

# Finance and Resources Committee

10.00am, Thursday, 16 August 2018

## Commercial and Procurement Annual Report 2018

Item number	7.14
Report number	
Executive	
Wards	
Council Commitments	

### Executive Summary

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The Commercial and Procurement Strategy 2016-2020 was approved by Committee on 1 December 2016. The Commercial and Procurement Annual Report provides an update on what has been delivered through the strategy from December 2016 to 31 March 2018.

The report also discharges our duties from the Procurement Reform (Scotland) Act 2014.

## Commercial and Procurement Annual Report 2018

### 1. Recommendations

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- 1.1 It is recommended that the Committee notes the contents of this report and approves the Commercial and Procurement Annual Report 2018 for publication.

### 2. Background

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- 2.1 Finance and Resources Committee approved the Commercial and Procurement Strategy 2016-2020 (the Strategy) on 1 December 2016. The Strategy includes all Council procurement activity from 31 December 2016 to 31 March 2020.
- 2.2 The Council is obliged under the Procurement Reform (Scotland) Act 2014 section 18 to prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year.
- 2.3 The monitoring and reporting requirements align to instructions provided by Scottish Government. In that the report end date falls to the Council finance period, with the first report covering 15 months and thereafter 12 monthly periods.
- 2.4 The report must include: -
- Summary of regulated procurements completed during the reporting period;
  - Compliance review with the Council's Procurement Strategy;
  - Statement on how compliance will be achieved, monitored and reported for any regulated procurements that did not comply;
  - Community benefits fulfilled during the reporting period;
  - Steps taken to facilitate involvement of supported businesses; and
  - Future expected regulated procurements in the next two financial years.
- 2.5 The report must be published and available on the internet and details of the publication of the report must be provided to Scottish Ministers.

### 3. Main report

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- 3.1 Commercial and Procurement Services takes steps to capture and process the key requirements of the strategy to enable monitoring and reporting activity. This includes updates to Council Contract Standing Orders, procurement handbook, processes and procedures, templates and management information tools.
- 3.2 Six monthly update reports are provided to the Finance and Resources Committee on the volume, value and type of all contracts awarded in each Directorate in the preceding six months, along with details of future projects in the pipeline for delivery.
- 3.3 Quarterly dashboard reports are presented to Executive Directors providing details on contract spend, contracts being procured, contracts due to end in the next 12-24 months and procurement compliance. This helps to inform the planning process and raising awareness of new requirements e.g. GDPR and the additional time to evaluate data security.
- 3.4 There are 154 regulated procurements, those with a value of £50,000 for goods/services and £2 million for works, which commenced on or after 18 April 2016, completed during the reporting period valued at over £230m. An additional 212 new contracts or framework agreements were added to the council contract register in the same period which were not 'regulated' in that they related to contracts awarded below the regulated threshold values.
- 3.5 Compliance with the procurement strategy objectives is provided in the report, most have or are being achieved due to the activities in place and gateway reviews are held to identify and address issues or risks on a regular basis.
- 3.6 Some improvements have been identified to further improve compliance, these included more actions on contract management and the establishment of the Grants and Contract Management Team in August 2017. The Contract Standing Orders were amended in June 2018 to incorporate additional responsibilities for contract managers and to raise greater staff awareness on the key changes along with relevant training and guidance being provided.
- 3.7 Community benefits are identified on a project by project basis and are embedded in our processes and procedures. Key delivery achievements include 30 jobs and 59 apprenticeships filled by priority groups.
- 3.8 Work with supported business; those whose main aim is the social and professional integration of people with disabilities or disadvantaged persons and where at least 30% of the employees of the business consider themselves to have a disability or are disadvantaged persons, has increased due to enhanced awareness of the supplies and services available. The council's Interior Design team, within Property and Facilities Management, are working to refurbish nurseries and the community equipment store are the main users of supported businesses framework, which has seen a 14% increase in spend over the last year.

- 3.9 Future projects over the next two years will include the re-tendering or proposed extensions of some large contracts and frameworks alongside new tender requirements. Whilst the precise detail is not available for all projects listed in Annex 3 of the report we anticipate a growing demand for construction works, supporting the council housebuilding programme and the supply of materials and repair and maintenance to the council's operational estate. There are also contracts due to expire for care at home and temporary accommodation and the team is working on strategies with key stakeholders internally and externally to define the scope of the requirements over the next year.

#### **4. Measures of success**

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- 4.1 The council received an overall score of 85% following assessment of the procurement and commercial improvement programme (PCIP) which evaluated key themes of leadership and governance, development and tender, contract management and purchasing processes.
- 4.2 The Annual Report is published on the council website and reported to the Scottish Government following approval by committee.

#### **5. Financial impact**

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- 5.1 No additional costs to the council are associated with this report.

#### **6. Risk, policy, compliance and governance impact**

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- 6.1 No adverse risks or policy impacts have been identified as associated with this report.
- 6.2 Compliance with the Procurement Reform (Scotland) Act 2014 will be met through providing an update on delivery of the strategy and publication of the annual report.
- 6.3 The council will be assessed on its procurement function again in March 2019.

#### **7. Equalities impact**

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- 7.1 There is no equalities impact directly as a result of this report.

#### **8. Sustainability impact**

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- 8.1 There is no direct sustainability impact on the report, however it does provide an update on sustainable procurement practices.

## 9. Consultation and engagement

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- 9.1 No specific consultation on the delivery of the strategy beyond engagement with Suppliers and partners to review outcomes achieved.

## 10. Background reading/external references

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- 10.1 [Finance and Resource Committee Report – Item 7.4 Commercial and Procurement Strategy 1 Dec 2016](#)
- 10.2 [Procurement Reform \(Scotland\) Act 2014](#)

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## 11. Appendices

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Appendix 1 - Annual Report

# Commercial and Procurement Strategy – Annual Report

March 2018



# Commercial and Procurement Strategy – Annual Report

Covering December 2016 to March 2018

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# 1. Context

The launch of the Council's current Commercial and Procurement Strategy in December 2016 included the commitment to publish an Annual Report on procurement activities following the end of the Financial Year (FY).

The strategy sets out a framework designed to enable the Council to continue its journey of change and innovation through:

- Focusing procurement activity on delivering improvements for the people and communities of Edinburgh;
- Building capacity and skills within the Council to improve commissioning and procurement activity;
- Increasing the level of collaboration internally and externally;
- Engaging proactively with providers to ensure maximum value and innovation;
- Working cooperatively to support the local economy; and
- Promoting sustainability and fair working practices through procurement.

In line with obligations under the Procurement Reform (Scotland) Act 2014, this first report (incorporating the periods 31 December 16 to 31 March 2017 and 1 April 2017 to 31 March 2018), details the scope of procurement activity in accordance with the strategy, set out as follows:

- Summary of regulated procurements completed during the reporting period;
- Compliance review with the Council's Procurement Strategy;
- Statement on how compliance will be achieved, monitored and reported for any regulated procurements that did not comply;
- Community benefits fulfilled during the reporting period;
- Steps taken to facilitate involvement of supported businesses; and
- Future expected regulated procurements in the next two financial years.



Major procurements undertaken in the period include framework agreements to support the delivery of transport service to schools and care sector, large value contracts to provide agency staff when demands increase during summer and winter festivals, and contracts to provide accommodation and support to vulnerable people, alongside contracts for waste transfer and housing development.

The diversity of the services, goods and works procured by the Council require good commercial and procurement skills, knowledge and support through controls and guidance. The Council has completed a five-year programme of commercial excellence (CE) which provided focus on procurement delivery practices, council wide commercial practice and capability development. The CE programme has delivered significant savings of £150m and made key changes to commercial delivery which is demonstrated by high outcomes following external assessment. The Council will continue to deliver this now embedded approach to procurement working with colleagues and other stakeholders to deliver Best Value outcomes which support the Council's strategic aims and objectives.

The key areas of focus in the next year include the improvements to the Council contract management processes and procedures, an area where we can influence quality and value on contracts awarded; we aim to improve the monitoring and reporting of community benefits and local engagement through new systems; and continue to support staff development and training to ensure the right skills are available at the right time for projects in the future pipeline.

## **2. Regulated Procurements Completed**

Regulated procurements cover contracts with a value of £50,000 for goods/services and £2 million for works, which commenced on or after 18 April 2016. Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: "a summary of the regulated procurements that have been completed during the year covered by the report". Completed contracts are those where the award notice has been published or where the procurement process otherwise comes to an end. This includes contracts and framework agreements.

The Council maintains and publishes a record of contracts awarded on its external website. This 'Contract Register' provides information on current contracts and is updated on a regular basis to remove expired contracts and include new awards as appropriate. The register can be accessed on the Council's website [here](#).

In addition to maintaining a public register, the Council reports to Finance and Resources Committee on new contracts with a value above £1m as a minimum. To ensure regular monitoring of all contracts a further six-monthly report on contracts awarded through competitive and non-competitive actions is reported to Finance and Resource Committee, all reports to committee are available on the Council public website.

The summary of regulated procurements completed in the relevant period are provided as [Annex 1](#). These include procurements for goods, services and works - total volumes and values are tabled below. New contracts include a mix of new projects, re-let of recurring contracts and extensions awarded in the period.

<b>Contract Type</b>	<b>Volume of New Contracts Awarded</b>	<b>Total Estimated Value of Contracts</b>
Goods	11	£12,924,260
Services	137	£191,090,609
Works	6	£26,278,178
<b>Total</b>	<b>154</b>	<b>£230,293,047</b>

There were 212 additional contracts awarded in the period which are below the £2m threshold and not subject to this report. These contracts, mostly for works are included in the [Contract Register](#).

