

# Finance and Resources Committee

**10.00am, Thursday, 24 September 2020**

## **Commercial and Procurement Annual Report - 2020**

<b>Executive/Routine</b>	Executive
<b>Wards</b>	All
<b>Council Commitments</b>	2,3 and 7

### **1. Recommendations**

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- 1.1 It is recommended that the Committee notes the contents of this report and approves the publication of the Commercial and Procurement Annual Report 2020.

**Stephen S. Moir**

Executive Director of Resources

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# Report

## Commercial and Procurement Annual Report 2020

### 2. Executive Summary

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- 2.1 The Commercial and Procurement Strategy 2016-2020 (the Strategy) was approved by Committee on [1 December 2016](#). The Commercial and Procurement Annual Report provides the Committee with an update on the activity and outcomes that have been delivered through the Strategy from 1 April 2019 to 31 March 2020.
- 2.2 This report also discharges the Council's duties in terms of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities.

### 3. Background

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- 3.1 The Council is obliged, under Section 18 of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities as soon as reasonably practicable after the end of each financial year.
- 3.2 The monitoring and reporting requirements for this annual report follow the guidance provided by the Scottish Government, which includes a requirement to capture data which will support its overarching report on public procurement activity across Scotland.
- 3.3 In terms of this guidance, the Council's annual report must, as a minimum, include:
  - A summary of regulated procurements completed during the reporting period;
  - A review of whether those procurements complied with the Council's procurement strategy;
  - To the extent that any of those procurements did not comply, a statement on how the Council intends to ensure that future regulated procurements do comply;
  - A summary of community benefits fulfilled during the reporting period;
  - A summary of steps taken to facilitate involvement of supported businesses; and
  - A summary of regulated procurements the Council expects to commence in the next two financial years.

- 3.4 The report must be published and available on the internet and details of the publication of the report must be provided to the Scottish Government.

## 4. Main report

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- 4.1 The activity included in the Commercial and Procurement Annual Report is, further to the Council's statutory reporting obligations, focussed on the 245 regulated contracts concluded by the Council in the year to 31 March 2020. These contracts had an aggregate estimated value of approximately £332m. By "regulated" the report means those contracts with a value of greater than £50,000 for goods and services and greater than £2m for works, in accordance with the terminology and thresholds as set by the relevant Scottish procurement regulations. There were over 400 other contracts awarded in this reporting period which were below the above thresholds, and so are not the subject of the same level of detail in this report.
- 4.2 The award of all contracts, whether above or below these thresholds, are subject to the Council's standard procurement processes, including the application of the Council's [Contract Standing Orders](#). In terms of the Contract Standing Orders the award of certain contracts must be approved by the Finance and Resources Committee, depending upon value. However, to ensure regular monitoring of all contracts, there is 6 monthly reporting to the Committee on all contracts awarded.
- 4.3 The Council's spend with third party suppliers in 2019/20 was approximately £684m. This figure is a 7.7% increase on 2018/19, where the figure was approximately £635m. A review of the Council's spend profile indicates that an increase in construction spend was the main reason for the overall increase. This is reflected in the Council's investment in asset upgrading, new build nurseries and schools in 2019/20, with nine of the organisations in the Council's top 20 suppliers (by value of spend) being in the construction sector. A summary breakdown of the spend by key supplier sectors is included in the report. It is to be noted that Small and Medium Enterprise (SME) spend is 52% of total core spend, being those suppliers the Council has spent more than £1,000 with. The level of SME spend is an increase on the 47% reported for 2018/19.
- 4.4 The [Local Government Benchmarking Framework](#) figures for 2018/19 recorded the Council's 42% percentage of procurement spend with local enterprises as being the highest of those solely located on the mainland, well above the average of 28.7%, and the 5<sup>th</sup> highest of all Scottish local authorities. It is to be anticipated that the Council will be in a similar position when the figures for 2019/20 are released, but with a slightly lower figure at 39%. It is also to be noted that with the Council's higher spend on major construction projects, there will sometimes only be larger national companies that are able to bid, albeit the Council would still look to assist local SMEs securing suitable places elsewhere on the supply chain.
- 4.5 Fair Work practices is very important to the Council, and 70% of suppliers awarded contracts in 2019/20 state they pay the Real Living Wage. This is the same figure as for 2018/19.

- 4.6 The report addresses the Council's statutory duties and its compliance with the objectives contained in the Commercial and Procurement Strategy. Most of the objectives in the Strategy are assessed as having been met, with only a small number not yet met fully. Some specific achievements of the Council's Commercial and Procurement Services (CPS), which have further secured these are objectives, are referred to below, at paragraph 4.10.
- 4.7 As noted above, a new [Sustainable Procurement Strategy](#) was approved on [5 March 2020](#), and the Council is now progressing the 7 key strategic objectives contained within that. The Strategy places sustainability at the heart of the Council's procurement programme for the next five years, to ensure that the Council's considerable spending power is used to promote those economic, environmental and social outcomes that support growth, and simultaneously assist the Council in addressing the challenges that the city is facing.
- 4.8 Community benefits are identified on a project by project basis and are embedded in the Council's processes and procedures. The overall volume of contracts where community benefits have been sought was 50, a small decrease when compared to the 54 contracts in 2018/19 (but still higher than 2017/18). This decrease is a result of the high level of 'call-off' contracts, where community benefit commitments were secured at the Framework Agreement award stage and the delivery of these reported in relation to cumulative supplier delivery rather than individual call-off level. Some notable examples of community benefits delivery in 2019/20 are included in the report, such as those delivered through the Council's North Sighthill regeneration project, where community benefits have supported over 60 community organisations through engagement and the distribution of £50,000 of funding via the One City Trust initiative.
- 4.9 The relevant Scottish procurement regulations place specific requirements on the Council, for major contracts which have an estimated value above £4m, to consider whether to impose community benefit obligations. All 18 contracts the Council awarded above that threshold in 2019/20 included community benefit requirements. In addition, there were an additional 32 contracts in this period where the Council included community benefits obligations. Community benefits delivered in the reporting period range from apprenticeships, training, work experience and recruitment, to mentoring and community engagement. The delivery and reporting of community benefits is expected to improve moving forward, with the further embedding of the Council's contract management framework. The Council also continues to work with City Region Deal partners to adopt a uniform approach to community benefits on all City Region Deal projects.
- 4.10 The Council's Commercial and Procurement Services support all procurement activity across the Council, and lead on securing compliance with the Strategy. It is worth highlighting some of the team's more notable achievements in 2019/20, which include:
- 4.10.1 Confirmation of an increase in the Council's Procurement and Commercial Improvement Programme (PCIP) score to 87%, against a local authority

average of 70%, this having been independently assessed by Scotland Excel on behalf of the Scottish Government;

- 4.10.2 Running two focused meet the buyer events. One was an event for fair trade suppliers, during Fair Trade Fortnight, in February 2020, attended by over 120. The second was for suppliers in a number of sectors to meet purchasing managers in different Council service areas, in May 2019, attended by over 200;
- 4.10.3 The Council making the final in four 'GO Awards' categories in October 2019, which recognises excellence in public procurement, winning one for Market Development, recognising the work done by CPS and the homelessness team in Safer and Stronger Communities on a Shared Housing Framework, and receiving a Highly Commended recognition in the Procurement Team of the Year category;
- 4.10.4 Commercial procurement savings of over £42m having been tracked and delivered in year, being an increase on the £38.5m delivered in the previous Financial Year, and the highest since the Council started recording this information in 2013/14. In addition, new forecast savings of over £14m have been identified from contracts awarded in the reporting period to be tracked over future years, being an increase on the £12m identified in 2018/19;
- 4.10.5 Updated Contract Standing Orders being submitted and approved by full Council in [June 2019](#), part an ongoing review which helps support the Council's overall governance around such spend, and the securing of Best Value;
- 4.10.6 The learning and development programme undertaken by CPS staff maintaining a high level (90%) of specialist procurement staff holding or working towards Chartered Institute of Procurement and Supply (CIPS) professional qualifications and continuing professional development opportunities;
- 4.10.7 The work of the Council's Contract and Grant Management Team now being further embedded, building upon the Council wide contract management framework, online training being available, and regular contract managers/grant managers forums being held, alongside specific operational work and support to divisions/directorates, this is an area that will be promoted further across the Council in 2020/21; and
- 4.10.8 Additional external assessment having been undertaken by CIPFA to benchmark the procurement team against a wider selection from the UK public sector in December 2019, against the previous financial year. The outcomes noted that the total net cost of the central team as a percentage of the net revenue budget was 0.22% (the average from those assessed was 0.27%) the return on investment, however, was 21.39:1 compared to the average 6.07:1.
- 4.11 The Council's procurement activity also provides support to the adoption and promotion of a number of policy and other strategic initiatives the Council is taking forward, subject to the relevant Scottish procurement regulations and certain limitations they impose. Examples include the Council's 2030 carbon-neutral city target and the Council's Charters in respect of Construction and Modern Slavery,

alongside other initiatives such as the Council's Fair Trade Policy. The commitments pledged in the Construction and Modern Slavery Charters resulted in specific actions where it was agreed that updates would be reported back to Committee.

- 4.12 In respect of the Construction Charter, these commitments were adopted in [August 2018](#) at the Finance and Resources Committee. An update on actions taken to support this is the subject of a separate report on the agenda.
- 4.13 The Charter Against Modern Slavery was adopted and Council commitments approved in [October 2018](#) at the Corporate Policy and Strategy Committee. In 2019/20, and building upon work in the previous year, further action has been undertaken by Commercial and Procurement Services as follows: -
  - 4.13.1 Staff Training – the whole of CPS continues to develop its awareness of the issues relating to human trafficking and modern slavery. Building on training delivered the previous year, two staff members attended a bi-annual multi agency awareness course on the topic, and another staff member attended a Modern Slavery and Human Trafficking in the Supply Chain seminar delivered by the Chartered Institute of Procurement and Supply in February 2020, and shared the findings with the wider CPS team. The whole CPS team will receive additional awareness training later in 2020;
  - 4.13.2 Charter Champion - A staff member with a particular interest has been leading on CPS activity in connection with the Charter, as the team's Modern Slavery Charter Champion. They ensure the team is kept aware of the issues and updated on any news relating to human trafficking and exploitation, including circulation of the Scottish Government's quarterly newsletter [Human Trafficking and Exploitation](#);
  - 4.13.3 Suppliers – CPS has reviewed the Council's top ten suppliers by value to ensure that they have modern slavery statements in place, where required by the relevant legislation. This review will be extended in 2020. The [suppliers pages](#) on the Council's website have also been updated to reflect the Council's ongoing commitments to the Charter, as have the forms that new suppliers are required to complete so they can be registered on the Council's payments system;
  - 4.13.4 The Council has been informed by this increased knowledge and awareness. It must be recognised that this important issue is one that requires ongoing monitoring, however since the Charter was adopted there have been no concerns raised over the potential involvement of modern slavery in the Council's supply chain.
- 4.14 The effect of the COVID-19 pandemic only started to be felt by the Council and its suppliers late in 2019/20. However, before the end of the financial year the Council had already taken a number of actions to mitigate the effect it was having on the Council's purchasing activity, including the approval (now rescinded) of temporary changes to the Council's Contract Standing Orders on [31 March 2020](#). Of more note

was the establishment of a centralised managed store facility, to oversee the purchase and distribution of personal protective equipment (PPE) to Council services, to help ensure the Council's most vulnerable citizens could continue to receive vital services and do so in a way that kept both service users and Council staff safe. As at 9 August 2020, this facility had issued 3.8m items of PPE, with another 1.7m in stock and 1.5m on order. This centralised approach to procurement also helped secure value for money and compliance with the relevant regulations. On [9 July 2020](#) the Policy & Sustainability Committee also considered a report which outlined in more detail the impact COVID-19 was having, and would likely continue to have, on the Council's procurement activity, and the action being taken to mitigate that.

