 2020

Recommendations

- 1.1 That Committee approves the award of a contract to XMA Ltd for the supply of Tablet Devices and associated accessories from 20 June 2016 until 19 June 2020 with an approximate spend of £4,000,000.

Background

- 2.1 The Council first identified a requirement for tablet devices in 2013 and the Council approved adoption of the Scottish Procurement single-supplier framework with XMA Ltd. This Scottish Procurement framework has recently expired and has been replaced with another framework.
- 2.2 The Cabinet Secretary for Education and Lifelong Learning gave approval in 2012 to proceed to establish a national framework to support their commitment to facilitate access to technologies to ensure that technology to support learning and teaching was maximised.
- 2.3 Also at that time there was an emerging requirement for access to these devices in the corporate environment, as well as the education environment. Scottish Procurement put in place a framework that was available to the whole of the Scottish public sector.
- 2.4 The Scottish Procurement Single-Supplier Framework for the supply of Tablet Devices has been renewed from 20 June 2016 until 19 June 2020. The renewal of the Tablet Devices framework continues that ongoing commitment from Scottish Ministers The new framework supplier is XMA Ltd.
- 2.5 The Council currently spends around £1.0m per annum on tablet devices and associated accessories, with Apple iPad devices accounting for 87% of this.
- 2.6 Education service spend accounts for 87% of the Council's total spend. The Council has purchased 10,000-12,000 iPad devices over the period of the current framework whilst uptake on other devices, such as android and windows devices, has been very small.
- 2.7 Other purchases such as tablet device covers and cables make up around 10% of the spend. Other items include extended warranties, to maximise the life of the device, as well as charger trolleys/cabinets to both secure and charge the devices.

- 2.8 Ipad devices have been utilised within classrooms to both aid and develop children. Apple devices benefit from having a significant catalogue of applications that support both teachers and students and Apple continues to develop new packages in this sector.

Main report

- 3.1 Scottish Procurement established a User Intelligence Group (UIG), consisting of representatives from 12 organisations covering all areas of the Scottish Public Sector. A sub-group was formed with representation from each sector. After extensive collaboration, both the sub-group and full UIG reached agreement that the new framework should be a single supplier, multi-product national framework.
- 3.2 To encourage maximum competition, the UIG agreed that an open tender process should be followed to establish the framework.
- 3.3 This framework was advertised on the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal on 26th February 2016. Expressions of interest were received from 46 organisations. The closing date for tender submissions was 14th April 2016 and 4 tenders were received.
- 3.4 The price quality ratio was set at 60:40 in favour of price. Full details of sub-criteria can be seen in the Appendix to this report.
- Technical/Quality 40%
 - Commercial/Price 60%
- 3.5 The tender evaluation panel consisted of representation from:
- University of Edinburgh
 - NHS National Services
 - Fife Council
 - Scottish Government
 - Aberdeen City Council
- There was also representation from Sustainable Procurement Ltd, who provided guidance to Scottish Procurement on the social, economic and environmental content of the Framework Agreement.
- 3.6 All bids were evaluated in accordance with the published criteria as detailed above, and having calculated both the technical and commercial scores, the overall final scores achieved are provided in the table below.
- 3.7 One of the four bidders was deemed to be technically non-compliant and their bid was not further evaluated.

Tenderer	Quality Score	Price Score	Combined Score
XMA Limited	29.72%	59.94%	89.66%
Bidder A	23.59%	60.00%	83.59%
Bidder B	23.56%	59.74%	83.30%

Measures of success

- 4.1 The single framework supplier offers attractive pricing and enhanced functionality including a Punchout Solution. XMA Ltd will also recycle iPad devices which will provide credits for future purchases from XMA Ltd.
- 4.2 This framework provides flexibility for XMA Ltd to introduce new and emerging products as the technology develops.
- 4.3 The previous framework was particularly successful in terms of training, with over 2,500 teachers being trained in the use of devices for teaching and learning in the classroom. This framework will continue to allow this to take place.
- 4.4 This framework provides an increased offering of services which includes deployment services and support, mobile device management, application development and volume licensing.
- 4.5 Scottish Procurement will calculate savings for each organisation based on current market and comparable UK framework pricing for equivalent products. Spend and savings will be reported by them quarterly.

Financial impact

- 5.1 Commercial and Procurement Services has conducted a full benchmarking exercise based on the refreshed list of products available on the new framework.
- 5.2 The costs associated with procuring this contract are estimated at up to £10,000.

Risk, policy, compliance and governance impact

- 6.1 The Scottish Procurement strategy includes a robust and comprehensive assessment of all associated risk factors with mitigating actions.
- 6.2 In terms of contract performance management, Scottish Procurement will meet with the supplier on a quarterly basis to review a set of key performance indicators. CGI in partnership with ICT will be responsible for management of this contract.

Equalities impact

- 7.1 There is no relationship to the public sector general equality duty to the matters described in this report and no direct equalities impact arising from this report.

Sustainability impact

- 8.1 There are no impacts on carbon, adaptation to climate change and sustainable development arising directly from this report, however in some areas that have implemented tablet use there have been reductions in overall paper usage.
- 8.2 XMA Ltd has proposed innovative options for packaging and the re-use of packaging together with options for re-sale, re-use, repair and WEEE management in relation to framework devices.
- 8.3 There will be a minimum requirement that all ICT products meet or exceed EnergyStar 6.0 and EPEAT Gold. The successful supplier will be expected to maintain a standard of environmental protection, which meets the Scottish Government's Green ICT Policy.

Consultation and engagement

- 9.1 Due to the nature of the items being purchased via this contract there is minimal requirement for consultation and engagement. ICT colleagues and CGI have been consulted.

Background reading/external references

None.

Alistair Gaw

Acting Executive Director of Communities and Families

Contact: Tammy Gillies, Acting Commercial and Procurement Services Manager

E-mail: tammy.gillies@edinburgh.gov.uk | Tel: 0131 529 4930

Links

Coalition pledges	P30 – Continue to maintain a sound financial position including long-term financial planning
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Council outcomes	P49 – Continue to increase recycling levels across the city and reducing the proportion of waste going to landfill CP1 – Children and young people fulfil their potential
Single Outcome Agreement	S03 - Edinburgh's Children and young people enjoy their childhood and fulfil their potential
Appendices	Appendix 1 - Sub criteria

Contract Name	Framework Contract for Supply of Tablet Client Devices - let by Scottish Procurement						
Contract period	20/6/16 to 19/6/18 with a option to extend for a further 2 years						
Estimated contract value	£4,000,000 over a 4 year period						
Governing UK Regulation	Public Contracts (Scotland) Regulations 2012						
EC Procedure chosen	Open						
Standing Orders observed	<p>2.1.1 any existing contracts or framework contracts accessible to the Council may fulfil their requirements and provide best value</p> <p>2.3 EU Principles been applied</p> <p>3.2 Director has responsibility for all Contracts tendered and let by their Directorate</p> <p>5.1 Tenders evaluated on basis of most economically advantageous criteria</p> <p>8.1 Procurement process conducted electronically via Public Contracts Scotland Tender (PCST)</p> <p>11.1 In order to purchase from National Frameworks such as those put in place by Scotland Excel or Scottish Procurement without delay the Council may make use of the framework and make purchases under that framework subject to seeking approval to continue to use the framework at the next meeting of the Finance and Resources Committee and subject to any conditions the Committee may make.</p>						
Tenders returned	4						
Tenders fully compliant	3						
Name of recommended suppliers	XMA Ltd						
Primary criterion	Most Economically Advantageous Tender (MEAT)						
Sub- Criteria	<p><u>Service Provision (45%)</u></p> <table> <tr> <td>Framework Mobilisation</td> <td>20%</td> </tr> <tr> <td>Responsiveness</td> <td>25%</td> </tr> <tr> <td>Framework Management</td> <td>25%</td> </tr> </table>	Framework Mobilisation	20%	Responsiveness	25%	Framework Management	25%
Framework Mobilisation	20%						
Responsiveness	25%						
Framework Management	25%						

	End of Life Management	15%
	Packaging	15%
	<u>Value Added Services (43%)</u>	
	Technical Services & Support	25%
	Application Strategy & Development	15%
	Mobile Device Management	20%
	Training & Support	20%
	Improvement Initiatives	20%
	<u>Social, Economic & Environmental (12%)</u>	
	Environmental	20%
	Social & Ethical Responsibility	60%
	Workforce Matters	20%
Evaluation criteria and weightings	Price -	60%
	Quality -	40%
Evaluation Team	University of Edinburgh, NHS National Services, Fife Council, Scottish Government and Aberdeen City Council	
Procurement Costs	<£10,000	

Finance and Resources Committee

10.00am, Thursday 08 September 2016

Waivers - independent advocacy contracts

Item number	7.6
Report number	
Executive/routine	
Wards	All

Executive summary

This report is seeking the approval of the Finance and Resources Committee for waivers allowing the extension of contracts for the delivery of independent advocacy services. These services support citizens to make their views known and engage in informed decision making about their lives.

Links

Coalition pledges	P30
Council outcomes	CP2 , CP3 , CP4
Single Outcome Agreement	SO2

Waiver/Extension of independent advocacy contracts

Recommendations

- 1.1 The Finance and Resources Committee is asked to:
 - i. waive the requirement in Contract Standing Orders and agree to further extend the existing contracts for Independent Advocacy Services with Partners in Advocacy and Advocard from 1 December 2016 to 30 June 2017; in order to allow more time for the completion of the procurement process and in particular consultation and engagement with service users and providers

Background

- 2.1 The City of Edinburgh Council and NHS Lothian have a duty to provide access to independent advocacy services to people who meet the requirement of the following key legislation; Mental Health (Care and Treatment) (Scotland) Act 2003, Adults with Incapacity (Scotland) Act 2000, Adult Support and Protection (Scotland) Act 2007, Carers (Scotland) Act 2016 and Children (Scotland) Act 1995.
- 2.2 Independent advocacy can only be provided by organisations who meet the requirements of the Scottish Independent Advocacy Alliance. Independent advocacy is about speaking up for an individual or group and provides a means of supporting people have a stronger voice and take as much control as possible over their own lives. Independent Advocacy organisations are separate from organisations that provide other types of services.
- 2.3 The volume of service provided over the period December 2014 to November 2015 by the two agencies was a total of 36,800 hours per annum of which 7,100 hours was for people with learning disabilities, 18,200 for people with mental health issues, 8,800 hours for older people and people with physical disabilities and 2,700 hours for unpaid carers.
- 2.4 In terms of the number of people supported with independent advocacy over the same period this was 1,681 people of which 65% were people with mental health issues. The remaining 35% were people with a disability, older people or unpaid carers. There were 48 groups that had collective advocacy and 116 consultations or forums.