Collaborations with other public bodies to maximise mutual benefits, where appropriate, are included in the regulated and non-regulated contracts awarded. Examples of this include: -

- Engagement with West Lothian, East Lothian and Midlothian Council on translation services, taxi plate disposal and a framework for the supply and maintenance of cleaning equipment which the Council made available to all 32 Scottish Councils;

- Scotland Excel – the Council has utilised 56 of the 59 framework agreements, examples of which include protective clothing, library books, frozen food and dairy products;
- Scottish Government – the Council has utilised over 20 frameworks for specialist items including fuel, postal services, IT and office furniture;
- Crown Commercial Services, ESPO, YPO, HUBCo, and SCAPE frameworks have also been utilised to support Council procurements during the period including Occupational Health, Agency Recruitment and Construction projects.

Alternative sourcing opportunities were undertaken during the period to ensure requirements to provide Best Value for the Council were met. These included the direct award of contracts which support individuals, in accordance with the statutory guidance for care and support or where there were economic or technical issues that may have detrimentally impacted on service delivery e.g. using existing suppliers to maintain equipment originally provided by that specific supplier rather than seeking to replace equipment. These instances are deemed to fall under the term non-competitive action i.e. an award without a competitive procurement process. In line with the Council's Contract Standing Orders (CSOs), there is provision to waive the standard process where it is in the Council's best interest, having regard to Best Value, legal compliance and any potential risk of successful legal challenge, the principles of transparency, equal treatment, non-discrimination, proportionality and impact upon service users. A record of such instances (waivers) is maintained and reported to Finance and Resource Committee on a bi-annual basis.

In summary, non-competitive actions made up less than 5% of the regulated contracts awarded during the period of the report with 3% falling within care and support services.

The light touch approach for social and other specific services was adopted through co-production with people using council services and other key stakeholders; and identifying different processes to encourage small and third sector suppliers to respond to our requirements. Projects included the Mental Health services partnership approach to support changes in the delivery model; taking suppliers through a minimum selection processes, with detailed proposal only required when individual

projects were ready for start (like dynamic purchasing approach/approved supplier); re-opening framework agreements so as not to restrict the market or options for training provision and to support schools with pupil attainment provision.

### **3. Review of Regulated Procurement Compliance**

The procurement strategy objectives incorporate elements of the Council Business Plan and the general duties of the Act in seeking to:

- Deliver Savings and Best Value;
- Improve Processes and Policies; and
- Increase Expertise, Capacity and Effectiveness.

The steps to achieve the objectives and progress made is detailed at [Annex 2](#) along with a status review of compliance achieved.

The Procurement and Commercial Improvement Programme (PCIP) is the new tool which replaced Procurement Capability Assessments in 2016 for assessing procurement performance. The PCIP assessment, carried out by Scotland Excel in July 2017 rated the Council procurement performance, policies and procedures at an overall score of 85%, placing the City of Edinburgh Council in the highest band and significantly above the Local Authority average of 64%. The assessment identified some areas that could improve further, these include embedding contract management process, guidance and achievements made through the Contracts and Grants Management (CAGM) Team, more detail on implementation and exit strategies during the planning and delivery stages and more detail on risk management and sustainability. These actions are captured in the procurement improvement plans.

An additional improvement identified in monitoring the strategy is data capture. The Council has been reliant on manual prompts on contracts to measure outcomes which has resulted in increased administration for internal teams and external organisations. The Council aims to address this issue on a phased approach. The first phase being the introduction of new software to support Community Benefit reporting and will also provide a marketplace for local communities to engage with Council suppliers to promote social and economic engagement during the life of council contracts.

The amendments made to our processes and procedures post April 2016 to address key changes in legislation are now embedded practice and ensure regulated requirements adhere to the strategy.

## 4. Community Benefits Summary

Within its processes and procedures, the Council has embedded the requirement for Community Benefits to be considered and where appropriate sought and delivered for each regulated procurement.

Community Benefits delivered in the reporting period range from apprenticeships, training, work experience, recruitment, mentoring, and community engagement. These have been delivered by suppliers and contractors but on occasion Council staff have also been involved.

**Figure 1 – Community Benefits ‘Helping Hand’ Day**



*Organised by CPS and working alongside one of our main Contractors (Skanska FM), Lorne Primary School in Leith received help with ten people from Skanska and three staff from CPS painted two external fences and walls, the internal and external doors of the school and the main office.*

An example of the Council seeking innovation through Community Benefits is in the award of the Trade Materials contract to Travis Perkins Managed Services where a legacy fund was set up based on 1% of the anticipated delivery levels, which is managed by an independent charity, The One City Trust, through its Grant Programme.

Every year local charities or constituted community groups are invited to apply for grants to support projects tackling inequality and exclusion. There are two routes

through, which organisations are encouraged to apply for funding. The Main Grant Programme which awards projects up to the value of £10,000 and the Lord Provost Rapid Action Fund, for smaller projects up to the value of £2,000.

**Figure 2 – Community Benefits, One City Trust – Grant award**



To date, 12 projects have been awarded funding through main programme and 5 projects from the Rapid Action Fund. A further 8 projects have been successful in securing funding for the 2018/19 financial year and we will continue to work closely with our partners to build upon the success of the Community Benefits delivered.

The table below provides a qualitative summary of what has been delivered in the reporting period. Other examples have included contractors providing construction safety education, mentoring over a 12-month period, local area tidy-up campaigns, sponsorship of local community groups e.g. local football clubs, Brownies, talks and training to Council staff to enhance knowledge transfer and providing surveys and project management support to local third sector organisations.

<b>USE OF COMMUNITY BENEFIT REQUIREMENTS IN PROCUREMENT</b>	
Total Number of Regulated Contracts Awarded	<b>154</b>
Total Number of Regulated Contracts Awarded Over £4million	<b>8</b>
Total Number of Regulated Contracts Awarded with Community Benefit Requirements	<b>23*</b>

Total Value of Contracts Awarded	<b>£230,293,047</b>
<b>DELIVERED IN THE REPORTING PERIOD**</b>	
Number of Jobs Filled by Priority Groups	<b>30</b>
Number of Apprenticeships Filled by Priority Groups	<b>59</b>
SME / 3 <sup>rd</sup> Sector paid Employment Opportunities	<b>25</b>
Number of Work Placements for Priority Groups	<b>250</b>
Number of Qualifications (SVQ/NVQ) Training provided by Priority Groups	<b>216</b>
Number of Individuals receiving Educational Student Mentoring/Workshops	<b>1785</b>
Professional advice to community groups or local charities – individual support	<b>143</b>

\*This number appears low, there is a high volume of projects where community benefits were not considered suitable including a high volume of care contracts or call-off contracts awarded by other organisations.

\*\* This includes delivery from contracts awarded in previous periods but delivered in the reporting period.

## 5. Supported Businesses

Council services that procure relevant commodities have been encouraged to increase activity with Supported Businesses through targeted engagement. As an example, the Capital Programme Team within Property and Facilities Management have engaged in working with North Lanarkshire Industries and Matrix on specialist interior design upgrades to nurseries and other Council properties. The overall increased awareness and engagement has had a significant impact on Supported Business spend increasing from £177,502 in 16/17 to £202,808 in 17/18 (+14%).

In addition to call-offs from the Scottish Government Framework for Supported Factories and Businesses we have worked to identify new opportunities for sustainable procurement, including engagement with the Grassmarket Community Project, a social enterprise providing bespoke furniture.

Total actual spend with Supported Businesses in the reporting period is shown in Figure 3.

**Figure 3**

North Lanarkshire Industries	£64,276
Dovetail Enterprises	£10,177
EESL Ltd	£868
Matrix Fife	£157,674
St Judes Laundry	£24,105
	<b>£257,100</b>

## **6. Future Regulated Procurements**

Over the next two years the Council will have a mix of recurring requirements and one-off opportunities. These range from large capital investment in regeneration and house building projects to services providing repairs for housing tenants or corporate properties as well as services for people such as learning and training programmes or care services. We have provided as much detail as possible about what we intend to procure over the next 2 years, however until full scoping activity is undertaken and the contract strategies are complete, the timeline, contracting approach and values may be subject to change.

A summary of regulated procurements anticipated in the next two years is provided in [Annex 3](#).

## **7. Finance**

### **Financial Outlook**

It is anticipated that the next few years will continue to bring significant challenges for all Councils, with increases in demand for key frontline services set against a backdrop of on-going financial constraints and wider uncertainty.

This uncertainty will affect both UK-wide and Scotland-specific public expenditure levels. At this stage, no firm funding allocations have been confirmed, even at Scotland-wide level, beyond 2018/19. Wider economic forecasts, however, point to the likelihood of continuing reductions in real terms in available grant funding, coupled

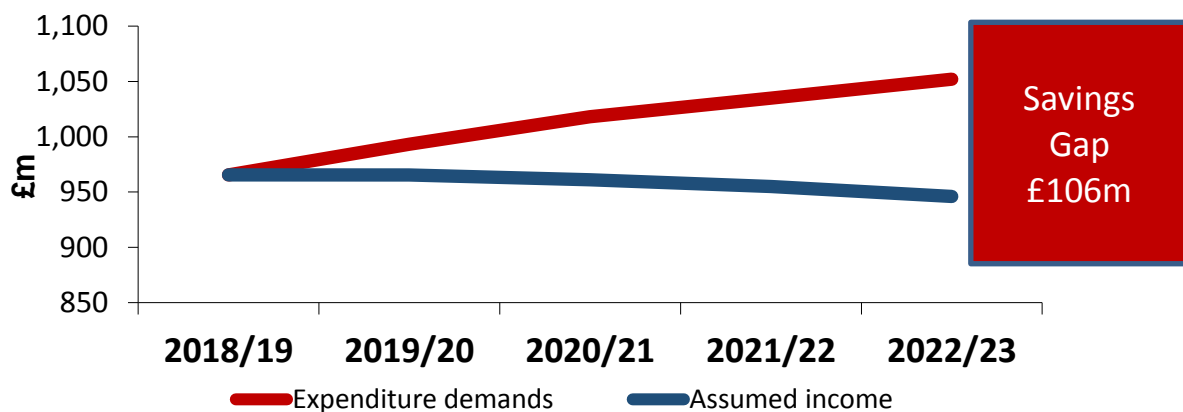


with upward pressures on employee costs following the relaxation of the Scottish Government's Pay Policy for 2018/19.