## **5. Next Steps**

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- 5.1 The annual report will, subject to the decision of Committee, be reported to the Scottish Government and published on the Council's website.
- 5.2 Work to take forward delivery of the new Strategy is being progressed, alongside CPS's involvement in the Council's Adaptation and Renewal Programme. In the usual way, performance against the Strategy will be reported annually to the Committee. The Committee will also continue to receive its regular reports on the Council's contracting activity.
- 5.3 It should be noted that through annual review, the Strategy is not fixed, and will naturally evolve and adapt to fit further regulatory changes, and more importantly actively support the promotion of new and developing local and national priorities. By way of example, the strategic objectives to make procurement spend more accessible to local small business and the third sector and improve Fair Work practices adopted by suppliers are aligned to the work of the Poverty Commission and the Sustainable Economic Recovery workstream of the Adaptation and Renewal Programme. Likewise, the strategic objective of contributing to the Council's 2030 carbon-neutral city target will support the work of the [Edinburgh Climate Commission](#).

## **6. Financial impact**

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- 6.1 There is no direct financial impact from the approval of this report. However, implementation of the Strategy should deliver financial and non-financial benefits to the Council, as well as the city and its businesses.

## **7. Stakeholder/Community Impact**

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- 7.1 As noted above, the new Strategy identifies seven key strategic procurement objectives that will be promoted through the Council's procurement activity. These

objectives are aligned to the Council's priorities, and if delivered will have a positive impact upon the city, its citizens and its businesses. In particular, as noted above, the new Strategy aims to make the Council's external spend more accessible to local small businesses and third sector, to improve Fair Work practices adopted by Council suppliers and to increase the community benefits delivered by Council suppliers. The new Strategy also aims to contribute to the Council's 2030 carbon-neutral city target.

## **8. Background reading/external references**

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- 8.1 [Commercial and Procurement Report 2018](#)
- 8.2 [Commercial and Procurement Annual Report 2019](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Commercial and Procurement Strategy Annual Report 2019/20



# **Commercial and Procurement Strategy Annual Report March 2020**

# Commercial and Procurement Strategy – Annual Report

## Year ended 31 March 2020

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# 1. Context

- 1.1 The Commercial and Procurement Strategy published in [December 2016](#) included the commitment to provide an Annual Report on procurement outcomes achieved following the end of each Financial Year (FY). This is the final report on the strategy which was replaced on 1 April 2020 by the [Council's Sustainable Procurement Strategy \(2020-2025\)](#). This report relates to the 2019/20 FY, as such references to the strategy are to the previous strategy, unless otherwise indicated.
- 1.2 The strategy set 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.
- 1.3 The Council's public reporting obligations under the Procurement Reform (Scotland) Act 2014 are included in this report (incorporating the period 1 April 2019 to 31 March 2020), detailing the scope of regulated procurement activity in accordance with the strategy, set out as follows:
- A summary of regulated procurements completed during the reporting period;
  - A review of compliance with the Council's Commercial and Procurement Strategy;
  - A statement on how compliance was achieved, monitored and reported for any regulated procurements that did not comply with the Council's Commercial and Procurement Strategy;
  - 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.
- 1.4 Major contracts concluded in the reporting period include the Edinburgh Tram York Place to Newhaven construction contracts. Whilst these are excluded from the 'regulated' obligations of the Annual Report, as they were procured in accordance with the Utilities Contracts (Scotland) Regulations 2016, the Council included sustainable outcomes in these contracts in line with the strategy, including commitments to fair work practices and community benefits.

- 1.5 Other contracts of note concluded in the year have included the Private Sector Leasing and Accommodation and Support Service for homelessness services, new build primary schools (including Broomhills and Morningside), the Education and Health & Social Care Transport Framework and the Legal Services Framework.
- 1.6 In addition to contracting activity, the Council supported the promotion of Fair Trade goods during Fairtrade Fortnight in February 2020, by hosting a successful event with 12 stalls of Fair Trade suppliers and around 130 attendees at Waverley Court. In addition, in May 2019 the Council hosted a “Meet the Real Buyer” event at Waverley Court, attended by over 200 suppliers and a variety of service areas. More information on these events is given later in this report.
- 1.7 The diversity of the services, goods and works procured by the Council requires strong commercial and procurement knowledge and skills, as well as professional support to service areas through clear controls and guidance. The Council has continued investment in learning and development, supporting new trainees and other staff in Commercial and Procurement Services to acquire relevant training and qualifications and having an updated set of Contract Standing Orders approved in [June 2019](#) to ensure the Council’s purchasing activity is subject to suitable controls reflecting the current policy and legislative framework. Training has also been delivered to service areas on procurement processes and the [Contract Standing Orders](#). Staff from Commercial and Procurement Services have also delivered training to suppliers, supporting the [Supplier Development Programme](#), which the Council is an active member of.
- 1.8 At the end of 2019 the Council consulted and engaged, both internally and with external partners, on a review of the strategy. This statutory consultation was informed by the Council’s strategic commitments, and also by the developing local and national policy framework that now gives greater recognition to the important role that public sector procurement has in assisting the Council deliver its key outcomes.
- 1.9 A new [Sustainable Procurement Strategy](#) was approved on [5 March 2020](#). This new strategy takes account of the above, in addition to the financial challenge facing all local authorities, and identifies seven key strategic procurement objectives that will be promoted:
- Making procurement spend more accessible to local small business and the third sector;
  - Improving Fair Work practices adopted by suppliers;
  - Increasing community benefits delivered by suppliers;

- Contributing to the Council's 2030 carbon-neutral city target;
- Delivering savings and Best Value outcomes;
- Ensuring legal compliance and robust and transparent governance; and
- Promoting innovative and best practice solutions.

1.7 The Sustainable Procurement Strategy will be for the next five years, and applies from 1 April 2020. As before, the new strategy will be subject to annual reviews.

1.8 The COVID-19 pandemic is presenting a number of new and unexpected challenges to the Council and its suppliers. The majority of the procurement related activity which has been undertaken by the Council in response to the outbreak took place following the end of the FY 2019/20, and so is not the subject of this report. However, during the reporting period a number of actions were taken, including the approval of temporary changes to the Council's Contract Standing Orders on [31 March 2020](#), these changes having since been rescinded. More notable was the establishment on 23 March of a centralised managed store facility, to oversee the purchase and distribution of personal protective equipment (PPE) to Council services, to help ensure the Council's most vulnerable citizens could continue to receive vital services and do so in a way that kept both the service user and the Council staff safe. As at 9 August 2020, this facility had issued 3.8m items of PPE, with another 1.7m in stock and 1.5m on order. This centralised approach to procurement also helped secure value for money and compliance with the relevant regulations. On [9 July 2020](#) the Policy & Sustainability Committee considered a report which outlined in more detail the impact COVID-19 was having, and would likely continue to have, on the Council's procurement activity, and the action being taken to mitigate that.

## 2. Regulated Procurements Completed

2.1 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.

2.2 The Council maintains and publishes on its external website a record of contracts awarded. 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](#).

- 2.3 In addition to maintaining a public register, the Council reports to the Finance and Resources Committee on new contracts with a value above £1m as a minimum, or where such reporting is otherwise required. To ensure regular monitoring of all contracts a further six-monthly report on contracts awarded through competitive and non-competitive actions is reported to the Finance and Resources Committee; all public reports to the Committee are available on the Council's website. For contracts relating to the Lothian Pension Fund similar reporting is submitted to the Pensions Committee.
- 2.4 The summary of regulated procurements completed in the relevant period is provided as [Annex 1](#). These include procurements for goods, services and works, the total volumes and values are in Table 1. The regulated contracts include new projects, re-lets of recurring contracts and new contract extensions awarded in the period.

Table 1

Contract Type	Volume of New Contracts Awarded	Total Estimated Value of Contracts
Goods	34	<b>£41,537,229</b>
Services	204	<b>£198,120,396</b>
Works*	7	<b>£92,171,670</b>
<b>Total</b>	<b>245</b>	<b>£331,879,295</b>

- Excludes two Edinburgh York Place to Newhaven tram extension works contracts with a total value of £127,935,618, procured using the Scottish utilities regulations, contract details included in Annex 1.

- 2.5 There were over 400 additional contracts awarded in the period which are below the regulated threshold and not the subject of this report. These contracts are, however, included in the Contract Register along with other lower value contracts awarded by the Council.
- 2.6 Collaboration opportunities with other public bodies can ensure greater efficiencies, where appropriate, and are included in the regulated and non-regulated contracts awarded. The key collaboration is with centres of expertise such as Scotland Excel, Scottish Procurement and Crown Commercial Services.
- 2.7 Examples of this include: -
- The Council engaged with East, West, and Midlothian Councils as well as Scottish Borders, South East Scotland Transport Partnership, Fife and Stirling Councils and Edinburgh Leisure on a range of contracting opportunities including the Bus station and bus tracker system, Transport and Traffic Management, Tree Planting, Legal Services, Forestry, Stairlifts and Banking Services.
  - Scotland Excel – in the last year the Council has utilised 46 of the 71 framework agreements that it can participate in through its membership of Scotland Excel. Some of the new Frameworks adopted for

participation in the 2019/20 FY include Vehicle Parts, Fresh Meats, Cooked Meats and Fresh Fish, Bitumen Products, Security Services and Roads Maintenance Materials.

- Crown Commercial Services, ESPO, YPO and SCAPE frameworks have also been utilised to support Council procurements during the period including those relating to Electric Vehicles, Aids for Daily Living, Catering Equipment and various construction projects.

2.8 Where appropriate the Council has used alternative sourcing opportunities to ensure the requirement for the Council to secure Best Value has been met. These included projects where there were economic or technical issues that may have detrimentally impacted on service delivery if a new tender was sought e.g. using existing suppliers to maintain equipment originally provided by that specific supplier rather than seeking to replace equipment.

2.9 Contracts for the Edinburgh Health and Social Care Partnership and Children Services included the direct award of contracts in accordance with the statutory guidance for care and support, ensuring the needs of individuals were paramount and secured the quality outcomes desired.

2.10 These instances described above 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 interests, having regard to various factors including (i) the obligation to secure Best Value, (ii) legal compliance and any potential risk of successful legal challenge, (iii) the principles of transparency, equal treatment, non-discrimination and proportionality and (iv) impact upon service users. A record of such instances (termed 'waivers' in the CSOs) is maintained and reported to the Finance and Resource Committee on a bi-annual basis.

2.11 The social and other care services continued to adopt a co-production approach to shape the requirements. Examples in the reporting period include work with the Edinburgh Wellbeing PSP for Mental Health Services, and Homelessness Accommodation and Support Services.

2.12 Other activity in support of sustainability through procurement included the Council's support for Fair Trade Fortnight in February 2020. An event was hosted by Commercial and Procurement Services in Waverley Court supported by 12 fair trade stall holders, providing a range of fair trade items such as football and rugby balls, sustainably source school uniforms, textiles, chocolate and coffee. Attendance included the Lord Provost, Scottish Minister for Europe and International Development Jenny Gilruth MSP and 130 others.



2.13 The feedback from those attending was very positive, with stall holders receiving lots of orders and a key supplier of workplace clothing agreeing to offer a fair trade promotion of their uniform range.

2.14 Earlier in the FY, in May 2019, Commercial and Procurement Services hosted a local 'Meet the Real Buyer' event in Waverley Court. This provided an opportunity for local suppliers to meet directly with service areas to understand their needs and future opportunities. There were 220 attendees, engaging with various divisions including, Parks and Greenspace, Transport Infrastructure, Property and FM, Children's services and Health and Social Care. The event included workshops for those new to public procurement, delivered by the Council and an introduction to Public Contracts Scotland delivered by the [Supplier Development Programme](#) and offering insights and tips to help get the best outcomes, as well as a number of breakout sessions on key topics such as community benefits.