Main report

- 3.1 A comprehensive review of independent advocacy services was undertaken in Edinburgh in 2010. The successful providers following a procurement exercise were Advocard and Partners in Advocacy. Advocard provides advocacy to people with mental health issues and carers, whilst Partners in Advocacy have two separate contracts and provide support to people with learning disabilities, older people and people with physical disabilities. The existing contracts are due to expire on 30 November 2016.
- 3.2 The current procurement work began on 7 March 2016 with a future contract notice published on the public procurement portal. Prior to that, commissioning officers from NHS Lothian and the City of Edinburgh Council had been in discussion for several months planning the work required for this procurement exercise.
- 3.3 The value of the contract requires the contract opportunity to be openly and transparently advertised. Subject to the requirements to comply with the principles of fairness, transparency and equal treatment and published in advance the procurement process to identify providers can be light touch. The original plan had been for the procurement exercise to commence in March 2016 with coproduction followed by an appropriate procurement process with the award of contracts in September and a contract start date of 1 December 2016.
- 3.4 However, this timetable has proved to be too ambitious and it has become clear that more time is required to ensure meaningful engagement and consultation with both service providers and people who use the service. The very nature of this service means that engagement with service users is resource intensive.
- 3.5 Changes in staff within the Health and Social Care Partnership has necessitated the identification of new a lead officer for this piece of work. A project team has now been established to take the procurement process forward with representation from the commissioning and contracting teams in Health and Social Care and the Council's Procurement Team. The production of a clear timeline to ensure that the procurement process is completed and new contracts awarded before the end of June 2017 is a key priority for the project team. Progress against this timeline will be overseen by the Procurement Board that has been established in Health and Social Care, membership of which includes officers from the Council's Procurement Team.
- 3.6 The annual value of the existing contracts is £809,500; the cost of extending the contracts from 1 December 2016 to 30 June 2017 can be met within the existing financial envelope.

- 3.7 On 19 August 2016 the Integration Joint Board approved the recommendation that a report be submitted to the Finance and Resources Committee of the City of Edinburgh Council seeking a waiver to extend the existing contracts for independent advocacy services to 30 June 2017.

Measures of success

- 4.1 A new service specification is developed through the procurement process which meets the needs of people who use independent advocacy services in Edinburgh.

Financial impact

- 5.1 The annual value of the existing contracts is £809,500; the cost of extending the contracts from 1 December 2016 to 30 June 2017 can be met within the existing financial envelope.

Risk, policy, compliance and governance impact

- 6.1 If the waiver is not approved, then the contracts for independent advocacy services in Edinburgh will cease after 30 November 2016 and therefore the IJB will be unable to fulfil their statutory duty for the provision of this service.

Equalities impact

- 7.1 As part of the procurement process, an Integrated Impact Assessment will be undertaken.

Sustainability impact

- 8.1 There are no adverse sustainability impacts arising from this report.

Consultation and engagement

- 9.1 There is no requirement for consultation and engagement arising from this update report. However, following approval by the IJB and the Finance and Resources Committee, significant consultation and engagement work will be undertaken in relation to the procurement exercise with both service users and carers and interested parties. This will allow for a coproduction approach to

developing the service specification and the subsequent evaluation of submissions from interested providers.

Background reading/external references

Scottish Independent Advocacy Alliance website <http://www.siaa.org.uk/>

Rob McCulloch-Graham

Chief Officer, Edinburgh Health and Social Care Partnership

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Links

Coalition pledges	P30 – Continue to maintain a sound financial position including long-term financial planning
Council outcomes	CP2 – improved health and wellbeing: reduced inequalities CP3 – Right care, right place, right time CP4 – safe and empowered communities
Single Outcome Agreement	SO2 – Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health
Appendices	

Finance and Resources Committee

10.00am, Thursday 8 September 2016

Contracts Awarded Under Delegated Authority (Waiver Reports) and Procurement Activity

Item number	7.7
Report number	
Executive/routine	
Wards	All

Executive summary

This report updates the Finance and Resources Committee on the contracts awarded between 1 April 2016 and 30 June 2016. It sets out those contracts awarded following a waiver of the Council's Contract Standing Orders (CSOs), those awards exempt from waiver and the contracts awarded with a value below the threshold requiring Committee approval. The table below provides a summary.

Value of contracts awarded between 1 April 2016 and 30 June 2016		£124.5m
Value of contracts let below the threshold requiring committee approval		£16.6m
Value of contracts let following a waiver of the CSOs	Under delegated authority	£3.5m
	With Committee approval	£0.4m

Links

Coalition pledges	P30
Council outcomes	CO25
Single Outcome Agreement	

Contracts Awarded Under Delegated Authority (Waiver Reports) and Procurement Activity

Recommendations

- 1.1 It is recommended that the Committee notes the contents of this report and the authorisations made under delegated authority.

Background

- 2.1 The Contract Standing Orders (CSOs) are the Council's legal and operational rules for how we buy goods and services (ranging from purchases of small value to many millions of pounds).
- 2.2 The City of Edinburgh Council has awarded a gross total of £124.5m of contracts to a variety of supplier organisations in the period from 1 April 2016 and 30 June 2016.
- 2.3 During the specified period a number of contracts have been awarded under the delegated authority permitted by waiving the CSOs, allowable under Section 9 of the CSOs.

Main report

Waiver of Standing Order Process

- 3.1 The waiver of CSOs to allow a contract to be awarded or extended without some form of competitive tendering may be required in certain circumstances e.g. continuity of care or a sole provider due to intellectual property rights. Each waiver is looked at on its own merits and is only approved if fully justifiable. However, these circumstances need to be tightly controlled and scrutinised. As such, justification for the waiver of CSOs is permitted but only in the instances categorised as follows:
 - 3.1.1 **Where the contract is for the provision of services** where, on an individually risk-assessed basis, the departure from standing orders can be justified (e.g. to extend an existing arrangement to allow it to be combined as part of a larger procurement exercise).
 - 3.1.2 Until 2 June 2016 - **Legislative exemptions**, including technical or artistic reasons, extreme unforeseen urgency, social care contracts (where there is no cross border interest) and genuinely exceptional circumstances,

where the departure from CSOs is wholly justified in accordance with EU law and principles i.e. where the value of the contract does not exceed the current EU thresholds (£164,176 for services, £589,148 for social and other specific services and £4.1m for works) and there is no interest from providers from member states outwith the UK.

- 3.1.3 Following approved changes to the CSOs on 2 June 2016, waivers are no longer required where legislation allows a direct award.
- 3.2 There will be a continuing need to use the waiver process to allow for those exemptions that European procurement law recognises, and also to provide the flexibility required during this period of transition and improvement in compliance in relation to commercial and procurement activity. The overall objective is to provide an audit trail for when the Council legitimately departs from a requirement to tender, and to significantly reduce the need for those waivers where they are required due to poor planning, arranging for competitive procurement as required.
- 3.3 A summary of all contracts awarded under waiver arrangements for the period (both under delegated authority and through committee approval) from 1 April 2016 to 30 June 2016 is provided in Table 1 below, set alongside the total annual value of live contracts in operation over the same period. Further information on these waivers is detailed in Appendices 1 and 2.

Table 1 Contracts awarded under the Waiver of Standing Orders (1 April 2016 to 30 June 2016)

Directorate	Total Waiver Value under Delegated Authority 1 April – 30 June 2016	Total Waiver Value by Committee Approval 1 April - 30 June 2016
Chief Executive	£0.17m	n/a
City Strategy and Economy	£0.04m	n/a
Communities and Families	£0.83m	n/a
Cross-Directorate	£0.25m	n/a
Health & Social Care	£0.23m	n/a
Place	£0.44m	n/a
Resources	£0.55m	£0.08m
Safer and Stronger Communities	£1.03m	£0.32m
	£3.54m	£0.40m

- 3.4 Given their de minimis value, for the 'Total Waiver Value under Delegated Authority' in the table above (£3.54m), waivers under £5,000 have not been included. There are a total of 12 waivers awarded with a value of less than £5,000 which account for an additional £46,126 in total.
- 3.5 The figures shown in Table 1 and Appendices 1 and 2 reflect the total financial value requested to be waived for the contracts in question. In a number of cases the actual spend will be less than this value.
- 3.6 Commercial and Procurement Services will continue to monitor and challenge submitted waivers to ensure continuing compliance with the CSOs. The Waivers and Contract Register provide a required visibility of spend enabling Commercial and Procurement Services to highlight to Directorates where plans for procurement require to be put in place without delay.
- 3.7 While the revised CSOs no longer require a waiver to be completed for contracts where legislation allows a direct award, these are all reviewed closely by Commercial and Procurement Services. Direct awards made without the requirement for a waiver are detailed in appendix 3.

CSO Approval Thresholds

- 3.8 The CSOs state that contracts in excess of £1m for supplies and services and £2m for works require approval from the Committee before award.
- 3.9 Contracts under the Committee thresholds to the value of £16.6m have been awarded in the period 1 April 2016 to 30 June 2016, and are detailed under Appendix 4. Given their de minimis value, contracts under the value of £25,000 have not been listed in the Appendix. There are a total of 20 contracts awarded with a value of less than £25,000 (£3,000 for Consultancy) which account for £245,201 in total.

Measures of success

- 4.1 By continuing to scrutinise and document all instances where it has been requested that the Council's CSOs be waived, this evidences strong authorisation and internal control processes within the City of Edinburgh Council.