Councils also continue to face significant pressures on expenditure, in particular in relation to demographic factors, such as rising school rolls, increasing numbers of children and adults requiring specialist care and an ageing population with increasingly complex support requirements. Other areas, such as energy supply costs, are also inherently volatile and may add to the level of savings requiring to be delivered.

Figure 4 is an illustration of the gap between expenditure demands and the Council's anticipated funding position is shown below, indicating an overall recurring savings requirement of at least £106m by 2022/23.

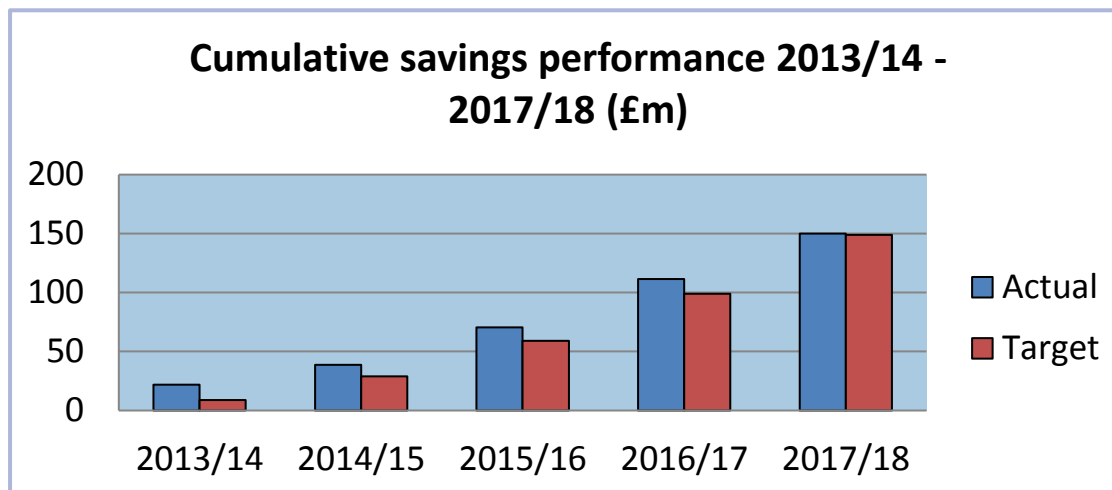
**Figure 4**



Since 2013 the Council's Commercial Excellence Programme has aimed to improve commercial activity, controls of purchasing, capability and capacity regarding commercial and procurement activities. The Council set an ambitious target for the programme to achieve total savings of £150m between 2013/14 and 2017/18. Including cost avoidance savings achieved in 2013/14, this target was met in full as shown in the chart below. The commercial and procurement practices are embedded and the Council will continue to identify opportunities, record the savings and monitor the achievement against the procurement and contract management pipeline.

The savings opportunities in future years will include a focus on demand management to reduce need and increased benchmarking activity to ensure we continue to seek Best Value outcomes from Council contracts.

**Figure 5**



**Council expenditure with third parties**

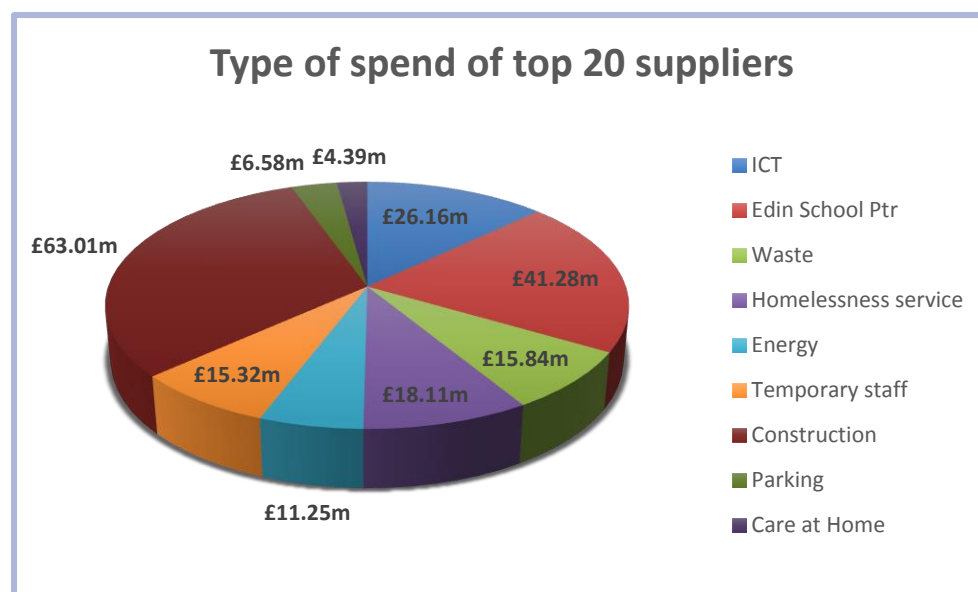
In the period of the report the Council expenditure with third parties per annum was:

- £542,112,773 in 2016/17
- £539,998,897 in 2017/18

The total volume of suppliers has reduced by 7% in the last 12 months and the local supply base has dropped by 1% in comparison (excludes spend through purchase card).

The areas of supplier spend are vast, a summary of our top type of Supplier spend is presented below in Figure 6.

**Figure 6**



Construction makes up a large proportion of the third party spend and is attributed to a range of projects including housing, education, transport and infrastructure and maintenance of Council estate. This pipeline of projects over the next 3 - 5 years anticipated to be in the region of £1bn.

## Annex 1 – Regulated Procurements

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
<b>GOODS CONTRACTS AWARDED - 11</b>					
27/03/2017	Brodie Melrose Drysdale & Co Ltd	Catering supplies	£50,000	01/04/2017	30/09/2017
28/03/2017	Bradmac Garage Equipment & Services Ltd	Vehicle Test Equipment; Taxi Examination Centre	£55,225	10/04/2017	09/04/2020
01/07/2017	Brakes Bros Ltd	Supply & distribution of frozen foods Call off - SXL	£4,000,000	01/07/2017	30/06/2019
20/07/2017	Matthew Clark Wholesale Ltd	Alcoholic & Non-alcoholic Beverages for Theatres- Call off – SE Ayrshire	£996,000	04/10/2017	04/10/2019
01/08/2017	Nottingham Rehab Supplies	Aids for Daily Living – call off - YPO	£975,000	01/09/2017	31/08/2018
01/08/2017	G & S Smirthwaite Ltd	Aids for Daily Living– call off - YPO	£65,000	01/09/2017	31/08/2018
14/09/2017	NewAuto Ltd t/a MOGO UK	Supply & Disposal of Taxi Licence Plates	£337,919	02/10/2017	01/10/2021
04/12/2017	Hewlett Packard UK Ltd	Mobile Client Devices – call off SGov	£1,000,000	15/12/2017	15/11/2018
25/01/2018	Nottingham Rehab Ltd t/a NRS Healthcare	Aids for Daily Living Equipment, Services – call off - YPO	£4,840,000	01/02/2018	31/01/2020
19/02/2018	DMG Floorcare Ltd	Framework - Supply & Maintenance of Cleaning Equipment	£405,000	26/02/2018	25/02/2022
22/03/2018	Pitney Bowes Ltd	High Speed Mail Scanners – call off CCS	£200,116	23/03/2018	21/03/2023
<b>SERVICES CONTRACTS AWARDED - 137</b>					
01/01/2017	Lothian Centre for Inclusive Living (LCiL)	Independent Living Support Services	£702,000	01/01/2017	31/12/2020
04/01/2017	Royal Mail Group Ltd	Postal Services – call off SGov	£1,644,000	04/01/2017	03/01/2020
10/01/2017	Pricewaterhouse coopers LLP	Internal Audit Provision	£631,400	01/04/2017	31/03/2019
11/01/2017	S&S Properties	Temp Accommodation	£250,000	01/04/2016	31/03/2017
19/01/2017	My Adventure	Youth programme	£128,089	01/01/2017	31/03/2018
19/01/2017	Arcadis LLP	FM Service Technical Consulting Support – Call off (ESPO)	£204,889	01/04/2017	31/08/2017
25/01/2017	Northgate Public Services (UK) Ltd	Single Occupancy Discount Review Service	£152,228	25/01/2017	30/09/2021
27/01/2017	DA Languages Ltd Prestige Network Ltd Global Language Services Ltd Supreme Linguistic Services Ltd AA Global Language Services Ltd The Language Room Ltd Translate Plus Ltd	Interpreting & Translation Framework	£1,485,377	06/02/2017	05/02/2020
27/01/2017	Ernst and Young LLP	Provision of 7 Cities Investment Fund Report	£55,145	01/02/2017	12/04/2017
30/01/2017	Redsky IT Hemel Ltd	Annual support and maintenance	£53,591	23/01/2017	22/01/2018
08/02/2017	AWJ Woodwaste Ltd	Uplift and Processing of Waste Laminates	£120,000	04/01/2017	03/01/2018