### 3. Review of Procurement Compliance with Strategy

3.1 Despite being adopted in 2016, the objectives in the strategy are still aligned with the Council's current strategic outcomes, and also incorporate the general duties of the Act in seeking to:

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

3.2 The steps taken to achieve these objectives and progress made in the reporting period are detailed at [Annex 2](#) along with an assessment of the level of compliance which was achieved. As noted above, this report is in respect of the Council's previous procurement strategy, with the new strategy being reported on next year.

3.3 The savings that have been monitored and delivered through commercial and procurement activities have continued with over £42m in tracked outcomes in 2019/20. New projects tendered in the reporting period identified future commercial savings opportunities of £14m of which £12.6m are from regulated contracts in addition to those being tracked in the new financial year. This is an increase of £2m, on the £12m figure reported in 2018/19.

3.4 The Real Living Wage findings are summarised in the table below. The Council awarded over 92 'call-off' contract awards in 2019/20 in relation to Frameworks, approximately 60 were not subject to statutory procurement requirements, therefore data is not held for every contractor. Despite this, 70% of suppliers awarded contracts state they pay the Real Living Wage rate or above, the same figure as for 2018/19. Living Wage Foundation Accreditation rates remain low at 8%. Accreditation cannot be mandated by the Council, and there is a charge for registration which may deter some organisations.

Table 2

Contracts Concluded with 'unique' suppliers*	Suppliers Committed to paying Living Wage	Accredited Living Wage employers
296	208	24

\*counts a supplier once

3.5 The Procurement and Commercial Improvement Programme (PCIP) assessment, externally carried out by Scotland Excel on behalf of the Scottish Government, was last assessed in March 2019. The Council was formally advised of its scores in June 2019, which rated the Council's procurement performance, policies and procedures at an overall score of 87%, the Council's performance being in the highest banding and above the local authority average of 70%.

- 3.6 The Council made the final in four 'GO Awards' categories in October 2019, which recognises excellence in public procurement, winning one for Market Development, recognising the work done by the Council's homelessness and procurement teams on a Shared Housing Framework, and receiving a Highly Commended recognition in the Procurement Team of the Year category.

## 4. Community Benefits Summary

- 4.1 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 procurement.
- 4.2 The Procurement Reform (Scotland) Act 2014 places specific requirements in major contracts with an estimated value of £4m and above, for the Council to consider whether to impose the requirement as part of the procurement and include details in the contract notice summarising what it will include. Of the 18 Council contracts that were above the £4m threshold all 18 were awarded with community benefit requirements imposed.
- 4.3 Community benefits delivered in the reporting period range from training, work experience and recruitment, to mentoring and community engagement. The overall volume of contracts where community benefits have been sought was 50, a small decrease when compared to the 54 contracts in 2018/19 (but still higher than in 2017/18). However, there were over 50 'call-off' contracts awarded whereby the community benefit requirements were covered at the Framework award stage and contractors continue to update delivery of these against the Frameworks on an annual basis where they have supplied services or works in the relevant period. There were also a number of awards made for 'light touch' contracts or contract extensions where the nature of the requirement led to additional benefits not being considered appropriate. We continue to seek community benefits and impose the requirement when appropriate. In addition, the new strategy has a commitment to a default weighting of 10% for community benefits in the qualitative evaluation of all tenders going forward, higher or lower where appropriate.
- 4.4 The community benefits fulfilled in the last year have provided a mix of student and school placements with professional service suppliers as well as supporting local business through the hire of venues, print services, catering and cleaning. Some specific examples are worth highlighting, to illustrate the benefits that can be achieved working with communities on Council contracts.
- 4.5 Through the street lighting contract Amey have supported local charities with volunteers supplying 1,000 LED lightbulbs, and donating four new street lighting units to the Oxfangs Neighbourhood Centre. Other initiatives included decorating a flat for homelessness provision via the Rock Trust, providing support for the Council's Project Search, and purchasing catering from the social enterprise Social Bite.

- 4.6 Through the North Bridge Refurbishment project Balfour Beatty have (i) delivered volunteering support to the Edinburgh Dog and Cat Home, removing graffiti over a 2-day period, (ii) provided 9 work experience placements to ex-offenders over the year, with 5 moving into permanent roles with sub-contractors and, 2 summer interns, (iii) provided training for their own staff and sub-contractors in the supply chain on mental health first aid, wellbeing and fairness development, (iv) organised 2 volunteer days on the North Bridge refurbishment raising £137,775 with Barnardos, (v) held toolbox talks with Cyrenians to raise awareness of homelessness and (vi) issued regular newsletter updates for the community to understand what works are underway and how they engage with the community.
- 4.7 There has been fantastic recognition for the community benefits delivered on the Council's North Sighthill Regeneration project. The Council's housing contractor Engie won the Residential category at the inaugural [RICS Social Impact Awards in 2020](#), for the community benefits that were delivered as part of this important Council regeneration project. The community benefits delivered here have supported over 60 community organisations through engagement and the distribution of £50,000 of funding via the One City Trust initiative. In addition, they have promoted the role of females in the construction industry through recruitment of a female apprentice site administrator, and more generally the hosting of over 200 young people on site visits, demonstrations, STEM Teacher work placements and work placements for local schools, colleges and universities.



## 5. Supported Businesses

- 5.1 The Council recognises the important role of businesses that support social and professional integration of disabled or disadvantaged persons (termed 'Supported Businesses') and has continued to reserve contracts where appropriate to ensure the stepping stone into mainstream employment for disabled or disadvantaged persons provided by these businesses continues.

- 5.2 The Council continues to call-off from the Scottish Government Framework for Supported Factories and Businesses and local supported business such as the Grassmarket Community Project, a social enterprise providing bespoke furniture.
- 5.3 The Council's property team has worked closely with North Lanarkshire Industries over the last four years to design a bespoke furniture range for Early Years which is now being used across the wider school estate and by other authorities.
- 5.4 Total actual spend with Supported Businesses in the reporting period is shown in Table 3. The spend shows a decrease on 2018/19, when £236,505 was spent with 9 organisations. The Council will continue to explore and increase the use of Supported Business. It is expected that the main reason for the reduction in last year is due to the timing of project completions with a lower demand for new furniture, this being one of the key products generated by these businesses.

Table 3

<b>North Lanarkshire Industries</b>	<b>£19,781</b>
<b>Dovetail Enterprises</b>	<b>£29</b>
<b>EESL Ltd</b>	<b>£385</b>
<b>Matrix Fife</b>	<b>£67,630</b>
<b>St Judes Laundry</b>	<b>£16,025</b>
<b>Grassmarket Community Project</b>	<b>£36,515</b>
<b>The Lady Haigs Poppy Factory</b>	<b>£2,120</b>
<b>Total</b>	<b>£142,485</b>

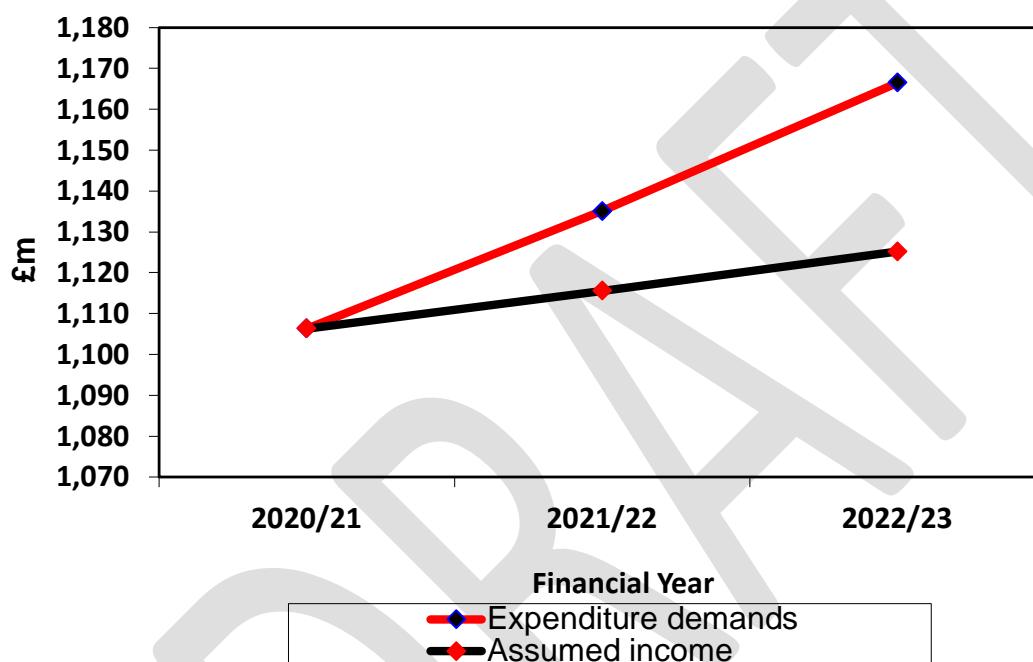
## 6. Future Regulated Procurements

- 6.1 Over the next two years the Council will have a mix of recurring requirements and one-off projects to take to the market. This will include major redevelopment projects including Meadowbank, Powderhall, Silverlea and Coatfield Lane, as well as Active Travel programmes. A number of existing contracts will also be replaced including Housing repairs and maintenance, trade materials managed services, shared repairs, care and support services, employment support and agency recruitment.
- 6.2 A summary of regulated procurements anticipated in the next two years is provided in [Annex 3](#).
- 6.3 There are also a number of notable contracts that are already out to market, including the Fountain Quay regeneration project, the Housing asset management framework, the Professional Services framework and the Council's corporate asset management services framework.

## 7. Finance

### Financial Outlook

- 7.1 As in previous years, the Council continues to face significant financial challenges resulting from a combination of increases in service demand, inflationary pressures, legislative reform and heightened citizen expectations. These factors are set against a backdrop of reducing core Government grant income that is not keeping pace.
- 7.2 The chart below shows the gap between projected expenditure demands and available funding, inclusive of planned increases in Council Tax.



- 7.3 Despite these undoubted challenges, on [20 February 2020](#), the Council approved a balanced budget for 2020/21 and indicative balanced budgets for the following two years, based on current grant funding and other financial planning assumptions. The approved budget for 2020/21 is predicated on the delivery of some £35m of savings, as well as management of all service pressures and delivery of a balanced budget by the Edinburgh Integration Joint Board.
- 7.4 Since the budget was set, however, the Council has been severely affected by the impacts of the COVID-19 pandemic, resulting in increased expenditure demands and, in particular, large reductions in income. Loss of the Lothian Buses dividend and reductions in parking income in March 2020 resulted in a provisional 2019/20 overspend of £5.231m, the first time expenditure has exceeded budgeted levels in thirteen years. A progress update considered by the Finance and Resources Committee on [27 August 2020](#) highlighted a remaining in-year funding gap of some £17m. The report recommended a further tightening of financial controls, but it is highly likely that identification of

mitigating actions will need to go beyond incremental efficiencies and consider more fundamental prioritisation of existing services if financial sustainability is to be maintained.

- 7.5 Initial assessment of the planning assumptions and savings approved for delivery in 2021/22 and 2022/23 has also identified a number where delivery now looks to be in doubt, including receipt of the Lothian Buses dividend and the assumed levels of increase in Council Tax and other fees and charges.

### **Council savings**

- 7.6 Commercial savings targets which include efficiency savings, value for money and non-cash savings continue to be achieved by the Council. In 2019/20 the delivered savings through existing and new commercial projects achieved £42m against a forecast of £39m. This is an increase on the £38.5m delivered in 2018/19.