Financial impact

- 5.1 There are no financial impacts directly arising as a result of this report. Contracts awarded or extended under delegated authority create a legally binding contract

for and on behalf of the City of Edinburgh Council which is bound and liable for any conditions under such contracts.

Risk, policy, compliance and governance impact

- 6.1 A waiver denotes a departure from the Council's CSOs (which in part reflect the Council's legal obligations). There may be an increased risk if the Council has departed from EU requirements. However, each delegated waiver is scrutinised on its own merits in this context, and is only approved if justifiable given the circumstances or permitted in accordance with EU obligations. This report outlines all waivers approved from 1 April 2016 to 30 June 2016, and all contracts awarded with a value over £25,000 and under the required committee approval thresholds in the same period, enhancing the Council's measures of transparency.

Equalities impact

- 7.1 There are no equalities impacts directly arising as a result of this report.

Sustainability impact

- 8.1 There are no sustainability impacts directly arising as a result of this report.

Consultation and engagement

- 9.1 The Council considered recommendations from the latest annual review of the CSOs on 2 June 2016. The review was undertaken with service areas.
- 9.2 The Council's CSOs outline the appropriate measures of consultation and approval that must be sought from officers or committee for each waiver, dependent on the expected value.

Background reading/external references

[Finance and Resources - Thursday 9 June 2016 \(item 7.6\) contracts awarded under delegated authority \(waiver reports\) and Procurement Activity](#)

Hugh Dunn

Acting Executive Director of Resources

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Links

Coalition pledges	P30: Continue to maintain a sound financial position including long term financial planning
Council outcomes	CO25: The Council has efficient and effective services that deliver objectives
Single Outcome Agreement	
Appendices	Appendix 1 – Contracts Awards under waiver of CSOs by Delegated Authority Appendix 2 – Contracts Awards under waiver of CSOs by Committee approval Appendix 3 - Contract Awards below Committee Thresholds Appendix 4 – Goods and service Contracts awarded with a value over £25,000 and below the committee approval thresholds of the CSOs

Appendix 1 – Contracts awarded under the Waiver of CSOs by Delegated Authority

The following relate to the period 1 April 2016 to 30 June 2016.

Justification

Paragraph	Description of Justification	Amount
3.1.1	In the Council's best interests	66
3.1.2	Legislative exemption (until 2 June 2016)	12
		78

Waiver No.	Directorate	Chief Executive	Value
	Supplier/product or service	Justification for waiver	
742	Davy White	In the Council's best interests. To provide the Returning Officer with Site Manager services to lease and fit out an appropriate venue to host the Count to return MSPs for the Edinburgh Constituencies and Lothian Region MSPs for the Scottish Parliament Elections on 5 May 2016.	£5,280
743	Pratt Bros Edinburgh Ltd	In the Council's best interests. To provide the Returning Officer with Audio Visual and Staging services for the Scottish Parliament Elections on 5 May 2016.	£16,454
744	NCS Office Systems Scotland Ltd	In the Council's best interests. To provide the Returning Officer with ICT services for the Scottish Parliament Elections on 5 May 2016.	£8,640
746	Pratt Bros Edinburgh Ltd	In the Council's best interests. To provide the Returning Officer with electrical infrastructure, banners and signage services for the Scottish Parliament Elections on 5 May 2016.	£42,359
751	Saltire Hospitality Limited	In the Council's best interests. To provide welfare facilities for staff involved in the counting of postal votes and votes from polling places for the Scottish Parliament Elections on 5 May 2016.	£22,000
767	NLA Media Access Limited	Legislative Exemption. Single source to provide the business licence for all internal copying of media articles conducted by employees, including the Council's subscription to enable print, online monitoring services and copying from NLA Media Access content sources.	£25,000
784	Elevation design	In the Council's best interests. To provide signage and dressing facilities for Meadowbank Stadium, the venue for the European Referendum count.	£6,342
785	MaxWifi Ltd	In the Council's best interests. To provide ICT services for the European Referendum count venue.	£9,654
788	Tower Productions Ltd	In the Council's best interests. To meet the requirement for electrical installation for election equipment for the European Referendum count venue.	£29,540
			£165,269

Waiver No.	Directorate	City Strategy and Economy	
	Supplier/product or service	Justification for waiver	Value
721	Audience Systems Ltd	In the Council's best interests. To carry out essential seating works at the Usher Hall. The warranty on the seats would be voided by using an alternative contractor.	£5,397
741	Children's Hospital Medical Centre	Legislative exemption. This is a one off payment for the licence fee to the National Project SEARCH for the cost to set up the NHS site for Edinburgh Project SEARCH.	£5,000
747	Milkroundabout Limited	In the Council's best interests. To provide specialist services to promote and showcase Edinburgh's strengths as a tech centre with high value employment opportunities with private tech companies at Europe's largest tech talent attraction event.	£5,000
757	Chase Publishing Ltd	Legislative exemption. To provide a range of specialist multi-media services to target and promote Invest Edinburgh key sector messaging to international markets.	£7,000
766	Bureau Van Dijk Electronic Publishing Ltd	In the Council's best interests. To provide an online database of existing and new business registrations and business information covering both incorporated and unincorporated businesses. In addition this service will provide valuable financial information about individual companies for use in for example Loan Applications.	£6,500
782	Brodie Melrose Drysdale & Co Ltd	In the Council's best interests. To enable the on-going rental of equipment and purchase of stock for resale at the Assembly Rooms, Church Hill Theatre and Usher Hall until a formal contract is in place.	£12,000
			£40,897

Waiver No.	Directorate	Communities and Families	
	Supplier/product or service	Justification for waiver	Value
725	Crossmatch Recruitment Ltd	In the Council's best interests. To provide the services of short term agency staff with PVG clearance not available through the contracted supplier.	£23,500
729	Bauer Radio Ltd	In the Council's best interests. To promote foster care as a career option to radio listeners.	£12,799
733	Crew 2000 (Scotland) Ltd	In the Council's best interests. To extend the existing contract to 31st March 2017 to enable continuity of service to young people in need of support whilst a service redesign and procurement takes place.	£41,063
735	Cobweb Information Ltd	In the Council's best interests. To provide a range of online Library services to meet the changing needs of customers.	£19,830
761	SCORE Scotland	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up for 2017-18.	£13,365
761	Whale Arts Agency	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up for 2017-18.	£13,424
761	Wester Hailes Youth	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up	£19,923

	Agency	for 2017-18.	
761	Citadel Youth Centre	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up for 2017-18.	£24,000
761	Pilton Youth & Children's Project	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up for 2017-18.	£24,440
761	Canongate Youth Project Ltd	In the Council's best interests. To provide continuity of youth work services before a new Grants process is set up for 2017-18.	£34,479
768	Office Depot UK Ltd	In the Council's best interests. To enable continuity of service for office stationery supplies until the new Scottish Procurement framework is mobilised.	£157,000
769	St Margaret's Children & Family Care	In the Council's best interests. To enable continued payment of interagency fees in relation to looked after children placed with adopters via this agency.	£124,000
783	XMA Ltd	In the Council's best interests. To provide continuity of services to provide tablet devices until the new Scottish Procurement framework is mobilised.	£250,000
789	W F Howes Ltd	In the Council's best interests. To provide a range of online Library language services to meet the changing needs of customers.	£19,600
796	Caber Enterprises Ltd	In the Council's best interests. To continue to deliver the Creative Traditions project as detailed in the YMI funding agreement between Creative Scotland and City of Edinburgh Council.	£8,000
801	Scottish Nursing Guild	In the Council's best interests. To continue to provide emergency mental health support that is not available through the NHS.	£24,999
805	Dance Division Limited	In the Council's best interests. To provide dance classes for children enabling a different element of education for Health and Wellbeing.	£20,000
			£830,422

Waiver No.	Directorate	Cross Directorate	
	Supplier/product or service	Justification for waiver	Value
748	Batleys Ltd	In the Council's best interests. Temporary arrangements to enable continuity of supply of groceries and provisions whilst the delayed Scotland Excel contract was awarded. (New contract with Brakes now awarded and live as of 1 July 2016.)	£249,000
			£249,000

Waiver No.	Directorate	Health and Social Care	
	Supplier/product or service	Justification for waiver	Value
771	G & S Smirthwaite Ltd	In the Council's best interests. To provide the continuous supply of Paediatric Equipment whilst the complete revision	£19,300

		of specifications and consolidation of the requirements for a new contract with the participation of five participating Councils.	
772	James Leckey Ltd	In the Council's best interests. To provide the continuous supply of Paediatric Equipment whilst the complete revision of specifications and consolidation of the requirements for a new contract with the participation of five participating Councils.	£23,000
773	Quest 88 Ltd	In the Council's best interests. To provide the continuous supply of Paediatric Equipment whilst the complete revision of specifications and consolidation of the requirements for a new contract with the participation of five participating Councils.	£22,200
774	JCM Seating Solutions Ltd	In the Council's best interests. To provide the continuous supply of Paediatric Equipment whilst the complete revision of specifications and consolidation of the requirements for a new contract with the participation of five participating Councils.	£23,000
775	Ethical Technology Ltd	In the Council's best interests. To allow continued system support, maintenance and licences for the Council's Elms system.	£16,000
795	Penna	In the Council's best interests. To provide short term specialist recruitment.	£125,000
			£228,500