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
10/02/2017	TMP (UK) Ltd	Recruitment - call off SGov	£985,436	05/03/2017	17/04/2018
15/02/2017	Underbelly Ltd	Major Events	£161,328	27/02/2017	26/02/2020
15/02/2017	Access to Industry Ltd	Employability Complex Needs Service	£954,158	01/04/2017	31/03/2019
17/02/2017	Barnardos	Behavioural Intensive Support Service	£50,635	01/04/2016	30/09/2016
20/02/2017	Perimeter Intruder Detection Systems Ltd	Supply of Temporary Security Alarm Systems	£960,000	03/04/2017	31/03/2022
22/02/2017	Currie & Brown	Project Management services for street lighting	£475,100	03/03/2017	01/03/2021
28/02/2017	Aebi Schmidt UK Ltd	Hot Wash Pavement Machines	£105,000	06/03/2017	05/03/2020
08/03/2017	Pertemps	Managed Services Recruitment (Mstar2) – call off ESPO	£65,000,000	12/06/2017	11/06/2020
14/03/2017	Lothian Centre for Inclusive Living Fife Business Centre Accountability	Payroll Support Service Framework Agreement	£470,470	01/04/2017	31/03/2020
20/03/2017	National Youth Choir of Scotland	Kodaly music training	£57,760	01/09/2016	30/06/2017
21/03/2017	Currie & Brown	Technical Design services	£252,252	28/03/2017	04/05/2020
24/03/2017	Transport for Edinburgh Ltd	Citywide Wayfinding	£137,000	15/03/2017	31/03/2017
30/03/2017	AECOM Ltd	Community Links Plus Bid - Stage 3 Call off - SXL	£78,556	03/04/2017	21/07/2017
01/04/2017	Stepping Stones North Edinburgh	Early Years Services - Granton Early Years Centre	£184,500	01/04/2017	31/03/2019
01/04/2017	Milan Senior Welfare Organisation Ltd	Day Centre (Older People)	£222,379	01/04/2017	31/03/2019
10/04/2017	SWECO UK Ltd	Workplace Travel Planning Consultants	£100,000	01/06/2017	31/03/2018
12/04/2017	Underbelly	Edinburgh's Christmas and Edinburgh's Hogmanay	£5,000,000	24/04/2017	23/04/2020
20/04/2017	The Roberts Partnership Ltd	Digital Boost Programme	£117,930	01/05/2017	31/03/2018
25/04/2017	Biffa Waste Services Ltd	Receipt, Bulking and Transfer of Waste	£513,846	28/11/2016	27/11/2017
25/04/2017	William Tracey Ltd	Receipt, Bulking and Transfer of Waste	£342,217	28/11/2016	27/11/2017
25/04/2017	NWH Waste Services Ltd	Receipt, Bulking and Transfer of Waste	£776,451	28/11/2016	27/11/2017
04/05/2017	Ocean Serviced Apartments Ltd	Accommodation for Adult Care service	£86,640	01/04/2017	31/03/2018
08/05/2017	St Margarets Children & Family Care	adoption services	£110,000	01/04/2017	31/03/2018
15/05/2017	Whistl Scotland Ltd	Printing and mailing services	£125,000	01/05/2017	30/06/2017
16/05/2017	Travelers Insurance Company	Insurance for Edinburgh Trams Ltd	£869,862	31/05/2017	30/05/2020
19/05/2017	Glenallan	Temp Accommodation	£200,000	01/04/2017	31/03/2018
19/05/2017	Park View House Hotel	Temp Accommodation	£200,000	01/04/2017	31/03/2018
19/05/2017	Ravensdown Guest House	Temp Accommodation	£200,000	01/04/2017	31/03/2018
19/05/2017	Granville Guest House	Temp Accommodation	£200,000	01/04/2017	31/03/2018
19/05/2017	Edinburgh Regency Guest House	Temp Accommodation	£200,000	01/04/2017	31/03/2018
22/05/2017	Edge Autism Ltd	Behavioural support service	£64,000	23/05/2017	22/05/2018
22/05/2017	Portfolio Evaluation Ltd	Investment Performance and Risk Analysis Service	£655,600	01/01/2017	31/12/2021

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
24/05/2017	Crew 2000	Crew 2000 - SE Locality Provision	£82,126	01/04/2017	31/03/2019
30/05/2017	Direct Control UK Ltd	Electric and Audio Visual	£57,540	15/05/2017	09/06/2017
30/05/2017	Anturas Consulting Ltd	Strategic support Water of Leith Phase 2 and Tram Extension	£440,000	31/03/2017	31/03/2019
06/06/2017	Inclusion Alliance	Support services	£91,354	06/06/2017	19/06/2019
15/06/2017	Currie & Brown	Cost Management services	£172,620	17/05/2017	16/05/2020
27/06/2017	Fabb Scotland Ltd	Holiday Activity Programme	£3,242,061	30/06/2017	31/03/2021
27/06/2017	WYG Environment Planning Transport Ltd	Transport report	£82,911	01/07/2017	17/03/2019
29/06/2017	East Park	Specialist care service	£693,229	12/07/2017	11/07/2019
30/06/2017	Jontek Ltd	Maintenance of alarm receiving centre	£74,000	01/04/2017	31/03/2018
03/07/2017	Legrand Jontek	Maintenance of alarm receiving centre	£100,000	01/04/2017	31/03/2018
07/07/2017	Taskforce Finishing and Handling Ltd	Specialist print finishing service	£50,000	01/07/2017	30/06/2018
07/07/2017	Whistl Scotland Ltd	Interim delivery service Income and Benefits mailings	£50,000	01/04/2017	31/07/2017
11/07/2017	NAS Services Ltd	Specialist Autistic Care	£99,473	14/07/2017	10/01/2018
13/07/2017	1212 Taxis 782 Edin Ltd AAA Coaches Ltd Abbot Travel Alan Urquhart t/a ABC Minicoach Hire W&K Scott Ltd t/a Alba Coaches Aerial ABW Cabs Ltd Allthefours Incorp Allan's Coaches Bodyshop Edinburgh Ltd Carr Private Hire Ltd CC Taxis Ltd Central Radio Taxis Tollcross Ltd Charlie Irons Coaches Ltd Chauffeur Drive Scotland Ltd City Cabs Edinburgh Ltd City Circle UK Ltd Community Transport Glasgow Coulman Coaches Ltd DG Transport Duddingston Transport Ltd Ross Kevin Haldane t/a E&R Taxis Edinburgh City Private Hire Ltd Edinburgh Taxis Ltd H&M Ferguson Ltd Festival Travel Scotland Ltd	Education and Health & Social Care Transport Framework Agreement	£13,000,000	03/07/2017	02/07/2018

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	First Scotland East Ltd Richard George Graham t/a G&R Taxis Greig McNeill t/a GDM Private Hire George Taylor t/a GT Private Hire Timothy Mainwaring t/a GT Travel Hannings Ltd E & M Horsburgh Ltd James Kennedy t/a J&K Private Hire Linda Sutherland t/a LA Travel Mark O'Donnell t/a M&D Private Hire Nancy McElhone Douglas Mckendry t/a Mckendry Coaches Masoka Ltd Ian Mycko Peter Corsie t/a P&S Transport S & M Pickering Prentice Westwood Ltd Ratho Coaches Ltd Salmond's Mini - Coach Hire Ltd Mini Coach Hire Ltd James Scott Samuel Douglas t/a SD Travel Shandon Travel Ltd Graham Soave t/a Soave Minibus & Taxi Hire Swift Coaches Ltd Westcroft Travel Ltd	Education and Health & Social Care Transport Framework Agreement (contd)			
18/07/2017	Republic of Media Ltd	Media Planning, Buying and Associated Services – call off SG	£464,791	18/08/2017	31/07/2018
23/07/2017	Bridge Systems Ltd	Maintenance of radio mast	£807,784	01/04/2017	31/03/2018
26/07/2017	Balfour Beatty Civil Engineering Ltd	North Bridge Refurbishment Pre-Construction Stage – call off Scape	£393,751	04/09/2017	31/03/2018
27/07/2017	Voyage 1 Ltd t/a Voyage Care	Care Home	£3,087,500	01/10/2017	30/09/2020
01/08/2017	Aecom Ltd	Cycle design service	£74,448	01/08/2017	01/04/2018
05/08/2017	East Park	Care services	£691,330	05/08/2017	04/08/2019
07/08/2017	Sacro	Peer Support and Mentoring Service	£291,019	01/09/2017	31/03/2020
08/08/2017	Proludic Ltd	Playground – call off SXL	£83,052	14/08/2017	31/08/2017
09/08/2017	Advocard	Independent Advocacy Services - Lot 1	£2,650,000	01/08/2017	31/07/2020
09/08/2017	Partners in Advocacy	Independent Advocacy Services - Lot 2	£1,250,000	01/08/2017	31/07/2020
24/08/2017	Progressive Partnership Ltd	Edinburgh People Survey 2017	£58,960	29/08/2017	30/03/2018
24/08/2017	Inclusion Alliance Places for People Scotland	Framework Agreement for Day Support Services for	£28,000,000	02/10/2017	01/10/2020

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	Capability Scotland Redwoods Caring Foundation Carr Gomm Scotland Ltd Crossreach Columcille Ltd Richmond Fellowship Scotland Leonard Cheshire Disability Tiphereth Ltd Community Integrated Care Garvald Centre Edinburgh Visualise Scotland Active Healthcare Services Enable Scotland Scottish Autism The Action Group Clayton Care Ltd Upward Mobility Ltd Autism Initiatives UK	Adults with Learning Disabilities			
01/09/2017	A Wilderness Way Ltd	Residential Care YP	£317,000	01/09/2017	31/03/2019
01/09/2017	Active Ark	Residential Care YP	£390,000	01/09/2017	31/03/2019
01/09/2017	Ramboll UK	Fire risk assessments	£72,500	15/09/2017	31/11/2017
04/09/2017	LT Flexible Framework – Multi- Supplier	Open Framework Pupil Equity Funding	£4,000,000	08/09/2017	07/09/2019
12/09/2017	Roberts Partnership Ltd	Business Gateway Services	£74,250	01/10/2017	31/03/2018
20/09/2017	Risk Management Partners Ltd	Property Insurance	£2,051,938	01/10/2017	30/09/2022
20/09/2017	Aon UK Ltd	Property Insurance	£438,186	01/10/2017	30/09/2022
22/09/2017	WYG Environment Planning Transport Ltd	George Street and First New Town Public Realm Project	£289,400	25/09/2017	29/06/2018
25/09/2017	Aon UK Ltd	Property Insurance	£1,764,322	01/10/2017	30/09/2022
27/09/2017	Telefonica UK Ltd t/a O2	Mobile and Voice Telecom Services	£2,000,000	01/10/2017	30/09/2020
29/09/2017	Viridor Waste Management Ltd Biffa Waste Services Ltd NWH Waste Services Ltd William Tracey Ltd	Framework for Reception, Handling and Transfer of Waste	£2,982,714	29/11/2017	28/12/2018
01/10/2017	Oxgangs Care	Care service	£152,798	01/10/2017	31/03/2018
18/10/2017	Matrix Fife	Aids for Daily Living – Call off - SG	£69,000	27/10/2017	31/08/2018
23/10/2017	NL Productions Ltd	2018 Lighting Installation	£80,000	08/02/2018	12/04/2018
25/10/2017	Integrated Skills (UK) Ltd	Waste Collection Software	£50,000	01/10/2017	01/10/2018
25/10/2017	Sheridan Myers Management Services LLP	Transportation of Food Containers	£1,640,035	01/11/2017	01/11/2022
31/10/2017	IMG Artists UK Ltd	Music performers	£192,750	01/10/2017	31/03/2018
03/11/2017	Matrix Fife	Aids for Daily Living supply, servicing and repairs – call off SG	£50,000	01/09/2016	31/08/2017
03/11/2017	Arjo Huntleigh	Aids for Daily Living supply, servicing and repairs	£65,086	01/09/2016	31/08/2017
07/11/2017	Barony Housing Association Ltd	PSP- Mental Health and Wellbeing Services	£302,000	01/11/2017	31/10/2019
07/11/2017	Cyrenians	PSP- Mental Health and Wellbeing Services	£80,000	01/11/2017	31/10/2019



Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
07/11/2017	Edinburgh Leisure	PSP- Mental Health and Wellbeing Services	£160,000	01/11/2017	31/10/2019
07/11/2017	Health in Mind	PSP- Mental Health and Wellbeing Services	£970,000	01/11/2017	31/10/2019
07/11/2017	Link Up Womens Support Centre	PSP- Mental Health and Wellbeing Services	£120,000	01/11/2017	31/10/2019
07/11/2017	Living Well North Edinburgh	PSP- Mental Health and Wellbeing Services	£242,000	01/11/2017	31/10/2019
07/11/2017	North East Edinburgh Counselling Service	PSP- Mental Health and Wellbeing Services	£162,000	01/11/2017	31/10/2019
07/11/2017	Penumbra	PSP- Mental Health and Wellbeing Services	£1,270,000	01/11/2017	31/10/2019
07/11/2017	Pilton Community Health Project	PSP- Mental Health and Wellbeing Services	£106,000	01/11/2017	31/10/2019
07/11/2017	Scottish Association for Mental Health	PSP- Mental Health and Wellbeing Services	£362,000	01/11/2017	31/10/2019
07/11/2017	Support in Mind Scotland	PSP- Mental Health and Wellbeing Services	£328,000	01/11/2017	31/10/2019
07/11/2017	Cofely	Bustracker (RTPI) Operation and Maintenance	£675,000	01/03/2017	31/12/2018
10/11/2017	Comas	Edinburgh's Domestic Abuse Services	£120,576	06/11/2017	03/11/2019
10/11/2017	Edinburgh Women's Aid	Edinburgh's Domestic Abuse Services	£1,442,003	06/11/2017	03/11/2019
10/11/2017	Shakti Womens Aid	Edinburgh's Domestic Abuse Services	£933,297	06/11/2017	03/11/2019
10/11/2017	Four Square Scotland	Edinburgh's Domestic Abuse Services	£692,640	06/11/2017	03/11/2019
14/11/2017	Loretto Care	Care Home	£98,849	14/11/2017	31/03/2020
20/11/2017	Evans Cycles UK Ltd	Salary Sacrifice Cycle to Work Scheme	£474,000	27/11/2017	26/11/2020
22/11/2017	Osiris Educational Woodhall Spa Ltd	Conferences and Training for Teachers	£249,000	01/08/2017	31/12/2017
24/11/2017	Scott Moncrieff	External Audit and taxation services	£150,000	01/01/2018	31/12/2019
1/12/2017	BHL Consultancy Clerk of Work Inspection Services Ltd D A Gilmour Ltd GHPC Group Ltd Hickton Consultants Ltd IMG Quality Control Long O'Donnell Associates Ltd Ross Quality Control Ltd Sentinel Clerk of Works Ltd	Clerk of Works – Framework	£5,000,000	01/12/2017	1/12/2019
06/12/2017	Scott-Moncrieff	Audit, Taxation and Accounting	£70,750	01/01/2018	31/12/2019
07/12/2017	People Asset Management Ltd	Occupational Health & Employee Assistance Programmes – call off CCS	£3,500,000	06/01/2018	06/01/2021
07/12/2017	Four Square Scotland	Homelessness Support Services	£2,484,000	01/03/2018	28/02/2021
07/12/2017	Ypeople/Sacro	Homelessness Support Services	£7,326,225	01/03/2018	28/02/2021
29/12/2017	Scene One Search and Selection Ltd	Agency service	£96,000	01/01/2018	30/06/2018

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
01/01/2018	Mais House/Royal British Legion	Residential and Nursing Home	£98,500	01/01/2018	31/03/2021
19/01/2018	The Action Group	Information & Advice Service (BME) Carers	£97,662	02/04/2018	31/03/2019
22/01/2018	Glendale Grounds Management Ltd	Garden and Grounds Maintenance	£250,000	31/01/2018	31/10/2018
26/01/2018	Changeworks Recycling Ltd	Provision of an Energy Advice Service	£759,620	05/02/2018	04/02/2020
02/02/2018	Doig & Smith	Project Management for Active Travel	£60,000	02/02/2018	02/02/2019
12/02/2018	Cameron Guest House Group	Temp Accommodation	£250,000	01/04/2017	31/03/2018
12/02/2018	Cyrenians	Food Education Service	£246,250	01/04/2018	31/03/2021
12/02/2018	Carr Gomm Scotland Ltd	Care and Support Services	£83,947	01/12/2017	31/03/2018
13/02/2018	Alzheimer Scotland-Action on Dementia	Post Diagnostic Support Service	£1,125,000	01/04/2018	31/03/2021
22/02/2018	Alere Toxicology Plc	Saliva Based Test Kits and Screening	£50,000	02/01/2018	01/06/2018
27/02/2018	Care & Repair in Edinburgh	Provision of a care and Repair Service	£483,676	01/04/2018	31/03/2019
08/03/2018	Blackwood Homes and Care	Night time support for Adults	£152,850	01/04/2018	31/03/2019
08/03/2018	McSence Communication Ltd	Moving and Handling Training	£238,000	01/04/2018	31/03/2021
19/03/2018	Barnardos	Transitional Support for young people	£180,180	01/04/2018	31/03/2019
19/03/2018	BT Redcare	Maintenance	£155,201	01/07/2018	30/06/2019
20/03/2018	Childcare Connections Ltd	Provision of Subsidised Childcare	£132,240	01/04/2018	31/03/2019
20/03/2018	Kidzcare Ltd	Provision of Subsidised Childcare	£84,105	01/04/2018	31/03/2019
20/03/2018	North Edinburgh Childcare	Provision of Subsidised Childcare	£395,369	01/04/2018	31/03/2019
20/03/2018	Smilechildcare	Provision of Subsidised Childcare	£258,813	01/04/2018	31/03/2019
21/03/2018	Manpower Direct (UK) Ltd	Manned Security	£147,000	08/01/2018	31/05/2018
26/03/2018	Bethany Christian Trust	Homeless services	£243,346	01/04/2018	31/03/2019
28/03/2018	Calm Training Ltd	Specialist training	£68,650	01/04/2018	31/03/2021
29/03/2018	SPIE Scotshield Ltd	Maintenance and Repair	£65,093	01/10/2018	30/09/2019
<b>WORKS CONTRACT AWARDED - 6</b>					
20/02/2017	Willmott Dixon Construction Ltd	Design and build, West Pilton Grove – Call off, SCAPE	£3,200,429	06/03/2017	22/01/2018
20/02/2017	Willmott Dixon Construction Ltd	Design and build, Calder Gdns– Call off, SCAPE	£3,960,442	06/03/2017	12/03/2018
04/07/2017	P1 Solutions Ltd	Saughton Park Hard & Soft Landscaping	£3,859,345	04/07/2017	20/07/2018
04/10/2017	CCG Scotland Ltd	Seafield Depot	£3,351,016	01/11/2017	31/10/2018
24/11/2017	CCG Scotland Ltd	Housing Development	£9,406,946	27/11/2017	11/03/2019
11/07/2017	A & E Controls Ltd, TESGL Ltd t/a SSE Enterprise, Energy Solutions, Laplace Solutions Ltd, Enterprise Control Engineers Ltd,	Framework - BEMS Installation & Upgrade	£2,500,000	17/07/2017	16/07/2019

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	Building Management Solutions Integrators (BMSI), Craigalan Controls Ltd				

# Annex 2 – Compliance with Procurement Strategy

## Strategy objectives

1. Deliver Savings and Best Value (and we will do this by):		
Item	Our Progress	Status
Working together to identify opportunities and continuing to challenge the status quo	<ul style="list-style-type: none"> <li>➤ Adoption of a Business (Commercial) Partnering approach in relation to procurement matters;</li> <li>➤ Close working with 'customers' across and external to the organisation to identify new and innovative solutions – challenging the existing, striving for improvement;</li> <li>➤ Services considered on a cross-directorate (Council wide) basis to deliver holistic solutions; and</li> <li>➤ Best Value efficiencies borne from within the Commercial and Procurement Services team and by Directorates, captured within the Commercial Excellence Programme.</li> </ul>	<b>Fully Complied</b>
Focusing on the delivery of a service which delivers successful preventative care and early intervention through the localities model	<ul style="list-style-type: none"> <li>➤ Review and delivery of alternative service delivery models based around localities approach;</li> <li>➤ Collective working, inclusive of Health and Social Care / Communities and Families integration with third party providers, as one to deliver successful services;</li> <li>➤ Shift in emphasis to preventative and early interventions and, where appropriate, delivery at a locality level; and</li> <li>➤ Significant change impacted through co-production with service users and providers.</li> </ul>	<b>Fully Complied</b>
Improving contract and supplier relationship management across the Council to ensure optimum value and innovation from our contractual relationships	<ul style="list-style-type: none"> <li>➤ Contract and Grants Management team set up to oversee strategy and Council-wide best practice;</li> <li>➤ Initial focus on higher value / higher risk contracts with commercial efficiencies delivered;</li> </ul>	<b>Partially Complied</b>