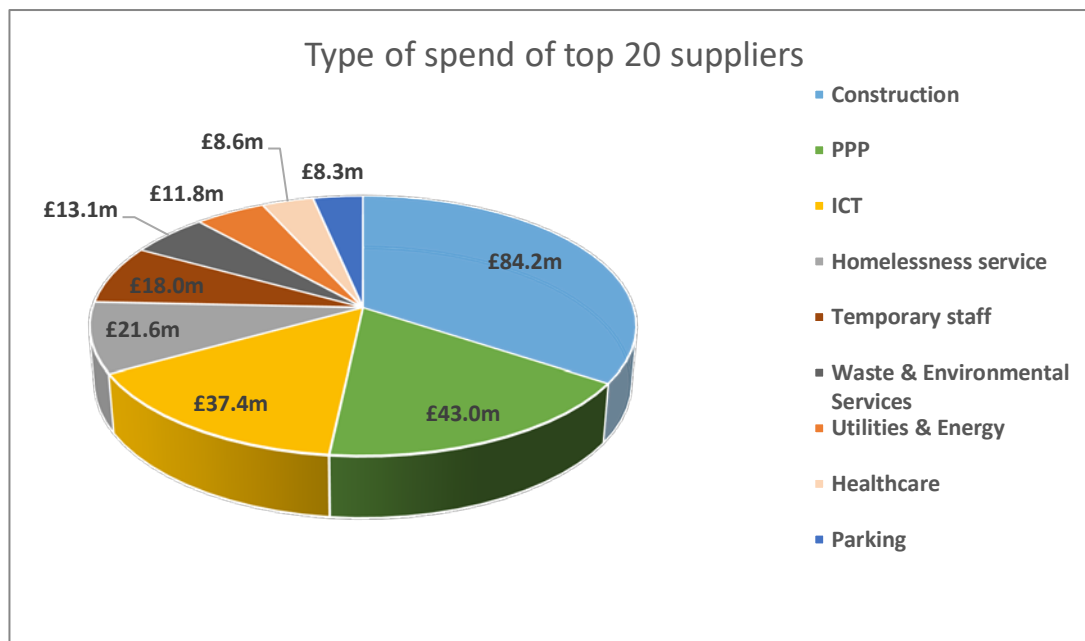
### **Council expenditure with third parties**

- 7.7 In 2019/20 the Council expenditure with third parties was £683,978,341.
- 7.8 The third party spend has increased by 7.7% up £49,141,453 on last year (£634,836,888 in 2018/19). Construction spend has increased from £81.7m in 2018/19 to £84.2m in 2019/20. Nine of the suppliers in the top 20 category summary tabled below are in the construction sector, as a result of the Council's investment in asset upgrading, new build nurseries and schools and the tram extension project.
- 7.9 It is important to understand the Council's supplier base in more detail. In terms of the use of local suppliers, the Council's third party spend included a total of 4,627 suppliers, of which 713 were classified as local, accounting for 39% of the total supplier spend (excluding spend through purchase card), this being a slight reduction on 2018/19 (but still higher than 2017/18), where 42% of suppliers were local. In terms of SMEs, however, the Council had 2,038 SME suppliers accounting for 52% of total core spend of £657,674,881 (core spend being suppliers we have spent over £1k with), this being an increase on 2018/19, where that SME figure was 47%. These percentages are influenced by high and increasing spend on construction work, where for those larger projects it is more likely that only larger national contractors will be able to bid, albeit the Council will still seek to ensure suitable opportunities for local SMEs elsewhere in the supply chain.
- 7.10 By way of the most recent comparative data on the use of local suppliers, the [Local Government Benchmarking Framework](#) figures for 2018/19 recorded the Council's 42% percentage of procurement spend with local enterprises as being the highest of those solely located on the mainland, well above the average of 28.7%, and the 5<sup>th</sup> highest of all Scottish local authorities. The comparative figures for FY 2019/20 are not yet available.

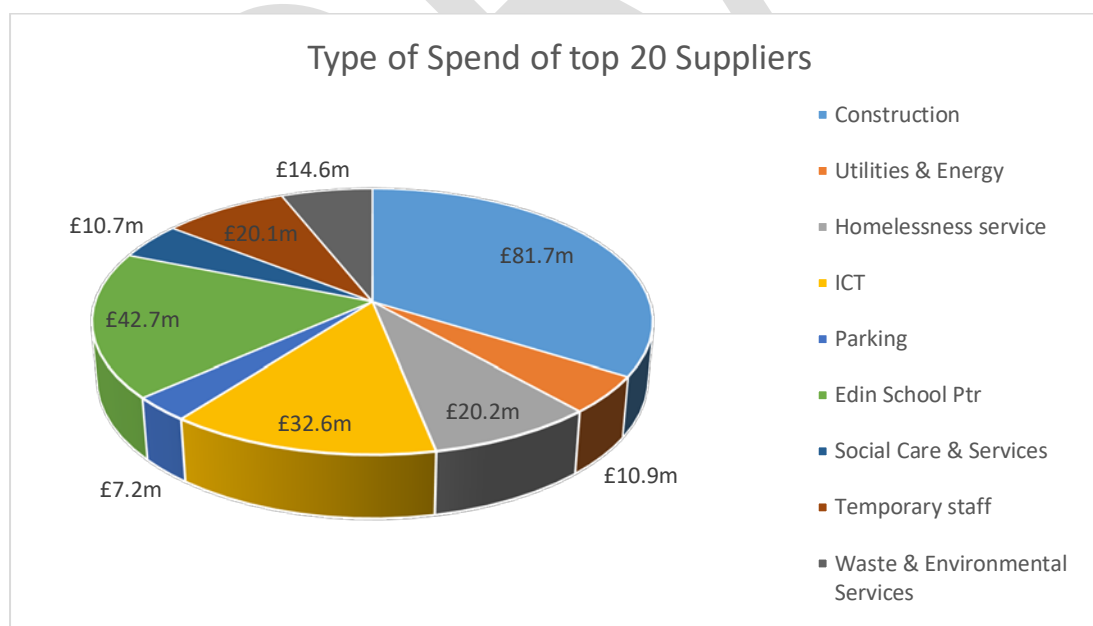
7.11 In addition, of the 296 suppliers awarded a new regulated contract or a place on a Council framework agreement in the 2019/20, 218 (or 74%) were SME and 34 (or 11%) were 3<sup>rd</sup> sector organisations.

7.12 The supplier spend categories cover around 30 different description types (e.g. construction, professional services and so on) a summary of category spend with the Council's top 20 suppliers is presented below in Figure 1 and remains largely unchanged from last year in Figure 2.

**Figure 1 2019-20**



**Figure 2 2018-19**



## 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 - 34</b>					
24/04/2019	Finning (UK) Ltd	Hire of Loading Equipment for Waste Transfer Stations	£180,000	15/04/2019	15/10/2021
25/04/2019	Killgerm Chemicals Ltd	Call-off, SXL, Pest Control Products	£55,000	25/04/2019	30/11/2019
29/04/2019	Inchcape Fleet Solutions Ltd	Call-off, CCS, Lease of Electric Vehicles	£109,174	29/04/2019	28/03/2022
06/06/2019	Salon Services Limited	Call-off, Salon Equipment and Furniture	£1,000,000	10/06/2019	09/06/2022
12/06/2019	Chainsaw Sculpture Ltd	Chainsaw Sculptures for South Edinburgh Parks	£60,000	01/07/2019	01/07/2021
20/06/2019	Finning (UK) Ltd	High Lift Loading Shovels	£120,000	13/07/2019	13/12/2021
25/06/2019	Thomas Sherriff & Co Ltd	Call-off, SXL, Snow Clearance Mini Tractors	£471,619	01/07/2019	01/07/2024
25/06/2019	Jarvie Plant Ltd	Call-off, SXL, Plant Hire	£117,994	08/07/2019	07/07/2020
25/06/2019	Jarvie Plant Ltd	Call-off, SXL, Plant Hire	£72,500	08/07/2019	07/07/2020
25/06/2019	Jarvie Plant Ltd	Call-off, SXL, Plant Hire	£64,377	08/07/2019	07/07/2020
25/06/2019	Ashtead Plant Hire Co Ltd	Call-off, SXL, Plant Hire	£52,272	08/07/2019	07/07/2020
15/08/2019	Travis Perkins Trading Company Ltd	Supply of materials and managed services	£8,000,000	01/04/2020	31/03/2022
29/08/2019	EDF Energy Customers Plc	Electricity supplies	£22,301,000	01/04/2019	31/03/2021
13/09/2019	Daimler Fleet Management UK Limited	Call-off, Halton Housing Framework, Lease of Electric vehicles	£198,535	13/09/2019	12/09/2022
18/09/2019	John Winstanley & Company Ltd	Supply of baby and toddler equipment	£50,000	01/10/2019	30/09/2020
01/10/2019	Car Hire (Days of Swansea) Ltd t/a Days Fleet	Call-off, CAP/HHT lease of electric Vehicles	£56,516	01/10/2019	30/09/2022
16/10/2019	Redpath Tyres Ltd	Call-off, SXL, Tyres for Vehicles and Plant	£424,000	01/10/2019	30/10/2021
28/10/2019	Whale Tankers Ltd	Gully Vehicles for Road Services	£515,877	31/10/2019	10/10/2025
01/11/2019	SHE Software Ltd	Call-off, Incident Reporting software	£133,833	01/11/2019	31/10/2021
15/11/2019	The Aluminium Lighting Company Ltd, Mallatite Ltd, Light & Energy Distribution Limited	Framework for Supply of Aluminium Street Lighting Columns	£800,000	01/12/2019	30/11/2021
15/11/2019	Aero Healthcare Ltd	Call-off, SXL, First Aid Materials and Associated Products	£368,615	19/11/2019	30/09/2021
19/11/2019	Johnston Sweepers Ltd	Call-off, SXL, Electric Sweeper	£2,657,788	20/01/2020	19/01/2025
27/11/2019	G Anderson & Sons Fruit Merchant	Framework for Supply of Fresh Fruit, Vegetables, Bakery Products and Eggs	£128,507	02/12/2019	01/12/2022
11/12/2019	Lookers Plc	Call-off, 32 Electric Vehicles	£297,146	01/01/2020	01/01/2025
11/12/2019	Park's Motor Group	Call-off, 20 Electric Vans	£368,615	01/01/2020	01/01/2025
11/12/2019	Daimler Fleet Management UK Limited	Call-off, Halton Housing Framework, Lease of Vehicles	£155,077	01/01/2020	01/01/2025
24/12/2019	JHM Butt & Co Ltd	Supply and Installation Of Fleet Workshop Equipment	£155,671	24/12/2019	24/12/2020