Waiver No.	Directorate	Place	Value
	Supplier/product or service	Justification for waiver	
716	SPIE Scotshield Ltd	In the Council's best interests. To ensure the continued installation, maintenance and responsive repair services of Telecare SMART Technology installed in vulnerable clients' homes city wide whilst a procurement exercise is undertaken.	£10,000
724	Caroline Booth Ltd	Legislative exemption. To provide bespoke educational resources from a unique supplier for the TRF programme.	£8,700
730	Steinway & Sons	In the Council's best interests. To provide two high quality instruments for soloists to choose from when playing at cultural venues.	£118,875
731	APSE	In the Council's best interests. To enable specialist	£7,000

		benchmarking and consultancy support for the Council's current Fleet Review project.	
737	GVA Grimley Ltd	Legislative exemption. To utilise the five communications mast sites which enable the Bustracker real time information service to operate.	£9,178
738	Stagecoach East Scotland	Legislative exemption. To provide the special timetabled bus services between Edinburgh Bus Station and Queensferry on four public holidays during the festive season.	£13,134
745	Mott MacDonald Limited	In the Council's best interests. To continue the speciality services of a Flood Planning Consultant under statutory obligations.	£15,000
749	Matthews Environmental Solutions Ltd	In the Council's best interests. To provide specialist services for the installation of high level ductwork at Mortonhall Crematorium.	£6,240
750	Mogo UK	In the Council's best interests. To allow continuation of the purchase of taxi plates until the creation of a new contract.	£24,000
753	R & A Software Systems Ltd	In the Council's best interests. To renew the software license for Ezytreev, the Council's current tree risk management database.	£7,875
754	RTC Partners Limited	In the Council's best interests. To provide expert Client Project Manager support for the Water of Leith Phase 2 project and Tram extension work.	£17,760
755	Harrison & Harrison Ltd	In the Council's best interests. To enable the removal and storage of the Mortonhall Crematorium organ in order to maintain the manufacturer's warranty.	£11,980
756	Transport & Travel Research Ltd	In the Council's best interests. To provide support to enable the continuation of the ECOStars Edinburgh fleet recognition scheme.	£24,000
762	Atkins Limited	In the Council's best interests. To provide expertise and support to enable the further development of the Council's Community Links PLUS (CLP) application further.	£24,933
764	Somoco Ltd	In the Council's best interests. To provide a programme of training on use of the 20mph toolkit to engage with schools and communities, mobilising others for behaviour change.	£5,935
778	Carlyle Associates Ltd	In the Council's best interests. This agency provided the services of a Senior Reporting Officer to co-ordinate and manage the requirements of the Edinburgh St James project until early July 2016 Approximately £40,000 of this spend	£75,000

		has been recharged to the developer THRE.	
779	C-Chec Ltd	In the Council's best interests. To provide specialist services for Vibration & Noise Testing of Road Services plant & equipment service to meet Health & Safety Legislation.	£5,475
780	Mott MacDonald Ltd	In the Council's best interests. To ensure software and technical support arrangements continue to be in place for the Council's Urban Traffic Management and Control.	£18,227
797	Met-Fab Scotland Ltd	In the Council's best interests. To provide urgent repairs to the doors and locking mechanisms of waste containers for rail freight.	£12,700
804	Resource Efficient Solutions LLP	In the Council's best interests. To provide bulking containers for Powderhall Waste Transfer Station for food waste.	£20,800
			£436,812

Waiver No.	Directorate	Resources	
	Supplier/product or service	Justification for waiver	Value
719	Bloomberg LP	Legislative exemption. To provide the specialist services of a Pension Fund portfolio manager and gain additional access to Bloomberg which is contracted to provide market Information and analytical tools to the investment team	£79,000
720	Livingston James Limited (Amicus Ford)	In the Council's best interests. To allow for the temporary extension of fixed term contract for an HR/OD Leader to backfill for staff who will be undertaking work on the Transformation Programme.	£21,000
722	Hudson Global Resources Ltd	In the Council's best interests. To allow for the temporary extension of fixed term contract for an HR/OD Leader to backfill for staff who will be undertaking work on the Transformation Programme.	£66,000
727	Southbank Centre Limited	Legislative exemption. To hire the Southbank Centre in order to exhibit the 'Making it: Sculpture in Britain' touring exhibition'.	£13,000
739	Livingston James Limited (Amicus Ford)	In the Council's best interests. To allow for three temporary fixed term HR Business Partners contracts to undertake work on the Transformation Programme.	£75,000
758	Michael Page International Recruitment Ltd	In the Council's best interests. To allow for temporary recruitment to Head of Customer on an interim basis pending procurement of an agency to deal with executive leadership recruitment.	£110,000
760	Deloitte LLP	In the Council's best interests. To enable continuation of the subscription to the tax advisory service provided by Deloitte LLP in conjunction with CIPFA.	£5,800

763	Wolters Kluwer	In the Council's best interests. Annual hosting fees for cloud based Internal Audit electronic working papers and management system.	£51,600
794	GFC Economics Ltd	In the Council's best interests. To provide the Pension Fund Portfolio Manager with access to economic research in order to properly manage the portfolio.	£50,000
799	Hudson Global Resources Ltd	In the Council's best interests. To appoint a Procurement Specialist with the necessary skills and experience not available through the contracted temporary staff agency.	£23,556
800	Pamela Grant Developments Ltd	In the Council's best interests. To provide specialist consultancy support for the Asset Management Strategy - Investment Portfolio Workstream.	£25,000
802	Hays Specialist Recruitment Ltd	In the Council's best interests. To appoint a Procurement Specialist with the necessary skills and experience not available through the contracted temporary staff agency.	£31,442
			£551,398

Waiver No.	Directorate	Safer and Stronger Communities	
	Supplier/product or service	Justification for waiver	Value
734	Lisson Grove Benefits Program Ltd	In the Council's best interests. To purchase a benefit check package that enables Advice Services and others to assist customers to maximise income.	£5,600
752	Edinburgh Regency Guest House	In the Council's best interests. To meet short term requirements for homeless people.	£200,000
790	Ravensdown Guest House	In the Council's best interests. To meet short term requirements for homeless people.	£200,000
791	Park View House Hotel	In the Council's best interests. To meet short term requirements for homeless people.	£200,000
792	Granville Guest House	In the Council's best interests. To meet short term requirements for homeless people.	£200,000
793	Glenallan	In the Council's best interests. To meet short term requirements for homeless people.	£200,000
803	Link Living Ltd	In the Council's best interests. To support delivery of the Syrian Resettlement Programme.	£22,950
			£1,028,550

Appendix 2 – Contracts awarded under the Waiver of CSOs by Committee approval

The following relate to the period 1 April 2016 to 30 June 2016.

Directorate		Safer and Stronger Communities	
Date	Supplier	Contract Description	Value
09/06/2016	BT Redcare See Item 7.5 F&R Committee Paper (09/06/2016)	Direct award for the continued lease and maintenance of fibre optic networks used for the Closed Circuit Television (CCTV) network for the period 1 July 2016 to 30 June 2017 with the option to extend for a further year to 30 June 2018.	£321,000
TOTAL			£321,000

Directorate		Resources	
Date	Supplier	Contract Description	Value
09/06/2016	PID Systems Ltd See Item 7.8 F&R Committee Paper (09/06/2016)	Supply and maintenance of Temporary Security Alarm Systems for vacant and other properties for the period 1 July 2016 to 31 March 2017 to enable the completion of the procurement process.	£80,000
TOTAL			£80,000

Appendix 3 – Contracts awarded without the requirement for a Waiver

The following relate to the period 1 April 2016 to 30 June 2016.

Directorate		Communities and Families
Supplier/product or service	Justification for waiver	Value
Adoption and Fostering Alliance Scotland (AFA)	Waiver exempt. Annual subscription fees	£8,597
Co-operative Education Trust for Scotland (CETS)	Waiver exempt. Unique provider of co-operative projects and encouragement in schools	£6,000
Scottish Television (STV)	Waiver exempt. Advertising airtime on STV East daytime TV to promote foster care recruitment	£3,250
		£17,847

Directorate		Safer and Stronger Communities
Supplier/product or service	Justification for waiver	Value
Three suppliers: BT Redcare i-Witness; Virgin Fibre Optics; Wireless CCTV Ltd	Waiver exempt. Data transmission for CCTV with 3G Transmission, data storage and retrieval	£65,200
		£65,200

Appendix 4 – Goods and service Contracts awarded with a value over £25,000 and below the committee approval thresholds of the CSOs

The following relate to the period 1 April 2016 to 30 June 2016.

Directorate		Resource	
Date	Supplier	Contract Description	Value
14/04/2016	TESGL Limited	Building Energy Management System (BEMS) Servicing & Maintenance Contract	£816,000
01/06/2016	FES Support Services Ltd	Maintenance & Repair of Intruder Alarm & Door Entry	£233,796
21/06/2016	FWB Park Brown Limited	Provision of Executive Leadership Recruitment	£108,134
Total			£1,157,930

Directorate		Communities and Families	
Date	Supplier	Contract Description	Value
27/05/2016	Denby Catering Equipment Limited	Servery Equipment for James Gillespie's High School	£52,000
08/06/2016	Autism Initiatives	Individual support for a service user	£33,696
TOTAL			£85,696

Directorate		Place	
Date	Supplier	Contract Description	Value
01/04/2016	Lothian DAF	4 Multilift Vehicles and 2 triple-axle trailers	£546,000
05/04/2016	Framework – multiple suppliers	Recycling and/or Supply of Natural Stone Products	£332,356
11/04/2016	Framework – multiple suppliers	Provision, Maintenance and Removal of Traffic Management Measures	£194,193
28/04/2016	Viridor Waste Management Ltd	Receipt and Recycling of Kerbside-collected Mixed Glass	£108,500
04/05/2016	Lowmac Alloys Ltd	Uplift, Treatment and Disposal of Waste Paint	£60,000
16/05/2016	Edinburgh Crematorium Limited	Bereavement Services to support Mortonhall closure	£52,500
20/04/2016	Tecalemit Garage Equipment	Vehicle Test Bay Equipment for Taxi	£46,675

	Company Ltd	Examination Centre	
21/04/2016	Konishi Gaffney Architects Limited	Funding for the build of a temporary structure on the Mound for a period of 28 days from the 10 June 2016.	£30,000
TOTAL			£1,370,224

Directorate		Cross Directorate	
Date	Supplier	Contract Description	Value
29/04/2016	Framework – multiple suppliers	Maintenance Agreement for CCTV Equipment and Associated Functions	£45,000
TOTAL			£45,000