**1. Deliver Savings and Best Value (and we will do this by):**

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Development of consistent policy and practice to ensure best value for all stakeholders and encourage continuous improvement, innovation and enhanced supplier relationships; and</li> <li>➤ Development of Contract Management documentation suite through cross-service collaboration with specialists in Health and Safety, Risk Management, Resilience, Corporate Governance and Data Protection.</li> </ul>	
<p>Applying a whole life costing approach which balances cost, quality and sustainability</p>	<ul style="list-style-type: none"> <li>➤ Whole life cost considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold;</li> <li>➤ Focus shift from 'price only' evaluation, to Whole Life Costing procurement supporting the local economy;</li> <li>➤ Whole Life costing included within commercial excellence templates, to be considered on every appropriate opportunity; and</li> <li>➤ Continual monitoring on the use of whole-life costing within our tender approach, with Best Practice library recorded for future reference.</li> </ul>	<b>Fully Complied</b>
<p>Increasing market engagement and benchmarking to drive competitive tenders and to improve quality through best practice</p>	<ul style="list-style-type: none"> <li>➤ All regulated procurements embrace market engagement, research and benchmarking in order to maximise quality and value. Various 'Meet the Buyer / Supplier' events held throughout;</li> <li>➤ Evaluation process establishes scale of commercial opportunity, complexity and political and/or social impact, with an outcome categorisation rating;</li> <li>➤ Collaboration with other Local Authorities and/or public-sector partners, benchmarking undertaken to establish baseline and learn of best practice within the sector;</li> <li>➤ Frequent market engagement through Prior Information Notice on Public Contracts Scotland, advertising engagement and co-production events on the Edinburgh Compact website; and</li> </ul>	<b>Fully Complied</b>

**1. Deliver Savings and Best Value (and we will do this by):**

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Use of third sector engagement organisations such as Edinburgh Voluntary Organisations Council and Coalition of Care and support Providers in Scotland (CCPS).</li> </ul>	
<p>Increasing collaboration through the City and Lothians as well as with other public-sector organisations</p>	<ul style="list-style-type: none"> <li>➤ Ongoing commitment and active contribution to Scotland Excel collaborative approach with all our Local Authority Partners;</li> <li>➤ Focus on increased collaboration with other public-sector organisations with recent engagement with the Scottish Prison Service and University of Edinburgh; and</li> <li>➤ New collaborative contracts introduced with partners such as East, West and Midlothian Councils, NHS Lothian, NHS Fife, North and South Ayrshire Councils, Aberdeenshire Council, and Police Scotland.</li> </ul>	<p><b>Fully Complied</b></p>
<p>Maximising Community Benefits</p>	<ul style="list-style-type: none"> <li>➤ Community Benefits imposed in all contracts over £50,000 where appropriate for supplies and services and over £2m for works;</li> <li>➤ Development of model questions for contracts and frameworks to encourage appropriate and preferred benefits linked to our communities;</li> <li>➤ Community Benefit requirements continue to provide a method of including social and economic matters in public contracts;</li> <li>➤ Successful delivery of a number and range of different Community Benefits within period; and</li> <li>➤ Community Benefit captured internally and reported to CPS senior management.</li> </ul>	<p><b>Fully Complied</b></p>

## 2. Improve Processes and Policies by:

Item	Our Progress	Status
Developing a light touch procurement regime for health and social care services which will deliver the best service outcomes for the available budget.	<ul style="list-style-type: none"> <li>➤ New 'light touch' procurement regime used extensively to deliver better outcomes - service users and providers of services alike, e.g. Pupil Equity Funding' and Learning and Development providers;</li> <li>➤ Approach ensured continuity of care for those already in receipt of services using 'direct award' in specific circumstances; and</li> <li>➤ Innovative processes (based upon Dynamic Purchasing Systems), to provide the flexibility and access to capacity to deliver a more comprehensive range of services.</li> </ul>	<b>Fully Complied</b>
Working closely with service areas in commissioning activities to fully comply with the Procurement (Scotland) Regulations 2015, Procurement Reform (Scotland) Act 2014, Procurement 2016 and Statutory Guidance by embedding requirements in our procurement handbook and standard procurement documentation	<ul style="list-style-type: none"> <li>➤ Regulations and statutory guidance embedded into the Contract Standing Orders in June 2016 (updated December 2017). Reviewed on an annual or as required basis;</li> <li>➤ Contract Standing Orders have provided the policy to amend and improve processes and procedures utilised to support compliance of commissioning for goods, works and services required;</li> <li>➤ Regulated procurements tendered via PCS website;</li> <li>➤ Council Procurement Handbook updated to reflect guidance changes; and</li> <li>➤ Alerts set up on Scottish Government Procurement Journey to ensure changes are captured and acted on.</li> </ul>	<b>Fully Complied</b>
Making sustainable procurement business as usual, and incorporating community benefits in all appropriate contracts with values of £50,000 and above	<ul style="list-style-type: none"> <li>➤ Council's Sustainable Procurement Policy Outcomes commits to maximising social and economic benefits from all procurement activity;</li> <li>➤ Procurement document suite incorporates prompts to aid inclusion of social, economic and environmental benefits to support our policy and Council strategic aims;</li> </ul>	<b>Fully Complied</b>

## 2. Improve Processes and Policies by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Sustainable procurement is pivotal in our procurement handbook and CSOs which is part of our induction process for staff and annual policy awareness compliance checks;</li> <li>➤ As above, Community Benefits imposed in contracts over £50,000 where appropriate for goods and services and over £2m for works; and</li> <li>➤ Procurement training provided to staff to support their learning and understanding of their influence.</li> </ul>	<b>Fully Complied</b>
Applying Fair Work requirements to procurements and encouraging the adoption of these and promotion of the Living Wage	<ul style="list-style-type: none"> <li>➤ Relevance of Fair Work Practices is considered for all regulated procurements;</li> <li>➤ Key aspect considered in the procurement journey ensuring this is adequately addressed where appropriate;</li> <li>➤ Requirements are embedded in the relevant procurement documentation templates inclusive of the Procurement Plan, Invitation to Tender, Evaluation Questions and the Terms and Conditions; and</li> <li>➤ Processes developed to ensure compliance with legislative duty to consider sustainable procurement in every project and contract with robust Fair Work Practices embedded within.</li> </ul>	<b>Fully Complied</b>
Supporting local businesses and SMEs through closer working with City Strategy and Economy and other partners, and by making our processes more streamlined and accessible	<ul style="list-style-type: none"> <li>➤ Council has board representative and supports Supplier Development Programme Scotland to deliver their procurement training programme to SMEs. Close relationships with the Place Directorate;</li> <li>➤ Meet the Buyer events attended each year and hosting of contract specific events to ensure potential SMEs and the Council deliver best value through a better understanding of project and procurement process;</li> <li>➤ Contract Standing Orders include the provision to support the use of local SMEs for purchasing under £50,000. At least one SME from the City of Edinburgh or a significant employer within the City of Edinburgh shall be invited to tender in any process for purchases/ contracts of an estimated value of £50,000 or less;</li> </ul>	<b>Fully Complied</b>



## 2. Improve Processes and Policies by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Contracts lotted appropriately to support SMEs bid for goods, services and works aligned to their business model and to support our local supply chain deliver best value for the council; and</li> <li>➤ Collaborative bids supported and training is provided where the market indicates this would be preferred to ensure a valued and compliant bid is secured.</li> </ul>	<b>Fully Complied</b>
Working closely with the third sector and supported businesses to deliver better outcomes for service users and our communities	<ul style="list-style-type: none"> <li>➤ Consideration to involvement of third sector supported businesses in Regulated Procurements is included at the early strategy stage of a project;</li> <li>➤ Regular meetings with Edinburgh Voluntary Organisations Council (EVOC) as one of our third sector representations;</li> <li>➤ Sizeable increase in usage of existing supported businesses such as North Lanarkshire Industries, Dovetail Enterprises, EESL Ltd, Matrix Fife and St Jude's Laundry as a result of internal promotion across the Council; and</li> <li>➤ Attending supported business events to gain insight to developments and cascading the detail and contact information to council staff.</li> </ul>	<b>Fully Complied</b>
Promoting compliance by contractors and sub-contractors with the Health and Safety legislation	<ul style="list-style-type: none"> <li>➤ Publication of new guide to assist managers plan and commission construction related property alteration or refurbishment works to ensure works comply with relevant Health and Safety legislation, procurement requirements, building standards and Council processes;</li> <li>➤ Development of works planning checklist with prompt to risk assessments, responsibilities, relevant policy and contact details of responsible parties;</li> <li>➤ Assessment and monitoring carried out by relevant departments, procurement process includes reference to Health and Safety where applicable; and</li> <li>➤ The Council Health and Safety Policy sets out contract owner's responsibilities for managing contractors.</li> </ul>	<b>Fully Complied</b>