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
23/01/2020	Car Hire (Days of Swansea) Ltd t/a Days Fleet	Call-off, CAP/HHT lease of electric Vehicles	£55,384	23/01/2020	22/01/2023
03/02/2020	Mallatite Ltd	Call-off, SXL, Pedestrian Barriers	£299,988	04/02/2020	01/10/2020
12/02/2020	Collaborate & Innovate Ltd	Children's outdoor equipment and supplies	£120,000	01/01/2020	31/03/2021
17/02/2020	Now Wireless Limited	Wireless Routers	£50,880	01/04/2019	31/03/2020
13/03/2020	Daimler Fleet Management UK Limited	Call-off, Halton Housing Framework, Lease electric vehicles	£153,702	20/04/2020	20/04/2023
18/03/2020	Bethany Christian Trust	Supply of furnishings and support services	£1,540,000	01/04/2020	31/03/2025
30/03/2020	Lothian Daf	Road Marking Vehicles	£261,327	30/03/2020	29/03/2025
<b>SERVICES CONTRACTS AWARDED – 204</b>					
01/04/2019	Air Monitors Ltd	Service and Maintenance of Air Quality Equipment	£73,150	01/04/2019	31/03/2021
01/04/2019	Sacro	Provision of transport services	£128,676	01/04/2019	31/03/2020
02/04/2019	Hydro-Logic Services (International) Limited, ID Systems UK Limited	Reservoir & River Telemetry Services	£80,861	07/04/2019	06/04/2021
04/04/2019	Lothian Shopmobility	Loan of Manual and Powered Wheelchairs	£78,207	01/04/2019	31/03/2020
09/04/2019	Barnardos Scotland	Provision of Young People Care Services	£891,982	01/08/2019	31/07/2022
09/04/2019	Sweco UK Holding Limited	Wave Garden Bridge - Pre-construction Services	£119,580	09/04/2019	09/04/2020
15/04/2019	E.D.P. Health, Safety and Environment Consultants Limited	Provision of Qualified Asbestos Support Services	£55,860	01/04/2019	31/10/2019
16/04/2019	Action for Children Services Limited	Provision of Young Peoples Services	£624,954	01/08/2019	31/07/2022
17/04/2019	OLM Systems Limited t/a Partners for Change	Implementation of Three Conversations Model	£80,000	17/04/2019	16/04/2020
23/04/2019	Rock Trust	Homelessness Prevention Services	£161,824	01/04/2019	31/03/2022
25/04/2019	Mott MacDonald Limited	Bridges Consultancy Support	£63,770	29/04/2019	27/09/2019
26/04/2019	Nottingham Rehab Ltd	Aids for Daily Living Services	£2,268,000	01/06/2019	31/05/2021
01/05/2019	Ove Arup and Partners Scotland Ltd	Water of Leith Phase 2 - River Model Update	£89,000	01/05/2019	01/11/2019
03/05/2019	St. Vincent's Health and Public Sector Consulting Limited	CAFM Implementation Support	£125,000	01/05/2019	31/03/2020
06/05/2019	Lothian Buses PLC	Supported bus services	£200,000	01/04/2019	31/12/2019
06/05/2019	JMT Care Services Ltd	Foster care support for severely disabled children	£200,000	01/04/2019	31/03/2020
06/05/2019	Lothian Buses PLC	Supported bus services	£182,000	01/04/2019	31/12/2019
06/05/2019	Edinburgh Coach Lines Ltd	Supported bus services	£152,000	01/04/2019	31/12/2019
06/05/2019	Lothian Buses PLC	Supported bus services	£117,000	01/04/2019	31/12/2019
06/05/2019	Lothian Buses PLC	Supported bus services	£71,000	01/04/2019	31/12/2019
06/05/2019	Waverley Travel	Supported bus services	£56,000	01/04/2019	31/12/2019
07/05/2019	ABM Facility Services Scotland Limited	Cleaning Services for Cultural Performance, Conferencing and Events Venues	£762,544	03/06/2019	02/06/2021

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
16/05/2019	SPIE Scotshield Ltd	Maintaining and installing CCTV hardware - interim extension	£140,000	01/04/2019	30/09/2019
21/05/2019	NHS Lothian - Lothian Health Board	Blue Badge Assessment Service	£721,311	01/04/2019	31/03/2024
27/05/2019	Virgin Media Business Ltd	Data Circuit to Saughton House	£58,000	08/04/2016	07/04/2020
27/05/2019	SPIE Scotshield Ltd	Maintenance and repair of public space CCTV cameras, CCTV Control Room, Monitoring and Transmission	£75,400	01/10/2019	30/09/2020
27/05/2019	BT Redcare	Maintenance of Fibre Optic cables	£157,806	01/07/2019	30/06/2020
28/05/2019	Vigilant Security (Scotland) Ltd	Transport Marshals	£86,920	07/06/2019	06/01/2020
30/05/2019	Bethany Christian Trust, Crossreach SP, Dunedin Canmore Housing Ltd, Four Square Scotland, Hillcrest Futures, Rock Trust, Rowan Alba Ltd, Salvation Army Hostels, Scottish Veterans Residences, Streetwork UK Ltd, Ypeople	Open Framework for Homelessness Accommodation with Support for Adults and Young People	£17,564,828	17/06/2019	16/06/2022
03/06/2019	Benchmark4 LLP	Temporary Accommodation Units	£429,970	03/06/2019	02/06/2020
05/06/2019	Hermes Equity Ownership Services Limited	Voting and Engagement Services	£246,000	01/07/2019	30/06/2021
05/06/2019	British Telecommunications PLC	Telephone Lines	£164,000	01/04/2019	31/03/2020
06/06/2019	Turner & Townsend Consulting Limited	Consultancy Services Active Travel	£361,300	06/06/2019	31/12/2019
06/06/2019	Turner & Townsend Consulting Limited	Project Management Services	£90,600	06/06/2019	30/06/2019
07/06/2019	Openreach	Private Traffic Signal Controls	£91,353	01/04/2019	31/03/2020
10/06/2019	1212 Taxis, AAA Coaches Ltd, Abbot Travel Ltd, A C Taxis Aerial ABW Cabs Ltd, Allan's Coaches, All The Fours Inc, Avalon Scotland Ltd, B and G Taxis, Blue Bus Ltd, Bodyshop Edinburgh, T/A Coach Hire Edinburgh, Carr Private Hire Ltd, C C Taxis Ltd, Central Radio Taxis Tollcross Ltd, Charlie Irons Coaches Ltd, Chauffeur Cars Scotland, Chauffeur Drive Scotland Ltd, Cherry Private Hire, City Cabs Edinburgh Ltd, City Circle UK Ltd, Coulman Coaches & Chauffeur Drive, D&C's Taxis, DG	Education and Health & Social Care Transport Framework Agreement	£32,000,000	03/07/2019	02/07/2022

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	Transport, Duddingston Transport Ltd, E & M Horsburgh Ltd, E and R Taxis, Edinburgh City Private Hire Ltd, Edinburgh Coach Lines Ltd, Edinburgh Taxis Limited, Festival Travel (Scotland) Ltd, G and E Taxis Ltd, G & R Taxis, Garrieth Graham. GT Private Hire GT Travel, H and M Ferguson Ltd, Hannings Ltd, Ian Mycko, James Kennedy t/a J&K Private Hire, J.J.C. Taxis Ltd, JTS Cars, Kinnaird Transport Services Ltd, L & M Taxis, LA Travel, M and D Private Hire, Masoka Ltd, Midland Bluebird Ltd / First Scotland East Ltd, Midlothian Private Hire, Nancy McElhone, P & S Transport, Prentice Westwood Ltd Prorace Scotland Ltd Ratho Coaches Limited S & M Pickering Salmond's Mini - Coach Hire Ltd, SD Travel Scotland Ltd Seven Sevens Cars Ltd Shandon Travel Ltd Soave Minibus Hire Steven Kane Taxi Service Transport Innovation Ltd W&K Scott Ltd t/a Alba Coaches, WD Taxis, Westcroft Travel Ltd, WMD Private Hire				
11/06/2019	Primecare Health Ltd	Care services	£122,500	03/06/2019	30/09/2019
11/06/2019	Will Rudd Davidson Edinburgh Ltd	Call-off, Structural Engineering Services	£408,552	11/06/2019	10/06/2020
14/06/2019	BHL Consultancy Ltd	Specialist Paint/Steelwork Inspector	£72,960	21/06/2019	30/10/2020
14/06/2019	Faithful and Gould	Call-off, Surveying Services Castlebrae High School	£84,750	14/06/2019	06/08/2021
17/06/2019	Capability Scotland	Care Services	£223,514	21/06/2019	20/06/2022
17/06/2019	John McGeady Ltd, Markon Ltd, Willsweep Ltd, E and J Douglas and Sons, NWH Construction Services Ltd, William Hamilton & Sons (Contractors) Limited, A Williamson Haulage Ltd, Galt Transport Ltd, Jarvie	Framework Agreement for the Hire of Plant with Operator	£1,107,746	01/07/2019	30/06/2021

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	Plant Ltd, RD Anderson Haulage Ltd, D R Plant Hire Ratho Ltd, Hillhouse Quarry Company				
18/06/2019	Jontek Ltd	Maintenance of Alarm	£120,000	01/04/2019	31/03/2020
20/06/2019	Interserve FS (UK) Limited	Cleaning Services	£55,000	01/11/2018	30/11/2020
20/06/2019	Will Rudd Davidson Edinburgh Ltd	Call-off, emergency inspections	£50,000	20/06/2019	20/06/2023
25/06/2019	Primecare Health Ltd	Care services	£640,968	21/06/2019	20/06/2020
25/06/2019	Idox Plc	Election Count Software	£122,246	10/04/2019	31/08/2019
25/06/2019	Edinburgh Showtec Ltd	Cultural Show Crews	£116,360	01/05/2019	30/04/2020
27/06/2019	Scotland Yard Adventure Centre Ltd t/a The Yard	HR Function and Staff Support for Holiday Activity Programme	£618,598	01/07/2019	29/06/2020
30/06/2019	Edinburgh Voluntary Organisations	Support services	£154,300	01/04/2019	31/03/2020
02/07/2019	Link Asset Services	Professional services	£50,000	01/07/2019	31/12/2019
02/07/2019	Class One Traffic Management Ltd, Contraflow Ltd, Signsafe Traffic Ltd	Framework, Transport Traffic Management Measures	£387,097	01/08/2019	31/07/2021
17/07/2019	Newfuture.me	Outplacement Services	£68,980	12/08/2019	11/08/2022
18/07/2019	Allpay Limited	Pre Loaded Cards	£65,568	29/11/2018	28/11/2020
19/07/2019	G4S Secure Solutions (UK) Limited	Security services	£52,226	28/07/2019	01/09/2019
19/07/2019	David Narro Associates Ltd	Call off, professional services	£77,875	19/07/2019	18/07/2020
21/07/2019	Saheliya	Outreach and Advisory services	£50,729	04/11/2019	31/03/2020
24/07/2019	Harrison Stevens Limited	Design Services	£84,900	24/07/2019	23/07/2020
25/07/2019	African Connections CIC	Multi Cultural Event	£90,000	29/07/2019	28/07/2020
25/07/2019	Currie & Brown UK Limited	Professional Services	£102,341	26/07/2019	31/05/2021
26/07/2019	Corgi Technical Services Limited	Gas Auditing Services	£118,534	01/08/2019	31/12/2020
26/07/2019	Bethany Christian Trust	Homelessness services	£121,673	01/10/2019	31/03/2020
30/07/2019	Community Integrated Care	Specialist Care services	£892,866	02/08/2019	01/08/2021
31/07/2019	Penumbra	Mental Health and Wellbeing Services	£264,584	01/11/2019	31/03/2020
31/07/2019	Health in Mind	Mental Health and Wellbeing Services	£141,667	01/11/2019	31/03/2020
31/07/2019	Scottish Association for Mental Health	Mental Health and Wellbeing Services	£74,583	01/11/2019	31/03/2020
31/07/2019	Support In Mind Scotland	Mental Health and Wellbeing Services	£68,333	01/11/2019	31/03/2020
31/07/2019	Barony Housing Association Ltd	Mental Health and Wellbeing Services	£62,917	01/11/2019	31/03/2020
31/07/2019	Living Well North Edinburgh	Mental Health and Wellbeing Services	£50,417	01/11/2019	31/03/2020
31/07/2019	3A Solutions Ltd, Akbar Properties, Cameron Guest House Group, Edinburgh Apartments, Edinburgh Thistle Guest House, H3 Property Scotland Ltd, Imperial Portfolios Limited, Josephs Accommodations	Framework Agreement, Homelessness Accommodation	£5,000,000	01/08/2019	31/07/2022