Directorate		Chief Executive	
Date	Supplier	Contract Description	Value
20/04/2016	IDOX Software Limited	Postal Voting Managed Service	£286,889
10/05/2016	Safecall Limited	Whistleblowing Hotline & Associated Services	£147,000
TOTAL			£433,889

Works contracts awarded with a value over £25,000 and below the Committee approval thresholds of the CSOs

Directorate		Place	
Date	Supplier	Contract Description	Value
18/04/2016	CCG (Scotland) Ltd	HAM Framework Lot 5: Kitchen and Bathroom upgrades at South area	£1,371,469
20/04/2016	McGill Electrical Ltd	HAM Framework Lot 5: Kitchen & Bathroom upgrades at Restalrig & Craigentiny areas	£1,349,599
18/04/2016	CCG (Scotland) Ltd	HAM Framework Lot 5: Kitchen and Bathroom upgrades at Lady Nairne and Bingham areas	£1,333,523
20/04/2016	CCG (Scotland) Ltd	HAM Framework Lot 5: Kitchen & Bathroom upgrades for Lochend and Sleigh areas	£1,281,131
19/05/2016	Nicholson brothers Ltd	HAM Framework Lot 1: Electrical Refit city wide	£643,704
07/04/2016	Rainton Construction Ltd	St Andrew's Square Public Realm Works	£371,462

05/04/2016	Broxap Ltd	Cycle Parking Installations	£335,912
22/04/2016	Morris & Spottiswood	Provision of insulated flat roof and seamless roof coating for six CEC properties	£114,867
25/05/2016	Covanburn Contracts Ltd	Ford's Road Bridge - Steelwork Repairs, Protective Coating and Repairs	£85,370
30/06/2016	Sovereign Group Ltd	Window replacement at West Cromwell Street	£68,333
06/05/2016	Martec Engineering Group Ltd	Electronic Door Adaptations City Wide	£37,246
28/06/2016	EEG Contracts Ltd	Flap Valve Maintenance & Watercourse Clearance/Survey, Edinburgh	£31,500
TOTAL			£7,024,116

Directorate		Resource	
Date	Supplier	Contract Description	Value
16/05/2016	Kier Construction	Playground Repairs Programme	£1,169,635
16/05/2016	Kier Construction	Various Properties - Playground Repairs Programme	£930,203
16/05/2016	Kier Construction	Toilet Refurbishment Programme – Contract 1	£918,899
16/05/2016	Kier Construction	Toilet Refurbishment Programme – Contract 3	£881,665
31/05/2016	Express Heating Ltd	Gilmerton Primary School - Mechanical Services Improvement Works	£361,828
03/06/2016	McGill Electrical Limited	Davidson Mains Primary School - Lighting upgrade & suspended ceiling	£272,856
06/06/2016	Ashwood Scotland Ltd	Dean Park Primary School - Window and screen replacement	£188,926
10/06/2016	McGill Electrical Limited	Leith Academy - Mechanical & Electrical Works	£170,953
16/05/2016	Kier Construction	Toilet Refurbishment Programme – Contract 2	£148,708
08/06/2016	Cornhill Building Services Ltd	Fire Upgrade Programme - Contract 1	£138,726

18/04/2016	G Grigg & Sons	Broughton Primary School – Roof improvements	£127,839
08/06/2016	Cornhill Building Services Ltd	Fire Upgrade Programme - Contract 2	£118,824
25/05/2016	McGill Ltd	Stockbridge Primary School - Electrical Heating Works	£101,105
18/05/2016	Mitie Property Services UK Ltd	Canongate Cemetery - Stonework & General Building Work	£84,871
01/06/2016	Campbell & Smith Construction Group Ltd	Old Calton Burial Ground - Stonework & General Repairs	£69,949
03/05/2016	Morris & Spottiswood	Tollcross and Lochrin Nurseries - Refurbishment Works	£66,468
08/06/2016	Cornhill Building Services Ltd	Fire Upgrade Programme - Contract 3	£62,602
15/06/2016	Apex Developments Ltd	Clovenstone Community Centre - Roofing Works	£58,587
18/05/2016	Mitie Property Services UK Ltd	Grange Cemetery - Stonework & General Building Work	£56,604
13/04/2016	Sidey Ltd	St Cuthberts Primary School - Curtain Walling and Associated Repairs	£55,730
18/05/2016	Mitie Property Services UK Ltd	St Cuthberts Cemetery - Stonework & General Repairs	£55,525
18/05/2016	Mitie Property Services UK Ltd	Warriston Cemetery - Stonework & General Building Work	£55,204
19/05/2016	G Grigg and Sons Limited	Newington Cemetery - Stonework & General Repairs	£46,296
06/06/2016	Cornhill Building Services Ltd	Granton Primary School - Classroom refurbishment works	£42,413
TOTAL			£6,184,416

Directorate		Communities and Families	
Date	Supplier	Contract Description	Value
20/06/2016	Storebuild	Installation of teaching walls for the Rising School Roles 4 programme	£42,000
TOTAL			£42,000

Consultancy contracts awarded with a value over £3,000 and below the Committee approval thresholds of the CSOs

Directorate		Place	
Date	Supplier	Contract Description	Value
07/04/2016	RSP Consulting Engineers	Options appraisal to replace the Communal Heating Systems at Maidencraig	£8,950
TOTAL			£8,950

Finance and Resources Committee

10.00am, Thursday 8 September 2016

Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service Update

Item number	7.8
Report number	
Executive/routine	
Wards	

Executive summary

This report provides Committee with a progress update for Programme Momentum and the Edinburgh Shared Repairs Service (ESRS).

Links

Coalition pledges	P40 , P41
Council outcomes	CO7 , CO19
Single Outcome Agreement	SO4

Property Conservation – Programme Momentum Progress Report and Edinburgh Shared Repairs Service Update

Recommendations

- 1.1 That Committee:
 - 1.1.1 Notes the management information dashboard reports in Appendix 1.
 - 1.1.2 Notes the progress of debt recovery work.
 - 1.1.3 Notes the progress of the settlement process.
 - 1.1.4 Notes the update on the cancelled unimplemented statutory notices
 - 1.1.5 Notes the update on the implementation of ESRS.
 - 1.1.6 Agree that future reports would be considered by the Property sub-committee and the frequency of reports to the sub-committee should be quarterly.

Background

- 2.1 Programme Momentum has been established as a robust end-to-end process across all workstreams relating to the legacy Statutory Notice issues, including the development of the blueprint for the new enforcement service.
- 2.2 This report gives details of progress to the end of July 2016.

Main report

Management information

- 3.1 Management Information as at 25 July 2016 is attached in Appendix 1.

Delegated Authority . Irrecoverable Sums and Settlements

- 3.2 The provision for impairment and for settlement repayments is £17.9m.
- 3.3 As at 25 July 2016, a total of £13.9m has been approved for write-off against the provision comprising irrecoverable sums of £7.3m, aged debt of £2.4m and a total value of £4.2m for settlements to date.

- 3.4 Based on the existing information the balance of £4m on the provision remains adequate but continues to be subject to regular review by the Edinburgh Shared Repairs Senior Manager and the Acting Executive Director of Resources.

Billing and Recovery Update

- 3.5 Billing on Deloitte reviewed projects is complete at a total of £17.6m.
- 3.6 To 25 July 2016, £12m has been received in payments from individual owners. A further £1.3m has been secured in payment plans and inhibitions. Total recovery rate in debt collected and secured debt is £13.3m (76%).
- 3.7 The balance of debt of £4.3m (24%) is being actively pursued, predominantly through Morton Fraser, and is at various stages of recovery.

Debt Recovery - Morton Fraser

- 3.8 Under the extended contracted arrangements, instructions continue to be sent to Morton Fraser for statutory notice debt recovery. Since 1 April 2015, 672 instructions have been issued to Morton Fraser with a total value of £6.9m for debt collection.
- 3.9 From April 2015 to 25 July 2016 the overall sums recovered or in payment plans secured by Morton Fraser total £2.8m (40%) over 330 customers.
- 3.10 The costs of Morton Fraser, to date in return for the £2.8m recovery is £135k. As at 25 July 2016, the cost against sums recovered is 5%. £21 recovered for every £1 spent. These figures will vary from month to month.
- 3.11 Monthly review meetings are established between the Council and Morton Fraser with performance measures, standards and reporting in place.
- 3.12 All Project Joule Statutory Notice debt related instructions are now with Morton Fraser to progress recovery action.

Debt Recovery - Suspended Debt

- 3.13 Suspended debt relates to historic Property Conservation projects which have been billed and where a customer or legal representative has raised a dispute leading to the invoice being put on hold.
- 3.14 Between January 2015 and July 2016 the suspended debt has reduced from £6.4m to £0.2m as disputes are resolved and settlements processed.
- 3.15 The remaining suspended debt of £0.2m relates primarily to old legacy invoices. Internal reviews are taking place with a view to finalise recovery or seek legal advice with a review to settle.

Complaint Resolution and Settlements

- 3.16 The work remaining in this area relates to back end administrative activity.

Unimplemented Statutory Notices Cancellation

- 3.17 Good progress has been made on the unenforced unlifted notices and this is on schedule to complete by mid August. To end of July 2016, 5491 letters were issued and corresponding Statutory Notices have been cancelled.
- 3.18 The service has had 30 responses to the letters issued. This has resulted in a small number of owners requesting information on how the Council can assist in organising shared repairs.
- 3.19 Approximately 4,000 letters remain to be issued and approximately 500 notices will be lifted over the coming weeks to complete the process.

New Service Update - Implementation of ESRS

Advice and information

- 3.20 This is where customers initially make contact to request advice and information. The service will offer advice on how the customer can progress repairs through the process outlined in the Tenement (Scotland) Act 2004 using the Tenement Management Scheme (TMS). The case officer will then offer to send the customer an Owners Evidence pack. This pack contains detailed information on the process which is available to owners and also contains useful templates for letters, meeting minutes and voting forms. This month 28 packs have been requested by customers.