## 2. Improve Processes and Policies by:

Item	Our Progress	Status
Promoting the highest standards of animal welfare and encouraging the procurement of fairly and ethically traded goods and services	<ul style="list-style-type: none"> <li>➤ Edible Edinburgh Sustainable Food City Plan is referenced in our procurement documents when buying foods;</li> <li>➤ References through User Intelligence Groups that feed into Scotland Excel frameworks through which the majority of our goods and food supplies are purchased; and</li> <li>➤ Fair trade considerations included within recent coffee projects for internal cafes</li> </ul>	<b>Fully Complied</b>
Continuing to improve compliance using our Purchase to Pay (P2P) processes further to maximise the controls available through new electronic systems introduced from 2017	<ul style="list-style-type: none"> <li>➤ Purchase to Pay (P2P) process continues to strictly control payments whilst ensuring payment to suppliers occurs in a timeous fashion;</li> <li>➤ 'Vendor form' (new suppliers) enhanced to embrace internal/external changes and ensure compliance with recent legislative change, inclusive of identification of sole trader/self-employed suppliers, intermediary suppliers and consultants; and</li> <li>➤ New controls implemented, in partnership with Human Resources, for achieving compliance with the Intermediaries Legislation (IR35) for Sole traders / Self Employed and Companies of one individual are verified via the HMRC online assessment tool.</li> </ul>	<b>Fully Complied</b>
Ensure as far as reasonably practicable that payments to contractors and down through the supply chain are made no later than 30 days after a valid invoice is presented	<ul style="list-style-type: none"> <li>➤ Adoption of Standard Terms and Conditions for all regulated procurements to ensure the requirement for the Council to pay undisputed invoices within 30 days of receipt;</li> <li>➤ All regulated procurements in period included terms and conditions regarding the prompt payment of Contractors making payment to their nominated sub-contractors; and</li> <li>➤ 95% of invoices were paid within 30 days during the reporting period.</li> </ul>	<b>Partially Complied</b>

### 3. Improve Processes and Policies by:

Item	Our Progress	Status
<p>Developing a light touch procurement regime for health and social care services which will deliver the best service outcomes for the available budget.</p>	<ul style="list-style-type: none"> <li>➤ New 'light touch' procurement regime used extensively to deliver better outcomes - service users and providers of services alike, e.g. Pupil Equity Funding' and Learning and Development providers;</li> <li>➤ Approach ensured continuity of care for those already in receipt of services using 'direct award' in specific circumstances; and</li> <li>➤ Innovative processes (based upon Dynamic Purchasing Systems), to provide the flexibility and access to capacity to deliver a more comprehensive range of services.</li> </ul>	<p><b>Fully Complied</b></p>
<p>Promoting and supporting professional training opportunities through apprenticeships, trainee programme and continuing professional development options for wider specialist team including CIPS and learning opportunities offered via Scotland Excel</p>	<ul style="list-style-type: none"> <li>➤ Encouragement, mentoring and support to staff to embrace learning opportunities and undertake appropriate CIPS training;</li> <li>➤ Support to two procurement apprentices and up to five procurement trainees in specialist development;</li> <li>➤ Staff study towards and attainment in CIPS Level 3 advanced certificate, Level 4 Diploma and Level 5 advanced Diploma; and</li> <li>➤ CPD opportunities supported, including events on recent case law, specialist services such as care or sign language.</li> </ul>	<p><b>Fully Complied</b></p>
<p>Developing practical delivery skills in Commercial and Procurement Services through training, secondments, work shadowing and mentoring activity</p>	<ul style="list-style-type: none"> <li>➤ Development and Implementation of Commercial Training Plan for staff, covering variety of different training opportunities e.g. whole life costing, specification development, report writing;</li> <li>➤ Training events undertaken from external providers and legal experts, updates on forthcoming changing legislation such as GDPR and 'all-rounder' training e.g. 'effectively working as a team' and 'presentation training'; and</li> </ul>	<p><b>Fully Complied</b></p>

### 3. Improve Processes and Policies by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Work shadowing opportunities provided to staff studying procurements aspects of Finance, secondment to SPS and sharing knowledge with other Councils on projects.</li> </ul>	
<p>Promoting Commercial and Procurement Services across the Council to support compliance and improved commercial awareness by delivery of drop in sessions, alongside a library of learning events</p>	<ul style="list-style-type: none"> <li>➤ Variety of promotional, training and engagement sessions using internal website and drop in sessions;</li> <li>➤ Contract Standing Order training events provided to Schools, Elected Members (undertaken for new Elected Members this year), the Corporate Leadership Team (CLT) and ad hoc on demand to service areas where there is a demand;</li> <li>➤ 'Quick Quote' training. learning and development programme extended to wider council to support tender document development;</li> <li>➤ Intranet regularly updated with library of support documentation and changes such as modifications to the Contract Standing Orders in December 2017; and</li> <li>➤ Regular meetings Council wide to raise awareness of commercial performance, compliance and support future contract planning, e.g. Schools' Business Managers Forum, Grant Managers' Forum and Procurement Boards across a variety of Directorates within the Council.</li> </ul>	<b>Fully Complied</b>
<p>Engaging with other local authorities and other organisations which provide scope for knowledge transfer and efficiency through working together</p>	<ul style="list-style-type: none"> <li>➤ Regular engagement through Scottish government local procurement forum (SGLPF), Scotland excel user groups, Scottish Procurement;</li> <li>➤ Sharing insight on demand management and other projects with local authority and other public-sector colleagues to support knowledge transfer and market insight; and</li> <li>➤ Shared outputs from seconded staff to SPS which resulted in key social outcomes.</li> </ul>	<b>Fully Complied</b>
<p>Improving contract and supplier management practices across the Council</p>	<ul style="list-style-type: none"> <li>➤ The, Grants and Contract Management team has been set up to oversee strategy and Council-wide best practice;</li> </ul>	<b>Part Complied</b>

**3. Improve Processes and Policies by:**

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Commercial and Procurement Services working in partnership with Directorates have facilitated the development of overarching contract/supplier management processes, information, advice and guidance;</li> <li>➤ Collaborative working and partnership relationships with service providers encouraged through adoption and application of standard practices/policies and best practice in contract management; and</li> <li>➤ Development of relationships with major framework providers and counterpart teams in other local authorities, public sector and third sector organisations. Identifying best practice to deliver best value and drive continuous improvement across sectors.</li> </ul>	

**Plan to Improve Future Compliance**

**1. Deliver savings and Best Value and we will do this by:**

- Contract Management guidance documentation released for use across the Council in parallel with tailored training to service areas utilising knowledge gap analysis with improved contract handover/mobilisation;
- Embed policy into practice. Reinforce the application of effective contract management as policy supported by Contract Standing Orders; and
- Improve system recording and ease of capture and selection / choice of Community Benefits.

**2. Improve Processes and Policies by:**

- Review payment processing to identify reasons for non-compliant invoicing and delays in processing;
- Address payment issues through enhanced communications with contractors and service managers.

### **3. Increase Expertise, Capacity and Effectiveness (and we will do this by):**

- Continue to offer relevant training and guidance to improve contract and grant management process and procedure;
- Review adoption of new processes and provide support where needed to improve practices;
- Engage and develop relationship with new major providers as contracts and frameworks are renewed.

## Annex 3 – Future Procurement Activity

### New Tender

Brief Contract Description	Contract Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Manned Security Guarding	£ 3,500,000	17/08/2018	07/01/2019	01/04/2019
Asset/Facilities Management	£ 250,000,000	01/09/2018	01/04/2019	01/10/2019
Youth Emergency Support Service	£ 212,360	01/09/2018	01/01/2019	01/04/2019
British Sign Language (BSL) Services	£ 812,500	21/09/2018	19/03/2019	01/04/2019
Advice Services (Welfare, Housing and Debt)	£ 840,000	24/09/2018	03/12/2018	07/01/2018
Service & Maintenance of Air Quality Monitoring Equipment	£ 68,000	25/09/2018	31/01/2019	01/02/2019
Homelessness Services Accommodation	£ 4,000,000	01/10/2018	01/07/2019	01/08/2019
House Builder / Developer for Meadowbank	£ 50,000,000	01/10/2018	01/08/2019	01/09/2019
Fountainbridge/India Quay - Enabling Works	£ 6,000,000	01/11/2018	01/12/2018	01/02/2019
Trams Owner Controlled Insurance Policy (OCIP)	£ 1,500,000	01/11/2018	01/04/2019	01/06/2019
Bus tracker & Bus Station Content Management System	£ 2,250,000	30/11/2018	01/10/2019	01/12/2019
Confidential Waste Recycling and Disposal	£ 250,000	01/12/2018	01/06/2019	01/07/2019
Fountainbridge/India Quay - Residential and Mixed Use	£ 70,000,000	01/12/2018	01/05/2019	01/06/2019
Coatfield Lane Redevelopment	£ 6,000,000	07/01/2019	01/05/2019	01/06/2019
Install, Repair & Maintenance of CCTV Systems and Assoc Infrastructure	£ 10,000,000	07/01/2019	01/09/2019	01/10/2019
Housing Support with Care at Home	£ 40,000,000	01/12/2019	01/09/2020	01/10/2020
Support services for Children and Young People	£ 4,000,000	01/12/2019	15/02/2019	01/04/2019

### Re-let or Extend

Brief Contract Description	Contract Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Treasury Advice and Associated Services	£ 129,800	01/08/2018	30/11/2018	01/12/2018
Supply of pre - packed sandwiches	£ 1,200,000	02/08/2018	24/10/2018	01/11/2018
Traffic Modelling	£ 3,073,000	30/08/2018	31/03/2019	01/07/2019
Council Funded Funerals	£ 305,305	01/09/2018	31/03/2019	01/04/2019
Maintenance of radio mast	£ 807,784	01/09/2018	01/10/2018	01/01/2019
Passenger Information System	£ 8,000,000	01/09/2018	01/10/2018	01/01/2019
Repairs and maintenance to domestic property	£ 108,000,000	01/09/2018	02/04/2019	03/07/2019
Vacant Property Protection & Services.	£ 3,000,000	01/09/2018	01/01/2019	01/04/2019
Sheriff Officer and Debt Collection Services	£ 89,260	03/09/2018	31/12/2018	01/02/2019
Care- Night Cover	£ 7,952,000	12/09/2018	28/02/2019	01/04/2019
Reservoir Telemetry Maintenance	£ 53,133	12/09/2018	28/02/2019	01/04/2019
Visual Impairment Support Service	£ 76,563	12/09/2018	28/02/2019	01/04/2019
Passenger Transport Framework Agreement 2019-23	£ 32,000,000	17/09/2018	19/03/2019	01/04/2019
Install, Repair and Maintenance of Bidet Toilets	£ 140,000	23/09/2018	01/03/2019	02/04/2019
Install, Repair and Maintenance of Ceiling Track Hoists	£ 200,000	23/09/2018	01/03/2019	02/04/2019
Install, Repair and Maintenance of Stairlifts	£ 360,000	23/09/2018	01/03/2019	02/04/2019