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
	Ltd, Leamington House, Mears Housing Management Limited, S & S Apartments, Umrans Akbar, Zara Apartments				
01/08/2019	Cushman & Wakefield Debenham Tie Leung Limited	Professional services	£72,000	01/09/2019	31/01/2020
05/08/2019	Richmond Fellowship Scotland	Care Services	£68,000	08/08/2019	08/08/2019
05/08/2019	Will Rudd Davidson Edinburgh Ltd	Call-off, Structural Engineering Services	£95,760	04/08/2020	04/08/2020
05/08/2019	Doig & Smith Limited	Call-off, Quantity Surveying Services	£54,600	04/08/2020	04/08/2020
05/08/2019	CBRE Limited	Valuation services	£286,500	01/10/2022	01/10/2022
05/08/2019	Girbau UK Limited	Rental and Maintenance of Laundry Equipment	£195,120	08/09/2019	08/09/2019
06/08/2019	Blackwood Partnership Limited	M&E Engineering Services	£490,262	05/08/2020	05/08/2020
06/08/2019	Doig & Smith Limited	Quantity Surveying Services	£233,458	05/08/2020	05/08/2020
06/08/2019	Holmes Miller Limited	Architectural Services	£217,282	05/08/2020	05/08/2020
06/08/2019	Doig & Smith Limited	Call-off, Professional Services	£107,840	06/08/2019	05/08/2020
06/08/2019	Will Rudd Davidson Edinburgh Ltd	Call-off, Professional Services	£85,373	06/08/2019	05/08/2020
06/08/2019	Blackwood Partnership Limited	Call-off, Professional Services	£56,616	06/08/2019	05/08/2020
06/08/2019	Anderson Bell Christie Limited	Call-off, Professional Services	£56,100	06/08/2019	05/08/2020
07/08/2019	Corporate Travel Management (North of England) Ltd	Call-off, SP, Travel and Venue Solutions	£450,000	17/09/2019	28/02/2021
12/08/2019	Coulter Legal LLP	Legal Services	£50,000	01/11/2018	31/03/2020
14/08/2019	Scottish Nursing Guild	Agency - Mental health support workers	£200,000	01/09/2019	31/08/2024
15/08/2019	TD Tree & Land Services Limited, Active Treescape Ltd, LJX Ltd, Ayrshire Tree Surgeons Ltd	Forestry and Arboricultural Framework	£273,040	01/09/2019	31/08/2023
19/08/2019	Siemens Mobility Ltd	Maintenance of traffic management systems	£4,500,000	01/09/2019	31/08/2023
20/08/2019	Community Integrated Care	Specialist Care Services	£649,848	30/08/2019	29/08/2020
21/08/2019	IMG Artists UK Ltd	Musicians Playing at Cultural Venues	£150,000	01/09/2019	29/02/2020
29/08/2019	National Youth Choir of Scotland	Music Training for schools	£57,750	12/08/2019	30/06/2020
09/09/2019	Capita Business Services Ltd, Civica UK Limited, Liberata UK Limited	Data Processing Services Framework	£664,640	09/09/2019	08/09/2021
19/09/2019	Fuellink Systems Ltd	Web based fuel management system	£85,979	16/09/2019	15/09/2024
20/09/2019	Jones Lang Lasalle Limited	External Property Manager for Lothian Pension Fund	£1,897,290	01/10/2019	30/09/2022
20/09/2019	Standard Life Investments Ltd	Property Investment Management Services for Lothian Pension Fund	£450,000	01/07/2019	31/12/2019

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
21/09/2019	South London and Maudsley NHS Foundation Trust	Care Support for Families	£53,650	01/04/2019	31/03/2020
23/09/2019	Ross Quality Control Limited	Call-off, Clerk of Works services	£71,318	23/09/2019	30/04/2021
23/09/2019	Northern Trust Corporation	Master Custody Agreement	£840,000	01/03/2020	28/02/2022
23/09/2019	QBE EO	Insurance services	£575,000	15/11/2019	15/11/2022
23/09/2019	QBE EO	Insurance services	£541,015	15/11/2019	15/11/2022
25/09/2019	Stantec UK Limited	Consultancy services	£139,184	01/09/2019	31/05/2020
25/09/2019	Playsafety Ltd	Call-off, SXL, playground inspections	£90,000	23/09/2019	22/09/2020
27/09/2019	Action For Children	Specialist care for Children	£267,635	01/04/2019	31/03/2020
27/09/2019	Distribution Unlimited	Mail Distribution	£55,000	05/08/2019	15/04/2021
30/09/2019	Sacro	Wellbeing Services for Black Asian Minority Ethnic (BAME) Women	£896,884	01/04/2020	31/03/2025
30/09/2019	Certas Energy Ltd t/a Scottish Fuels	Call Off, SP, Liquid Fuels	£7,800,000	14/10/2019	31/03/2022
30/09/2019	RIX Petroleum (Scotland) Limited	Call Off, SP, Liquid Fuels	£137,500	14/10/2019	31/03/2022
01/10/2019	Cyrenians	Residential care placements	£161,615	01/10/2019	30/06/2020
01/10/2019	E.D.P. Health, Safety and Environment Consultants Limited	Call-off, SXL Asbestos Surveys	£57,200	07/10/2019	06/03/2020
01/10/2019	City Health Clinic Limited	Driver Medicals for Taxis and Private Hire	£448,000	01/10/2019	30/09/2022
03/10/2019	Levenseat Ltd	Uplift, treatment and disposal of Mechanical Street Sweepings and Gully Waste	£842,037	01/12/2019	30/11/2022
04/10/2019	Hays Specialist Recruitment Ltd	Short-Term Temp Staff for Care	£50,000	07/10/2019	06/10/2020
06/10/2019	Turner & Townsend Project Management Limited	Call-off, SXL, Project and Commercial Management Services	£6,799,000	06/10/2019	31/05/2023
07/10/2019	Crawford & Company Adjusters (UK) Limited	Provision of loss adjusting services	£131,685	07/10/2019	06/10/2022
07/10/2019	Summers-Inman Construction And Property Consultants LLP	Call-off, Professional Services, Building Surveying	£100,000	07/10/2019	31/03/2020
10/10/2019	Prism UK Medical Limited, Closomat Ltd	Supply & Maintenance of Stairlifts, Ceiling Track Hoists & Bidet Toilets Framework	£584,918	01/11/2019	31/10/2021
10/10/2019	Anturas Consulting Limited	Project Assurance Services	£776,337	01/11/2019	31/03/2023
10/10/2019	Atkins Limited	Call-off, SXL, engineering services	£1,195,000	14/10/2019	31/07/2020
11/10/2019	Firm of James Lawrie	Road gritting and snow clearance	£50,425	01/11/2019	31/10/2021
18/10/2019	Aecom Limited	Call-off, Flood Study	£51,241	28/10/2019	27/03/2020
23/10/2019	Aecom Limited	Call-off, Professional Services	£710,939	31/10/2019	31/10/2020
28/10/2019	Addleshaw Goddard LLP	Call-off, National LGPS framework, legal services	£216,000	22/10/2019	21/10/2022
29/10/2019	Currie & Brown UK Limited	Call-off, Professional Services, Quantity Surveying	£100,000	08/11/2019	07/11/2020

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
05/11/2019	Summers-Inman Construction and Property Consultants LLP	Provision of the services of a building surveyor	£50,000	25/09/2019	31/03/2020
06/11/2019	Change, Grow, Live	Offender Recovery Service	£429,999	01/04/2020	30/09/2020
14/11/2019	Faithful and Gould	Call-off, Design services	£1,142,050	14/11/2019	15/08/2022
18/11/2019	Aecom Limited	Call-off, Professional Services	£89,825	01/12/2019	01/12/2020
19/11/2019	Doig & Smith Limited	Call-off, Professional Services	£60,000	19/11/2019	18/11/2020
20/11/2019	Ennova Law	Legal services	£50,000	01/04/2019	31/01/2020
20/11/2019	Primecare Health Ltd	Care and Support	£130,000	01/10/2019	31/03/2020
21/11/2019	Lothian Buses PLC	Supported Bus Routes	£165,500	01/01/2020	01/04/2020
21/11/2019	Edinburgh Coach Lines Ltd	Supported Bus Routes	£50,500	01/01/2020	01/04/2020
25/11/2019	Balfour Beatty Civil Engineering Ltd	Call-off, SCAPE, Professional services	£226,541	25/11/2019	31/08/2020
02/12/2019	Doig & Smith Limited	Call-off, Professional Services	£60,000	02/12/2019	01/12/2020
04/12/2019	21st Century Passenger System Limited	Installation of new Bus station CMS and bustracker	£4,768,704	23/12/2019	22/12/2024
06/12/2019	Jacobs UK Ltd	Traffic Modelling and Transport Planning	£4,000,000	16/12/2019	15/12/2022
06/12/2019	Anderson Strathern LLP, Brodies LLP, Clyde & Co (Scotland) LLP, CMS Cameron McKenna Nabarro Olswang LLP, Harper MacLeod LLP, Morton Fraser Solicitors, Shepherd & Wedderburn LLP	Legal Services Framework Agreement	£12,000,000	21/12/2019	20/12/2021
06/12/2019	Action For Children	Children's Care service	£308,533	01/04/2019	31/03/2020
10/12/2019	Idox Plc	Voting papers	£151,924	06/11/2019	31/03/2020
12/12/2019	Collective Architecture Limited	Call-off, Professional Architectural Services	£155,827	16/12/2019	15/12/2020
12/12/2019	Framework - TD Tree & Land Services Limited, P1 Solutions Ltd, Glendale Grounds Management Ltd	Tree Planting and Watering Framework Agreement	£400,000	06/01/2020	05/01/2024
12/12/2019	Freight Transport Association Ltd	Tachograph Equipment & Software	£75,976	01/04/2020	31/03/2024
12/12/2019	J Sives Surfacing Ltd	External Soft and Hard Landscaping	£69,697	12/01/2020	01/06/2020
16/12/2019	Spirit Media Scotland Limited	Call-off, SP, Media Planning, Buying and Associated Services	£800,000	06/01/2020	05/01/2024
17/12/2019	High Trees Limited	Residential Care and Education	£672,500	17/12/2019	16/12/2021
19/12/2019	GHPC Group Ltd	Call-off, Clerk of Works Services	£161,040	06/01/2020	06/08/2020
19/12/2019	Will Rudd Davidson Edinburgh Ltd	Call-off, Professional Services, Engineering	£52,500	19/12/2019	18/12/2020
19/12/2019	Coulters Legal LLP	Minor Element of Legal Services Framework	£97,572	20/01/2020	30/09/2020
20/12/2019	Blackwood Partnership Limited	Professional Services Lot 6 -M&E Engineering	£140,700	20/12/2019	19/12/2020
20/12/2019	Royal Bank of Scotland PLC	Core Banking Services	£783,029	01/01/2020	31/12/2023