Customer Contact: 5 cases

- 3.21 This is where a customer will contact the service to request assistance. The customer contact team will gather information on the reported defect to determine, at a high level, whether the defect is within the scope of the service. If the defect reported does appear to be within scope, the team will then ask the customer to evidence what efforts have been made by the property owner to engage with their neighbours. This evidence is requested to be sent to the service for further review and may contain the documents required by the Tenement (Scotland) Act 2004 before the case is passed to the Intervention part of the service.
- 3.22 Customer contact officers are currently reviewing four cases with one new case this month. This new potential cases is for minor repairs. One existing case for major repair works is in abeyance.

Facilitation: 3 cases

- 3.23 This area of the service is used when a customer has approached the service for assistance with defects on a property but, for reasons of financial or reputational risk the service cannot assist at an enforcement level. The service can however assist the property owner in others ways, for example, corresponding with other owners at the property or contacting other Council departments to help progress matters.

The Intervention Service: 3 cases

- 3.24 The intervention service is made up of the activity undertaken following the identification of an essential repair and prior to taking a decision to enforce the repair, where the objective is to support owners to take responsibility to progress the repair privately. Included in this area of work is diagnosis of the defect reported, tailored communication to owners, site visit and in some cases a stair meeting.
- 3.25 Case officers currently have three cases where correspondence is on-going with the lead owner. Other owners are engaging at each of these properties.

Missing Share Cases: 1 case

- 3.26 One case has been brought to the service by owners requesting a missing share. The case has 21 owners, where 20 owners have agreed to take the works forward privately and 1 owner is unwilling to participate.
- 3.27 The application forms and information have been sent to owners and upon receipt this will be taken to Panel.

Successful Intervention/Cases closed: 8 cases

- 3.28 The phased Implementation service has successfully intervened and closed eight cases in total. A follow up will be undertaken to check that the work has been done privately after three months has passed.
- 3.29 With ESRS involvement the owners in these cases have now achieved 100% of owners agreement to deposit funds into the maintenance account. The service will follow up on owners progress after three months with a view to closing the case.

The Enforcement Service: 6 projects

- 3.30 The Enforcement service is activated when all intervention services have failed to provide a platform for owners to procure the works privately. Upon internal Panel approval, the project will be allocated to the surveying department for progression through the standard operating procedures. The procedures include carrying out a full survey, preparation of cost estimates, preparation of risk registers, issue of the Statutory Notice, tender preparation including design and specification, tender approvals and award and contract administration on site.
- 3.31 Six projects have been approved by the ESRS Panel to progress to the enforcement process. Statutory Notices have been issued on five projects. Of these:-
- Three projects are in the Section 24 waiting period.
 - One project is in the Section 26 waiting period.
 - One project is awaiting the survey report and cost estimate to be issued.
 - One project is on site.

Emergency Service Update

- 3.32 This part of ESRS has been in operation for 3 years prior to the new service pilot commencing. This area of the service intervenes when public health & safety is at risk due to unsafe buildings. We attend and carry out works to make safe immediately dangerous and emergency situations. The majority of service requests are for drainage related works in private property where Scottish Water have no responsibility.
- 3.33 Occasionally a service requests results in re-visits to the property where the issue requires further investigation or a wider scope of works in order to clear the blockage causing the issue arising.
- 3.34 The service has now issued two open drainage notices on projects where continual re-visits were required by the emergency service officers and a permanent solution is required. The process is that notices are issued under 31(1) of the 1991 Confirmation Act to notify owners of the repair need. Subject to any appeals the service may issue a further notice under 31(3) which will allow the Council to enforce the repair works.

New Edinburgh Shared Repair Service Implementation

- 3.35 Throughout the phased implementation period, work will continue on additional implementation activities prior to the full service launch . notably Procurement, Recruitment and ICT.

Governance

- 3.36 It is recommended that future reports would be considered by the reformed Property sub-committee and the frequency of reports to the sub-committee should be quarterly.

Measures of success

- 4.1 Conclusion of reviewing statutory notice projects.
- 4.2 Collection of outstanding debt.
- 4.3 Resolution of complaints.
- 4.4 Launch of new replacement service.

Financial impact

- 5.1 The associated revenue cost in resolution of the legacy closure programme from April 2013 forecast to March 2016 totals £7.4m. A current assessed need of £1.1m has been budgeted for 2016/17 towards the closure of the legacy programme.
- 5.2 The financial statements include a provision of £17.9m for impairments and settlement repayments of which £13.9m has been approved as at 25 July 2016.

- 5.3 The adequacy of the impairment and settlement provision remains under regular review by the Edinburgh Shared Repairs Service Senior Manager and the Acting Executive Director of Resources.
- 5.4 A budget of £1.3m has been set for the ESRS for 2016/17. The overall 2016/17 budget available for both legacy and ESRS is £2.4m.

Risk, policy, compliance and governance impact

- 6.1 This area of work represents a significant financial and reputational risk for the Council.

Equalities impact

- 7.1 There is no equalities impact arising from this report.

Sustainability impact

- 8.1 There is no adverse environmental impact arising from this report.

Consultation and engagement

- 9.1 Not applicable.

Background reading/external references

[Report to City of Edinburgh Council, 12 February 2015, Shared Repairs Services - Development of a New Service.](#)

[Report to City of Edinburgh Council 11 December 2014, Shared Repairs Services - Development of a New Service -](#)

Hugh Dunn

Acting Executive Director of Resources

Contact: Andrew Field, Edinburgh Shared Repairs Service Senior Manager

E-mail: andrew.field@edinburgh.gov.uk | Tel: 0131 529 7354

Links

Coalition P40 . Work with Edinburgh World Heritage Trust and other

pledges	stakeholders to conserve the city's built heritage
Council outcomes	P41 . Take firm action to resolve issues surrounding the Council's Property Services CO19 . Attractive Places and Well Maintained . Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm
Single Outcome Agreement	SO4 . Edinburgh's communities are safer and have improved physical and social fabric
Appendices	Appendix 1: Management Information Dashboards

Edinburgh Shared Repairs Service & Legacy Dashboard

July 2016

Monthly progress update (for reporting purposes month end is 25 July)

EDINBURGH SHARED REPAIRS SERVICE		
The Phased Implementation of the new full service will take place throughout 2016/17. A Soft Launch of the new service began on 1 June 2016.		
TOP RISKS	MITIGATION	
1. No. of Phased Implementation Cases	Communications to be increased with customers to identify additional cases for Implementation Phase, linked to soft-launch after 1 June.	
2. Tender returns at ITT stage	ITT to be issued in August 2016.	
3. People	All staff that are permanent to the Council will be undergoing review. This is scheduled to take place at the end of September 2016. Following review the Business Plan will be implemented.	
4. Staffing Structure not established for New Service	Senior Management Team in place for Phased Implementation of the New Service. Ongoing review of Business Plan.	
OVERALL STATUS	COMMENTS	
Governance	The Edinburgh Shared Repairs Service and Legacy Programme will be managed overall within the Corporate Property Service in the new Council structure.	
Processes	Draft procedures are being tested during Pilot and implementation phase. Proposed changes are being tracked. Procedures will be updated internally and reissued by the end of August 2016. An internal audit was carried out by PWC in February 2016.	
IT	Work is underway to implement the operational workstream deliverables. The main focus at present is to establish the baseline for system redesign for each of the business processes. The implementation of a task based management system is underway.	
Finance	Finance processes and procedures in place for financial management of ESRS. Operating budget for 2016/17 sits at £1.3m.	
Procurement	ITT document being prepared. Contractors framework is programmed to be in place by November 2016.	
People	Recruitment is on hold until after the Service review in September 2016. Recruitment of suitable technical resource will continue to be reviewed.	
KEY PLANNED ACTIVITIES		
The service phased implementation is ongoing throughout the financial year 2016-17. The service will be promoted through Newsbeat on the Orb and other avenues. A new visual identity for ESRS is being prepared for use on site signboards used on scaffolding on projects and other materials used by the service.		

LEGACY PROGRAMME		
A number of legacy workstreams continue to draw to a close with the billing and the settlements processes now complete and historic projects on site reaching completion.		
TOP RISKS	MITIGATION	RAG
1. Debt Recovery	Morton Fraser are leading on Debt Recovery.	
2. Bad Debt Provision	The provision will continue to be monitored and reported monthly.	
3. Settlement Process	All Settlement letters have been issued.	
4. Loss of legacy staff through service reviews	Discussion with relevant Directors to ensure service is maintained.	
OVERALL STATUS	COMMENTS	RAG
Case Reviews and Settlements	All complainants and other affected owners have been issued with settlement.	
Debt Recovery	Debt outstanding is currently £9m. Of this debt £7.4m is being pursued through active billing, Morton Fraser recovery or other legal action. The remaining debt is either being pursued for legal action or is suspended debt.	
Projects	From the TB projects handed over to ESRS from 1 January : <ul style="list-style-type: none"> • 2 new complaints are being investigated. • 2 projects due to be re-programmed for completion in late summer • 12 projects are in the defect period to be signed off by ESRS 	
Customer services	Customer contact across the legacy service shows a steady decline.	
KEY PLANNED ACTIVITIES		
Continuation of debt recovery programme. Continuation of legacy projects. Management of closure programme timeline	Service review to be undertaken 2016/17 closure programme staffing under continual review	