Brief Contract Description	Contract Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Media and associated services	£ 464,791	30/09/2018	01/05/2019	01/08/2019
automated call routing service	£ 97,269	02/10/2018	29/01/2019	02/03/2019
Short Term Accommodation	£ 24,217,460	02/10/2018	03/05/2019	03/08/2019
Business Travel Booking Service	£ 1,200,000	31/10/2018	01/06/2019	01/09/2019
Marketing and PR Specialist services	£ 108,000	31/10/2018	01/06/2019	01/09/2019
Grasscutting, Grounds Maintenance & Tree Services	£ 5,400,000	01/11/2018	01/07/2019	01/10/2019
Hire of various items of Plant and equipment	£ 3,064,199	01/11/2018	01/02/2019	01/04/2019
Non - wheeled Waste & Recycling Containers & Spare Parts	£ 5,000,000	06/11/2018	07/06/2019	07/09/2019
Lubricating Oils, Greases and Antifreeze	£ 80,000	12/11/2018	31/12/2018	01/02/2019
Civil and Structural, M & E Engineering Consultancy	£ 40,000,000	30/11/2018	01/07/2019	01/10/2019
Core banking services	£ 720,000	30/11/2018	01/07/2019	01/10/2019
Additions supported accommodation	£ 467,938	01/12/2018	31/03/2019	01/04/2019
Early intervention services	£ 184,500	01/12/2018	30/12/2018	01/04/2019
Energy efficiency and fuel poverty advice	£ 980,000	01/12/2018	31/03/2019	01/04/2019
General Building & minor works	£ 25,440,000	01/12/2018	01/08/2019	02/08/2019
Home visiting support service	£ 2,433,457	01/12/2018	31/03/2019	01/04/2019
Insurance brokerage	£ 175,000	01/12/2018	31/03/2019	01/04/2019
Maintain Ticketing Machines	£ 950,000	01/12/2018	29/01/2019	01/05/2019
Night time care support	£ 152,850	01/12/2018	31/03/2019	01/04/2019
Outdoor advertising - Fringe Festival	£ 333,381	01/12/2018	30/03/2019	01/04/2019
Outreach and Advisory support	£ 218,362	01/12/2018	31/03/2019	01/04/2019
Play therapy	£ 293,400	01/12/2018	30/12/2018	01/04/2019
School - based therapeutic counselling	£ 210,000	01/12/2018	01/05/2019	01/08/2019
Statutory Compliance and Inspection Testing of M&E assets	£ 12,000,000	01/12/2018	01/07/2019	01/10/2019
Temporary Accommodation	£ 17,275,000	01/12/2018	30/12/2018	01/04/2019
Transitional Support for young people	£ 180,180	01/12/2018	30/12/2018	01/04/2019
Various Microsoft Licences.	£ 2,300,000	01/12/2018	31/03/2019	02/04/2019
Young Carers support	£ 146,504	01/12/2018	30/12/2018	01/04/2019
Supply and delivery of liquid fuels.	£ 11,200,000	13/12/2018	14/07/2019	14/10/2019
Counselling for MH clients	£ 162,000	31/12/2018	01/08/2019	01/11/2019
Mental Health Wellbeing Services	£ 7,000,000	31/12/2018	01/08/2019	01/11/2019
Construction Professional Services	£ 32,400,000	01/01/2019	02/08/2019	02/11/2019
Laundry Services	£ 80,000	10/01/2019	28/06/2019	30/07/2019
Processing Service for payments	£ 1,060,000	10/01/2019	11/08/2019	11/11/2019
Property Consultancy Services	£ 1,200,000	11/01/2019	01/03/2019	01/06/2019
Carer Support Services	£ 2,746,248	31/01/2019	31/03/2019	01/07/2019
Default Energy Supplier	£ 4,800,000	31/01/2019	31/03/2019	01/07/2019
Specialist Recruitment services	£ 108,134	31/01/2019	31/03/2019	01/07/2019
Support service for older people	£ 1,017,896	31/01/2019	31/03/2019	01/07/2019
Water Coolers, Services and Associated Consumables	£ 180,000	10/02/2019	11/09/2019	12/12/2019
Tram Ticketing System Equipment and Maintenance	£ 2,500,000	17/02/2019	18/09/2019	19/12/2019
Legal Services	£ 10,120,000	19/02/2019	20/09/2019	21/12/2019



Brief Contract Description	Contract Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
External Audit services	£ 150,000	02/03/2019	01/10/2019	01/01/2020
Factoring Services	£ 388,078	02/03/2019	01/10/2019	01/01/2020
Major Events in Edinburgh Parks & Greenspace	£ 524,000	10/03/2019	09/10/2019	09/01/2020
Care & Support Service for Ex-Offenders	£ 2,515,268	01/04/2019	07/01/2020	01/04/2020
Multi - Trade contractors	£ 2,500,000	02/04/2019	01/11/2019	01/02/2020
Multi - Functional Devices - Print Services	£ 5,790,000	29/04/2019	28/11/2019	28/02/2020
Management of the billing of supply of water and waste water	£ 9,685,296	30/04/2019	29/11/2019	29/02/2020
Further and Higher Education Training	£ 6,800,000	01/05/2019	30/11/2019	01/03/2020
Support Services to Black, Minority Ethnic Women	£ 131,895	01/05/2019	05/09/2019	01/11/2019
Trauma cleaning and house clearances	£ 2,000,000	01/05/2019	30/11/2019	01/03/2020
Salary Sacrifice Car Lease Scheme.	£ 800,000	11/05/2019	10/12/2019	11/03/2020
Pre-paid card service	£ 99,002	12/05/2019	28/10/2019	29/11/2019
Registered Day Care Service for Older People	£ 1,509,731	31/05/2019	30/12/2019	31/03/2020
Care and Repair services	£ 483,676	31/05/2019	30/12/2019	31/03/2020
All trade materials, managed services	£ 25,000,000	01/06/2019	31/12/2019	01/04/2020
Care at Home Services	£ 300,000,000	01/06/2019	31/12/2019	01/04/2020
Day Centre Services Older People/Mental Health	£ 6,570,000	01/06/2019	31/12/2019	01/04/2020
Kennelling Services	£ 291,499	01/06/2019	31/12/2019	01/04/2020
Managed Services for Private Sector Leasing	£ 22,545,250	01/06/2019	31/12/2019	01/04/2020
Supply of natural gas	£ 23,400,000	01/06/2019	31/12/2019	01/04/2020
Nursing & Dementia Care Homes	£ 3,516,110	10/06/2019	09/01/2020	10/04/2020
Advertising and Public Information Notices	£ 985,436	18/06/2019	17/01/2020	18/04/2020
Recycling and/or Supply of Natural Stone Products	£ 332,356	18/06/2019	17/01/2020	18/04/2020
Groceries and Provisions	£ 5,200,000	01/07/2019	30/01/2020	01/05/2020
Provision, Maintenance and Removal of Traffic Management	£ 1,600,000	02/07/2019	31/01/2020	02/05/2020
Sheltered Housing Technology Maintenance, Repair and Installation	£ 394,324	02/07/2019	31/01/2020	02/05/2020
Whistleblowing Hotline	£ 147,000	12/07/2019	10/02/2020	12/05/2020
General stationery & officer paper	£ 2,030,000	01/08/2019	01/03/2020	01/06/2020

## Glossary

Term	Description
<b>Best Value</b>	The legal duty to secure continuous improvement in the performance of the Council's functions as set out in section 1 of the Local Government in Scotland Act 2003.
<b>CIPS</b>	The Chartered Institute of Procurement and Supply (CIPS) is the leading body representing the field of procurement and supply chain management.
<b>Collaboration</b>	When two or more groups of people or organisations engage in procurement work together for mutual benefit.
<b>Commercial Acumen</b>	The ability to view situations from a commercial or business perspective; knowing your market & your customers and what they want and need & how they work.
<b>Commercial Awareness</b>	Evidence of commercial acumen. Awareness of the need for efficiency, cost-effectiveness, customer/stakeholder support, a knowledge of the sector and the services the organisation provides and will provide in the future, considering the strategic objectives, current economic climate etc. A track record of appropriate procurement skill and experience, evidence of on-going/continual training and development. (desirable and post/org specific) professional qualification/undertaking or willingness to undertake as appropriate.
<b>Contract Management</b>	The process of monitoring the performance of a supplier to contract.
<b>Co-production</b>	The real and meaningful involvement of the citizens of Edinburgh including future recipients of the service and key stakeholders and suppliers (both current and potential) in how and what community services and related goods and works are delivered with regard to the National Standards for Community Engagement.
<b>Demand Management</b>	To take costs out of an organisation by addressing the drivers for spend, aligning spend to business need and eliminating unnecessary consumption. Demand management examples: Cheaper item but using more of them/cheaper daily rate but more days. Or challenging requirements that specify brand or other over specification.
<b>Framework Agreement</b>	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
<b>Procurement strategy</b>	Strategy for procurement within an organisation (can be called policy).
<b>Small Medium Enterprise (SME)</b>	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
<b>Stakeholder</b>	Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.

<b>Supplier / Provider / Contractor</b>	An entity who supplies goods or provides services or execution of works.
<b>Supply Chain</b>	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
<b>Supported Business</b>	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
<b>Whole Life Costing</b>	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.