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
22/12/2019	AHR Architects Limited	Professional Services Lot 9 - Multi Discipline Design Team	£187,550	07/01/2020	06/01/2021
27/12/2019	APS Group Scotland Ltd	Publishing, Print, Design and Associated Services	£100,000	23/12/2019	30/09/2023
31/12/2019	Xerox UK Ltd	Multi - Functional Devices	£220,000	01/03/2020	30/04/2020
08/01/2020	GTG Training Ltd	Driver Training	£90,000	13/01/2020	12/01/2022
14/01/2020	Forde Training Services Limited	Call-off, Plant Training	£60,000	20/01/2020	19/01/2022
16/01/2020	Enva Scotland Limited	Haulage Solutions	£124,000	28/12/2019	31/03/2020
16/01/2020	NWH Construction Services Ltd	Haulage Solutions	£84,000	28/12/2019	31/03/2020
20/01/2020	Holmes Miller Limited	Call-off, Professional Architectural Services	£79,635	21/01/2020	20/01/2021
23/01/2020	Scottish Nursing Guild	Temporary Staff Resources	£56,000	01/01/2020	31/12/2020
29/01/2020	IMG Artists UK Ltd	Artists Agents for Cultural Venues	£92,000	01/02/2020	31/07/2020
31/01/2020	Kee Consultancy Limited, Claar Psychology	Framework for Independent Psychological Assessments	£400,000	12/02/2020	11/02/2024
31/01/2020	Will Rudd Davidson Edinburgh Ltd	Call-off, Professional Engineering Services	£634,923	03/02/2020	02/02/2021
31/01/2020	Will Rudd Davidson Edinburgh Ltd	Call-off, Professional Engineering Services	£318,820	03/02/2020	02/02/2021
03/02/2020	Sumdog Ltd	Mathematics development resource for schools	£70,000	01/01/2020	31/03/2021
03/02/2020	Integrated Skills (UK) Limited	Waste Routing Software	£50,000	01/02/2020	31/03/2023
05/02/2020	Stepping Stones North Edinburgh	Early Intervention Services	£50,000	01/04/2020	31/03/2021
05/02/2020	Valtech Limited	Blue Badge Digital Services and Associated Services	£60,000	05/02/2020	04/02/2022
12/02/2020	Lothian Centre for Inclusive Living	Independent Living Support Services	£234,000	01/01/2020	31/12/2020
13/02/2020	Changeworks Resources for Life Ltd	Energy Advice Services	£163,734	15/02/2019	31/03/2020
17/02/2020	GL Education Group Ltd	Assessment Data Provider for Schools	£132,500	01/01/2020	31/03/2021
17/02/2020	Volunteer Centre Edinburgh	Maintain Volunteer Database	£74,233	01/04/2020	31/03/2021
19/02/2020	Community Help and Advice Initiative	Advice and Information Services	£196,176	02/06/2019	31/03/2022
19/02/2020	Horizons Residential Care Limited	Secure Care Accommodation	£78,750	05/11/2019	31/03/2020
26/02/2020	SSE Telecommunications Limited	Designs and Construction for Diversions of utilities	£125,760	10/02/2020	31/03/2023
26/02/2020	Link Group (GB)	Private Sector leasing homelessness service	£52,277,000	01/04/2020	31/03/2025
27/02/2020	Holmes Miller Limited	Call-off, Professional Architectural Services	£110,925	27/02/2020	26/02/2021
28/02/2020	Anderson Bell Christie Limited	Call-off, Professional Architectural Services	£864,154	03/03/2020	02/03/2021
28/02/2020	Currie & Brown UK Limited	Call-off, Project Management Services	£576,800	28/02/2020	27/02/2021
02/03/2020	E.D.P. Health, Safety and Environment Consultants Limited	Call-off, SXL, Asbestos Surveys and Support Services	£86,100	03/02/2020	30/06/2020

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
10/03/2020	OLM Systems Limited t/a Partners for Change	Implementation of Three Conversations Model	£92,000	01/04/2020	31/03/2021
11/03/2020	Fife Council t/a Matrix Fife	Re-upholstery service on Specialist Postural Seating	£50,000	10/03/2020	30/09/2020
11/03/2020	St. Vincent's Health and Public Sector Consulting Limited	Facilities Management Software Implementation Support	£50,000	01/02/2020	30/04/2020
11/03/2020	Edinburgh Womens Aid Ltd	Domestic Abuse Services	£184,872	01/11/2020	31/03/2021
11/03/2020	Shakti Womens Aid	Domestic Abuse Services	£119,654	01/11/2020	31/03/2021
11/03/2020	Four Square Scotland	Domestic Abuse Services	£109,811	01/11/2020	31/03/2021
11/03/2020	Dynniq UK Ltd	Upgrade to traffic signal infrastructure	£136,794	01/04/2019	31/03/2020
11/03/2020	Calor Gas Ltd	Gas Supply for outdoor centres	£50,000	01/02/2020	31/03/2022
13/03/2020	RON Services Limited	Cleaning Services	£200,000	13/03/2020	14/03/2021
13/03/2020	Novoville Limited	CivTech 4.0 Software Programme	£93,525	23/03/2020	15/02/2021
17/03/2020	Northumbria Healthcare NHS	Salary Sacrifice Car Lease Scheme	£200,000	10/03/2020	30/11/2020
19/03/2020	JB Nursing & Staff Employment	Agency Staff for Care Homes	£175,000	18/03/2020	30/06/2020
19/03/2020	Forthland Lodge t/a Meallmore Ltd	Care Home service	£439,900	01/04/2020	31/03/2021
25/03/2020	Edinburgh Showtec Ltd	Supply of Show Crew for Cultural events	£180,000	01/05/2019	30/06/2020
25/03/2020	Hamilton Waste and Recycling Ltd	Bulky Waste services contract	£180,000	01/04/2020	31/03/2022
30/03/2020	We are BPR Ltd t/a We are Lean and Agile	Call-off, CCS, Intelligent Process Mapping Tool	£53,240	01/04/2020	31/03/2021
30/03/2020	Northcare Manor t/a Northcare Scotland Ltd	Care Home Service	£3,106,377	30/03/2020	28/09/2020
30/03/2020	Manor Grange Care Home	Care Home Service	£782,857	30/03/2020	28/09/2020
30/03/2020	Trinity Craighall LLP	Care Home Service	£782,857	30/03/2020	28/09/2020
31/03/2020	Hamilton Waste and Recycling Ltd	Bulky Waste services contract	£237,600	01/01/2020	30/09/2020
31/03/2020	Hardies Property & Construction Consultants	QS Services	£115,000	01/03/2020	31/12/2023
31/03/2020	The Yard	Specialist Services for Children and Family/Carers	£105,215	06/04/2020	05/07/2020
<b>WORKS CONTRACT AWARDED - 7</b>					
31/05/2019	Central Building Contractors Glasgow Ltd	Call-off, Early Years Projects	£9,155,347	03/06/2019	31/05/2020
07/06/2019	Balfour Beatty Civil Engineering Ltd	Call-off, SCAPE, Bridge Construction	£2,984,495	01/05/2019	14/04/2020
18/07/2019	Morgan Sindall Construction & Infrastructure Ltd (GB)	Call-off, New build Primary school at Broomhills	£12,908,935	03/06/2019	31/07/2020
12/09/2019	McLaughlin and Harvey Limited	Call-off, Construction of St Crispin's School	£13,716,326	13/09/2019	29/01/2021
11/12/2019	Hub South East Scotland Limited	Call-off, School Castlebrae	£27,389,426	11/12/2019	06/08/2021
19/02/2020	Morgan Sindall Construction & Infrastructure Ltd (GB)	Call-off, New build primary school. Morningside.	£12,257,554	18/11/2019	29/03/2021

Date of Award	Name of Supplier	Subject Matter	Estimated Value of the Contract	Start Date	End Date
26/02/2020	Morgan Sindall Construction & Infrastructure Ltd (GB)	Call-off, Extension to Leith Victoria Primary School	£13,759,587	04/11/2019	01/03/2021
<b>UTILITIES CONTRACTS – 2</b>					
10/06/2019	Sacyr Farrans Neopul JV	Edinburgh Tram York Place to Newhaven Project - Infrastructure & Systems Contract	£105,915,618	10/06/2019	09/06/2022
10/06/2019	Morrison Utility Services Limited	Edinburgh Tram York Place to Newhaven Project - Swept Path Contract	£22,020,000	10/06/2019	09/06/2022

## 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, with a refresh of the monthly dashboard reporting to Directorate management teams;</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 Pipeline tracker.</li> </ul>	Fully Complied
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>	Fully Complied
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>➤ The Contract and Grants Management (CAGM) team oversee strategy and Council-wide best practice;</li> <li>➤ Contract management framework has been created to be used by contract managers in all Council service areas. It is a toolkit for contract management activities throughout a contract's lifecycle and has a strong focus on supplier management and compliance;</li> <li>➤ Contract management framework was co-produced with corporate teams across the Council (including Risk, Resilience, Information Governance, Health and Safety and Internal Audit) as well as contract managers;</li> </ul>	Partially Complied

1. Deliver Savings and Best Value (and we will do this by):		
Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ The CAGM team support service areas identify operational efficiencies, reviewing the Council's top suppliers, securing better outcomes, best value and improved performance;</li> <li>➤ Specific support given to services in planning to mitigate risk to supply chains from UK leaving the EU;</li> <li>➤ The CAGM team work to ensure that key suppliers and contract managers develop partnership working relationships, proactively manage risks and take advantage of specific contractual opportunities to deliver innovation and efficiencies; and</li> <li>➤ Contract Management Training has been developed and Contract Management Forums are ongoing focussing on sharing best practice and lessons learned, supplemented by CECIL training that also now available on contract management.</li> </ul>	
Applying a whole life costing approach which balances cost, quality and sustainability	<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 procurement service 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 shared and recorded for future reference.</li> </ul>	Fully Complied
Increasing market engagement and benchmarking to drive competitive tenders and to improve quality through best practice	<ul style="list-style-type: none"> <li>➤ Regulated procurements embrace market engagement, research and benchmarking in order to maximise quality and value. Frequent working with business and third sector engagement organisations such as Scottish Care, Supplier Development Programme, Partnership for Procurement and Edinburgh Voluntary Organisations Council;</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; and</li> </ul>	Fully Complied

1. Deliver Savings and Best Value (and we will do this by):		
Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ Market engagement through Prior Information Notice on Public Contracts Scotland, advertising engagement and co-production events on the Edinburgh Compact website.</li> </ul>	
Increasing collaboration through the City and Lothians as well as with other public-sector organisations	<ul style="list-style-type: none"> <li>➤ Ongoing commitment and active contribution to Scotland Excel collaborative approach with all our Local Authority Partners and with Scottish Procurement;</li> <li>➤ Focus on increased collaboration with other public-sector organisations with recent engagement with the South East transport partnership; and</li> <li>➤ New collaborative contracts introduced with partners such as East, West and Midlothian, Fife, Stirling and Scottish Borders Councils as well as Edinburgh Leisure.</li> </ul>	Fully Complied
Maximising Community Benefits	<ul style="list-style-type: none"> <li>➤ Community Benefits imposed in all contracts over £50,000 where appropriate for supplies, services and 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 Benefits captured internally and reported to CPS senior management.</li> <li>➤ The Council contract for North Sighthill regeneration was recognised by Royal Institute of Chartered Surveyors as Scotland Social Impact Residential Award winners, recognising the impact of community benefits in procurement. <a href="#">rics-awards-scotland-2020</a></li> </ul>	Fully Complied

## 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>➤ The 'light touch' procurement regime used extensively to deliver better outcomes, including more use of negotiation to facilitate open conversations to achieve the best and sustainable outcomes for - service users and providers of services. There has been significant resources dedicated to co-production and service redesign with third sector partners e.g. Mental Health, Carer Services, Day Services and Homelessness Services;</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 in primarily, homeless accommodation services. Building on our experience from initial procurements using this method further procurements are underway.</li> </ul>	Fully Complied
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 and 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>➤ Case Law under the new regulations is reviewed to incorporate good practice and learning into own processes and documentation;</li> <li>➤ Council Procurement Handbook updated to reflect guidance changes; and</li> <li>➤ Procurement documentation reviewed and amended to reflect changes in legislation and Contract Standing Orders</li> </ul>	Fully Complied
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 commit 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>	Fully Complied

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; and</li> <li>➤ Procurement training provided to staff to support their learning and understanding of their influence.</li> </ul>	
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>➤ New Fair Work Best Practice Guidance launched by Scottish Government in June 2018 used to refresh procurement staff awareness on this statutory duty and engagement in Fair Work convention working groups to enhance knowledge and best practice;</li> <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>➤ 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>	Fully Complied
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. Fair Trade targeted event held to support local SMEs supplying these products;</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> <li>➤ 'Light Touch' frameworks specifically designed to attract bids from SME and Micro Businesses by reducing the administrative and financial burden of putting a bid in, e.g. Learning and Development Framework and Option 2 and 3 for Children's Services.</li> </ul>	Fully Complied