ESRS Phased Implementation Dashboard

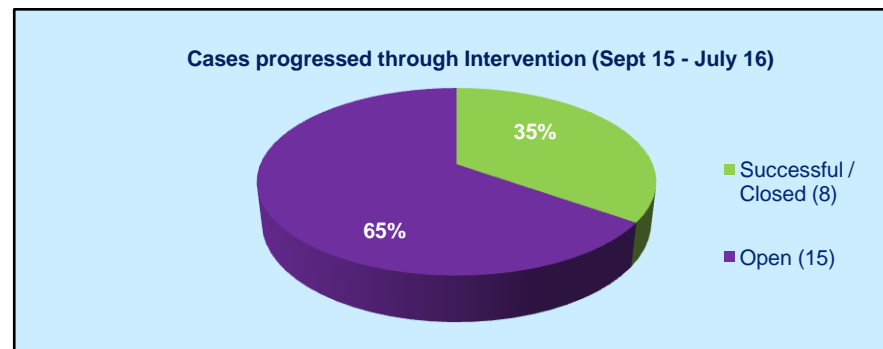
Programme dashboard as at 25 July 2016

OVERVIEW OF PROGRESS

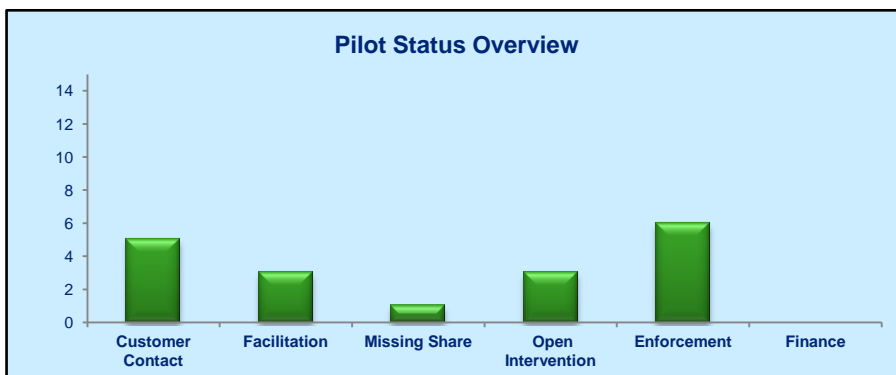
We have now launched the new service in its implementation phase. A soft launch of the new service began on 1 June 2016. Increases in requests for service will be reported to the Board on a monthly basis.

The Pilot Phase currently consists of 15 open cases with successful intervention achieved on 8 projects. The ESRS Panel has rejected one case after it was considered that the financial and reputational risk was too high for the Council to accept.

CASE WORKLOAD PROGRESS		NO.
Customer Contact:	• Collating Information from Lead Owner	5
Facilitation:	• Advice and Information	3
Missing Share:	• Case Open	1
Intervention:	• Case Open	3
	• Successful Intervention / Closed Cases	8
Enforcement:	• Site Survey / S24 Notice / S26 Notice	5
	• Procurement	
	• Projects on site	1
Finance:	• Final Account issued	
	• Invoices issued to owners	
Total Number of Cases		26



PROJECTS WORKLOAD	MAJOR	MINOR	ESTIMATED VALUE
1. Under £10,000		4	£14k
2. Under £50,000		5	£150k
3. Under £250,000	4		£366k
4. Over £250,000	2		£664k
TOTAL	6	9	£1.194m



FACILITATION WORKLOAD (TYPE OF PROJECT)	MAJOR	MINOR	ESTIMATED VALUE
1. Major Stonework / Roof	1		£1m
2. Railway Wall	1		£1m
3. Mural		1	< £100k
TOTAL	2	1	£2.1m

ICT UPDATE

The management and tracking of the pilot projects continue to be handled successfully within the interim database.

Uniform improvements are being implemented over the summer to allow the migration of this interim system.



Emergency Service Dashboard

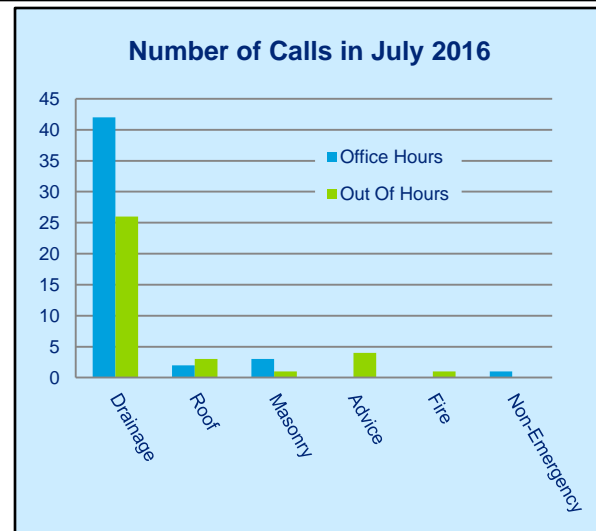
Programme dashboard as at 25 July 2016



OVERVIEW OF PROGRESS

Requests for the service to attend to emergency issues during July have remained consistent with the previous two months. 83% of the defects related to drainage issues. The remainder were reports of masonry defects and roof defects. The Out of Hours Officers received 40 requests for service and 23 of the requests resulted in a contractor making safe the reported defect.

EMERGENCY SERVICE WORKLOAD	Apr 16	May 16	Jun 16	Jul 16
No. of service requests (Site Visits)	81	86	80	79
No of emergency repair inspections resulting in statutory notices issued 31(4)	60	56	47	56
No of essential repair inspections resulting in statutory notices issued 31 (1) & (3)	0	0	0	2
No. of Emergency service requests where information / advice was provided	21	30	33	23
Total value of invoices issued to owners for emergency repairs in financial year 2016/17			£179,726.46	
Timing between issue of invoices and invoice payment – collection rate is over £80%				

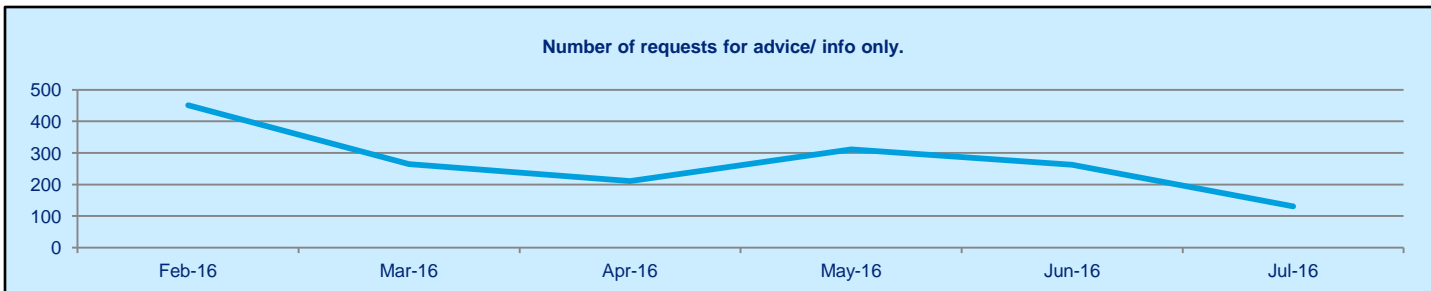


Customer Services



OVERVIEW

Requests for advice and information have reduced by 50% this month due to the holiday period. The requests for solicitors enquiries reduced by 11% this month also



SOLICITOR ENQUIRES RECEIVED
566
ESRS WEBSITE VISITS
3613



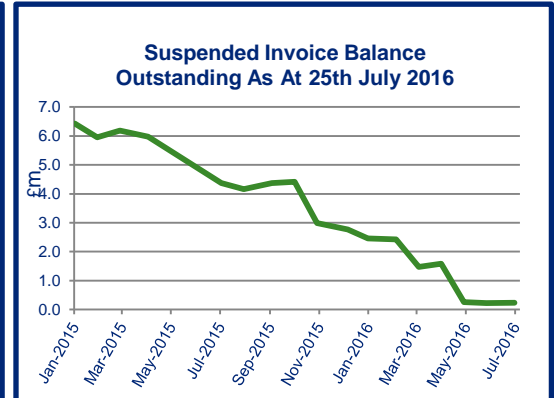
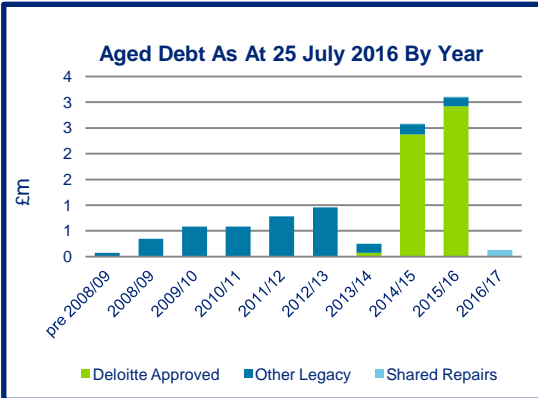
Finance and Debt Recovery Overview

Programme dashboard as at 25 July 2016

PROGRESS

The current level of debt outstanding is £9m of which £5.4m is Deloitte (Project Joule) reviewed debt and £3.6m of Legacy and Shared Repairs debt. A total of £7.4m is being pursued through active billing. Debt of £1.6m is either being prepared for legal action or is suspended debt. Since Jan 2015 suspended debt has reduced from £6.4m to £0.2m as disputes are resolved and settlements processed.

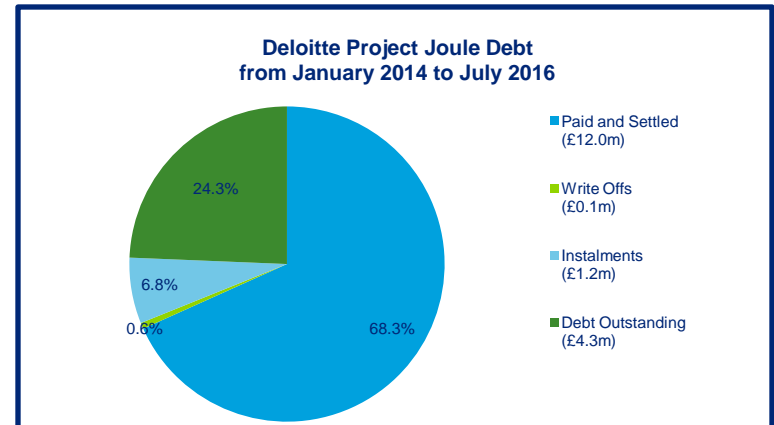
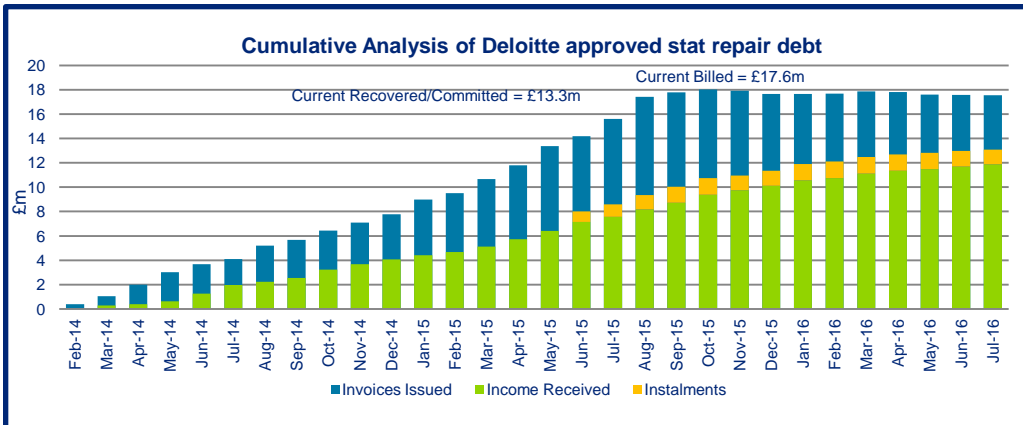
Debt Status	Deloitte Project Joule (Reviewed)	Legacy And Shared Repairs	Total
Total debt being pursued	£5.3m	£2.1m	£7.4m
Total debt scheduled for action	£0.1m	£1.5m	£1.6m
Total Debt	£5.4m	£3.6m	£9.0m
Payment plans and inhibitions agreed within debt total	£1.2m	£0.3m	£1.5m



Project Joule Billing and Recovery Progress

PROGRESS

Billing on Deloitte reviewed (Project Joule) cases is complete and totals £17.6m. £12m has been received in settlement and a further £1.3m of secured debt in payment plans and inhibitions giving a total of settled and secured debt of £13.3m. This represents a current collection rate of 76%. The balance of debt, including write off, is £4.4m.

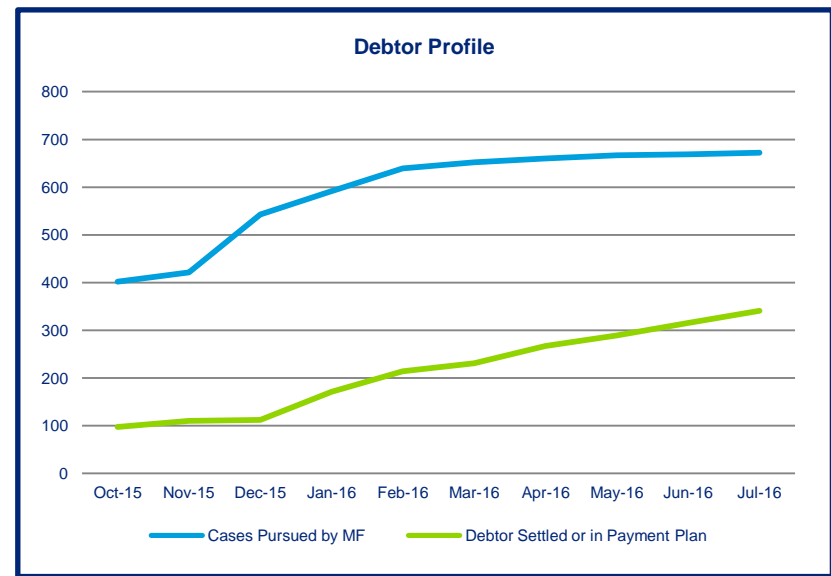
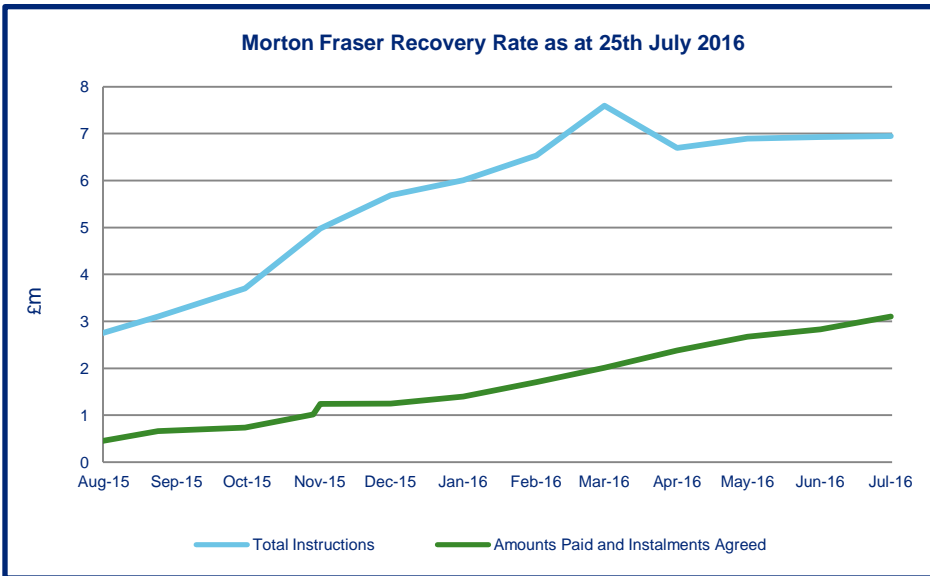
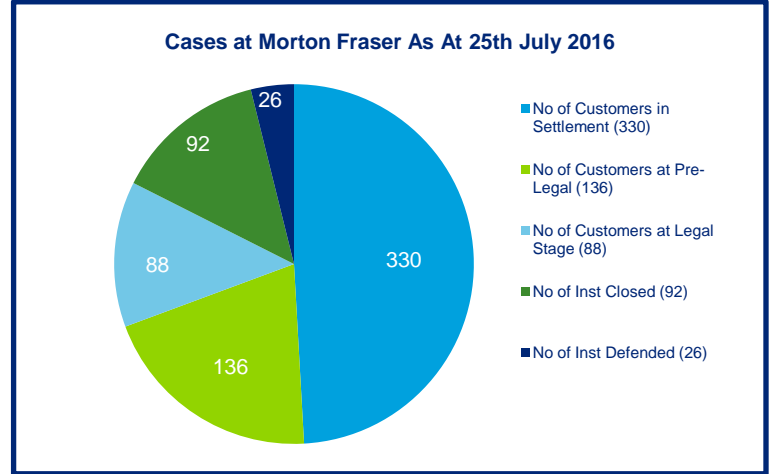




PROGRESS

Under the extended contracted arrangements, Morton Fraser took on responsibility for statutory notice debt recovery in April 2015. To date, 672 instructions have been issued to Morton Fraser with a total value of £6.9m for debt collection. Over the 15 month period from April 2015 to date the overall sums settled or in payment plans total £2.8m over 330 customers, 136 cases are at pre legal stage, 88 at legal stage with 92 cases closed and 26 being defended.

Morton Fraser Debt Recovery Cases pursued by the Council	Apr-16	May-16	Jun-16	Jul-16
Total debt recovery cases pursued by Morton Fraser	660	667	669	672
Total value of instructions issued	£6.7m	£6.9m	£6.9m	£6.9m
Total debtors settled or in payment plan	267	289	315	330
Total sum recovered or in payment plan	£2.2m	£2.4m	£2.6m	£2.8m
Total sum recovered in payment plan as % of debt recovery	33%	35%	37%	40%





Provision for Impairment and Settlements

Programme dashboard as at 25 July 2016

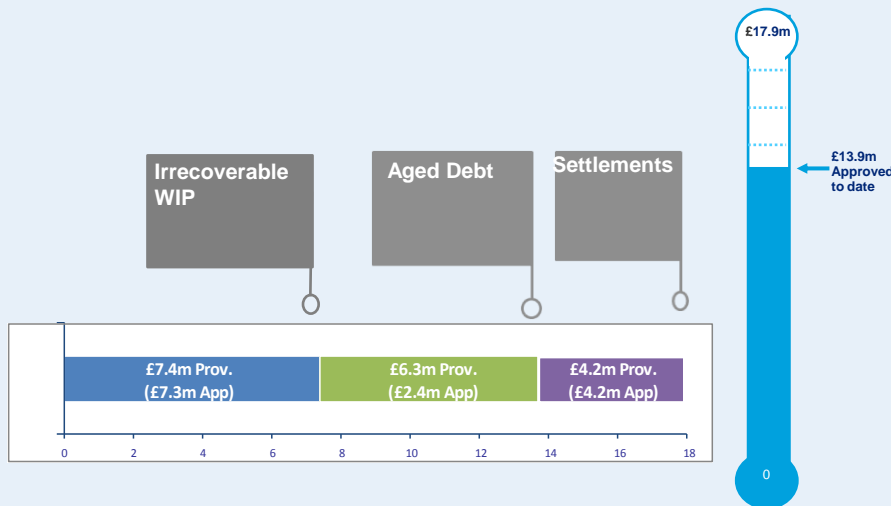


PROGRESS

The provision recommended for impairment and settlement repayments is £17.9m. The basis of the provisions are as follows:

- **Irrecoverable WIP (£7.4m)** – This is based on the actual final sum of £6.4m for the Deloitte (Project Joule) Review outcomes on Irrecoverable Work-In-Progress. In addition £1.0m has been made, based on Irrecoverable WIP for Non-Deloitte old legacy work for remedial projects, old unbilled Emergency Work and door entry systems.
- **Aged Debt (£6.3m)** – An overall collection rate of 55% is required to ensure adequacy of provision. Current recovery rate is 69%.
- **Settlements (£4.2m)** – Work on settlements is nearing completion with an expected write off sum of £4.2m.

Provision for Impairment and Settlements



Impairments to date Deloitte –Project Joule

-Delegated authority (<£50k)
£ 2,071,600

-Board approved (£50k-£100k)
£ 1,323,881

-Committee approved (>£100k)
£ 3,044,271

Total Deloitte (Project Joule)
£ 6,439,752

-Non Deloitte – Legacy (<£50k)
£868,065

-Debt Recovery
£ 2,390,830

-Settlements approved
£ 4,205,943

Total £ 13,904,590

Complainant Closure Status