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>	
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>➤ Third Sector Organisations have been commissioned to support co-production and strategies, for example, Day Care Services in conjunction with the Council</li> <li>➤ Usage of existing supported businesses such as North Lanarkshire Industries, Dovetail Enterprises, EESL Ltd, Matrix Fife and St Jude's Laundry and promotion of these sectors across the Council; and</li> </ul>	Fully Complied
Promoting compliance by contractors and sub-contractors with the Health and Safety legislation	<ul style="list-style-type: none"> <li>➤ Working closely with Health and Safety professionals the CAGM team introduced the Contract Handover and Management Report (CHMR) which details processes for monitoring risks, health and safety, financial standing, Business Continuity;</li> <li>➤ The CMHR advises suppliers and contract managers that health and safety requirements for contracts should be determined during the procurement process and details the necessary monitoring required during a contract's lifecycle;</li> <li>➤ The CMHR further ensures that suppliers and contract managers are aware of their roles and responsibilities by ensuring that details of Health and Safety information provided to suppliers and the Council prior to commencement, during the contract, assurance and all incident reporting is properly logged and recorded;</li> <li>➤ Guidance is in place 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> </ul>	Fully Complied

## 2. Improve Processes and Policies by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ A works planning checklist is in place 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>	
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 promotion in the Council, hosted event within Waverley Court to raise awareness of the products available.</li> </ul>	Fully Complied
Continuing to improve compliance using our Purchase to Pay (P2P) processes to maximise the controls available.	<ul style="list-style-type: none"> <li>➤ Purchase to Pay (P2P) process continues to be strictly controlled by both Commercial &amp; Procurement Services and Banking &amp; Payment Services, ensuring payment to suppliers occurs in a timely fashion. Statistics in relation to purchase orders in Oracle are collated and communicated to Directorates across the Council. Purchase Card spend is now captured within monthly Management Information performance statistics, and communicated to Directorates accordingly;</li> <li>➤ 'Vendor form' captures required information and now includes 'micro businesses', GDPR legislative compliance (relating to privacy statement) and secure transfer of sensitive data.</li> <li>➤ A defined process is now in place with related template documentation to support Council-wide understanding and compliance with the Intermediaries Legislation (IR35). Roles and responsibilities with regard to HR, Service Areas and CPS identified. Non-compliance across the Council is feedback to the appropriate head of service;</li> <li>➤ Enhancement of bank account change process, to ensure that when a supplier alters bank details on multiple occasions in short time period, a review of the financial stability of the supplier will be triggered. This process raises awareness of potential supplier instability and ensures up to date review of supplier financial evaluation is undertaken.</li> </ul>	Fully Complied

## 2. Improve Processes and Policies by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ The Oracle e-Business suite (Oracle) has been updated to include a Contracted supplier and Waiver Store. These stores are directly linked to the Contract Register and Waiver Register. This improves visibility of contracted suppliers. Additional prompts are also being used to monitor and control spend level on a contract or agreement basis.</li> </ul>	
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, met the KPI and were paid within 30 days during the reporting period.</li> <li>➤ In view of 'Construction Policy Note 01/2019: Project Bank Accounts - Revised Thresholds and Procedures', roles and responsibilities identified and communicated across relevant Council Directorates to ensure adherence to new thresholds from March '19, as these requirements become more commonplace across the Council.</li> </ul>	<b>Fully Complied</b>

## 3. Increase Expertise, Capacity and Effectiveness by:

Item	Our Progress	Status
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	<ul style="list-style-type: none"> <li>➤ Encouragement, mentoring and support to staff to embrace learning opportunities and undertake appropriate CIPS training, resulting in 91% of specialist procurement staff holding or working towards professional qualifications;</li> <li>➤ Support to two procurement apprentices working on SVQ and up to five procurement trainees in specialist development with on the job and study opportunities provided;</li> <li>➤ Staff study towards and attainment in CIPS Level 4 Diploma and Level 5 and 6 advanced Diploma; and</li> </ul>	<b>Fully Complied</b>

### 3. Increase Expertise, Capacity and Effectiveness by:

Item	Our Progress	Status
	<ul style="list-style-type: none"> <li>➤ CPD opportunities supported, including events on recent case law, CIPS modern slavery and human trafficking event and sustainability leading to more experienced staff attaining Chartered Status of CIPS membership.</li> </ul>	
<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. refresh on savings methodologies, demand management, and procurement systems;</li> <li>➤ Training events undertaken from external providers and legal experts, updates on case law, negotiations skills, or Police Scotland awareness on serious and organised crime risks to public procurement;</li> <li>➤ Whole team update on Scottish Government competency framework for specialist procurement staff to identify further areas from improvement</li> <li>➤ Providing work shadowing opportunities to staff new to commercial roles such as contract management.</li> </ul>	<p><b>Fully Complied</b></p>
<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>➤ Regular Contract and Grants Managers' forums are learning opportunities with attendee driven agendas raising awareness of commercial performance, compliance;</li> <li>➤ Bespoke Contract Management online learning has been developed to improve commercial awareness and improve supplier relationships/delivery of service;</li> <li>➤ Contract Standing Order training events provided on a planned programme and ad hoc on demand to service areas;</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, Grants Standing Orders, Contract Management Framework and relevant policies and charters e.g. Construction Charter and community benefits; 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, and Procurement Boards across a variety of Directorates within the Council.</li> </ul>	<p><b>Fully Complied</b></p>

3. Increase Expertise, Capacity and Effectiveness by:		
Item	Our Progress	Status
Engaging with other local authorities and other organisations which provide scope for knowledge transfer and efficiency through working together	<ul style="list-style-type: none"> <li>➤ Regular engagement through Scottish Government Local Procurement Forum (SGLPF), Scotland excel user groups, Scottish Procurement policy forum;</li> <li>➤ Sharing insight on contract management and other projects with local authority and other public-sector colleagues to support knowledge transfer and market insight;</li> <li>➤ Staff engaged in Procurement People of Tomorrow events and attendance at the Annual Procurex event; and</li> <li>➤ Sharing knowledge and best practice through engagement in performance improvement groups.</li> </ul>	Fully Complied
Improving contract and supplier management practices across the Council	<ul style="list-style-type: none"> <li>➤ The contract management framework provides guidance to contract managers around the measurement of benefits (financial and non-financial) and promotes regular monitoring of suppliers;</li> <li>➤ Supplier performance is tracked and monitored by the relevant contract manager with innovations and lessons learned recorded in contract records and community benefits measured using our bespoke Cenefits system;</li> <li>➤ The standard supplier agenda template includes a standing item on supplier innovation and developments encouraging ongoing dialogue focused on continuous improvement;</li> <li>➤ Key performance indicators are used particularly on higher value and high risk contracts to motivate suppliers to perform and continually improve;</li> <li>➤ Specific support given to services in planning to mitigate risk to supply chains from UK leaving the EU;</li> <li>➤ The CAGM team work to ensure that key suppliers and contract managers develop partnership working relationships, proactively manage risks and take advantage of specific contractual opportunities to deliver innovation and efficiencies; Contract Management Training has been developed and Contract Management Forums are ongoing focussing on sharing best practice and lessons learned;</li> <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> </ul>	Part Complied

3. Increase Expertise, Capacity and Effectiveness by:		
Item	Our Progress	Status
	<ul style="list-style-type: none"> <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

While Procurement Strategy Compliance has been met across most objectives and our contract management actions have made further improvements in policy and process in the FY 2019/20, we consider there are additional improvements to be achieved through further embedding the contract management framework and we will continue work with divisions on this and the management of key risks, including the concurrent impact of the UK leaving the EU and the COVID-19 pandemic.

A review of the outcomes has shaped the future strategy objectives and action plans are in place to deliver compliance against new and refreshed objectives.

## Annex 3 – Future Procurement Activity

### New Procurements

Brief Contract Description	Contract Estimated Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
House Builder / Developer for Meadowbank	£ 50,000,000	01/10/2020	01/11/2021	01/01/2022
Powderhall Enabling Works (N & SHR).	£ 4,000,000	01/12/2020	01/05/2021	01/12/2021
Powderhall Construction (N & SHR)	£ 32,000,000	01/06/2021	01/12/2021	01/02/2022
Coatfield Lane Redevelopment	£ 6,000,000	01/06/2021	01/05/2022	01/10/2022
Meadows to George Street Active Travel Project	£ 15,000,000	01/11/2020	04/01/2021	11/01/2021
West Edinburgh Link Active Travel Project	£ 15,000,000	01/12/2020	08/02/2021	15/02/2021

### Recurring Procurements

Brief Contract Description	Contract Estimated Value	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Independent Living Support Services for Older People	£ 300,000,000	01/07/2021	01/06/2022	01/01/2023
Housing Support with Care at Home	£ 160,000,000	01/10/2020	01/04/2021	01/10/2021
Housing Property Framework R&M	£ 35,000,000	01/10/2020	01/08/2021	01/10/2021
Building Renovation trade materials, managed services	£ 50,000,000	20/09/2020	01/03/2021	01/04/2022
Nursing & Dementia Care Home Services - Castlegreen & North Merchiston	£ 22,000,000	01/02/2022	01/12/2022	01/05/2023
Edinburgh Shared Repairs Service	£ 20,000,000	10/10/2020	08/12/2020	01/04/2021
IP Video Surveillance System	£ 1,500,000	02/11/2020	01/06/2021	01/06/2021
Care- Night Cover	£ 8,000,000	20/01/2021	01/09/2021	01/10/2021

<b>Brief Contract Description</b>	<b>Contract Estimated Value</b>	<b>Expected Contract Notice Date</b>	<b>Expected Award Date</b>	<b>Expected Start Date</b>
Supported Employment Service	£ 8,000,000	11/01/2021	04/06/2021	01/09/2021
Edinburgh's Domestic Abuse Services	£ 7,000,000	01/04/2021	01/10/2021	01/03/2022
Clerk of Works Framework	£ 5,000,000	01/02/2021	01/10/2021	01/11/2021
Global Custody Services	£ 4,000,000	01/12/2020	01/10/2021	01/03/2022
Stair Cleaning Service	£ 4,000,000	01/10/2020	01/05/2021	01/08/2021
Winter Maintenance Contingency Framework Agreement for Snow and Ice Maintenance	£ 3,600,000	20/09/2020	01/10/2020	01/03/2021
Children and Young People affected by Parental Substance Abuse	£ 2,096,000	01/12/2020	01/10/2021	01/03/2022
Interpreting & Translation Framework	£ 1,485,000	01/12/2020	01/10/2021	01/03/2022
Care and Repair services	£ 1,250,000	01/11/2021	01/03/2021	01/04/2021
Edinburgh and Midlothian Offender Recovery Service (EMORS)	£ 1,000,000	01/09/2020	30/03/2021	01/04/2021
Agency, Fixed Term, Permanent Resource	£ 48,000,000	01/10/2020	01/03/2021	12/06/2021
Further and Higher Education Training	£ 1,000,000	01/12/2020	01/09/2021	01/10/2021
Provision of Merchant Services	£ 881,000	01/11/2020	01/02/2021	02/06/2021
Community development for people in recovery from drug and alcohol addiction	£ 1,400,000	01/10/2020	01/08/2021	01/10/2021
Internal Audit Services	£ 500,000	30/10/2020	01/02/2021	01/04/2021

<b>Brief Contract Description</b>	<b>Contract Estimated Value</b>	<b>Expected Contract Notice Date</b>	<b>Expected Award Date</b>	<b>Expected Start Date</b>
Large Format Printing and Exhibition Materials Framework	£ 400,000	30/08/2021	01/12/2021	01/04/2022
Service Alcohol Related Brain Disorder	£ 340,000	01/11/2020	01/02/2021	01/04/2021
Provision of Cash in Transit Services	£ 317,000	01/04/2021	01/12/2021	01/02/2022
Kennelling Services	£ 300,000	01/10/2020	01/02/2021	01/04/2021
Confidential Waste Recycling and Disposal	£ 250,000	01/04/2021	30/12/2021	01/04/2022
Masonry Repairs	£ 200,000	01/10/2020	30/03/2021	01/04/2021
External Audit Services	£ 150,000	02/12/2020	01/08/2021	01/10/2021
Active Travel Cycle and Pedestrian Counters	£ 150,000	01/10/2020	01/12/2020	15/12/2020
Customer Records Management System	£ 560,000	01/01/2021	01/05/2021	01/06/2021

## 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 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: 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.
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