

Finance and Resources Committee

10.00am, Thursday, 3 March 2022

Active Travel Investment Programme - Programme Management Office Support

Executive/routine	Routine
Wards	All
Council Commitments	16, 17, 18, 27

1. Recommendations

- 1.1 It is recommended that the Finance and Resources Committee:
 - 1.1.1 Approve an extension of the current contract with Turner and Townsend (with support from Anturas Consulting), via a waiver of Contract Standing Orders (CSOs) for the continuing provision of Programme Management Office (PMO) support for the Active Travel Investment Programme (ATInP) and for continuing provision of project management support for the Local Development Plan Action Programme (LDPAP); and
 - 1.1.2 Note that the value of this waiver would be up to £150,000.

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Executive Director of Place

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Report

Active Travel Investment Programme - Programme Management Office Support

2. Executive Summary

- 2.1 This report seeks approval for the extension of the current contract with Turner and Townsend (with support from Anturas Consulting) via a waiver of Contract Standing Orders (CSOs) for the continuing provision of Programme Management Office (PMO) support for the Active Travel Investment Programme (ATInP).
- 2.2 This is to provide continuity of delivery for the ATInP while an in-house staff team is appointed to take forward these responsibilities in future. Appointments to the in-house team are in progress however there is a slight misalignment in timing between the expiry of the existing waiver and this new team taking up their positions.

3. Background

- 3.1 The Transport and Environment Committee approved the introduction of a Programme Delivery Plan (PDP) for the ATInP in [2019](#). At that time, the full value of the forward programme was estimated at £87m, for the period 2019/20 to 2023/24, funded from a combination of Council capital funding, Sustrans match funding and the Scottish Government's annual Cycling Walking Safer Routes (CWSR) grant.
- 3.2 The PDP set out the methodology for the implementation of a PMO to provide the Active Travel team with programme management and delivery support and established a prioritisation framework for all projects within the ATInP.
- 3.3 On [14 October 2021](#), the Transport and Environment Committee approved a revised programme for the ATInP of £118.4m for the period 2019/20 to 2025/26 and a PDP developed to engage internal staff resources to support delivery moving forward.
- 3.4 To support the delivery of the ATInP, Turner and Townsend was initially commissioned via Lot 7 (Project Management Services) of the Scotland (SXL) Engineering and Technical Consultancy Services Framework. The original remit was to provide additional capability and capacity for several infrastructure

programmes including Active Travel, City Deal West Edinburgh Transport Improvements (CDWETI), LDPAP and Granton Waterfront Regeneration.

- 3.5 The original contract was approved by Finance and Resources Committee on [23 May 2019](#) with a value of £137,800 (for the Active Travel element only). This arrangement was subsequently extended, at no additional cost, until May 2020.
- 3.6 Given the importance of delivering safe schemes for walking and cycling in the short, medium and long-term to respond to Covid-19 and to ensure momentum was maintained in the wider ATInP programme, an extension to this contract period to March 2021 was later approved by Policy and Sustainability Committee on [14 May 2020](#), for a maximum value of £374,925. Again, this was extended, at no additional cost, until April 2021.
- 3.7 At that time, the extension also included the provision of project and commercial management services for the City centre West East Link (CCWEL) and project management for the development of prioritised transport actions within the Local Development Plan Action Programme (LDPAP).
- 3.8 On [20 May 2021](#), the Finance and Resources Committee approved an extension to the existing waiver up to a value of £411,650, which was for a combination of services linked to support for the PDP and project and commercial management for the LDPAP and CCWEL (with the latter now on site).
- 3.9 The May 2021 report noted that the service intended to increase the Council's in-house capacity to manage and deliver the ATInP, to have these resources in place by October 2021 and that, as part of the transition arrangements, the Council team would work with Turner and Townsend to complete a handover of the ATInP management by the end of 2021.

4. Main report

- 4.1 This report seeks approval to extend the current contract with Turner and Townsend to support the ATInP and LDPAP, via a waiver to the Council's CSOs, to the end of June 2022 at a cost of up to £150,000.
- 4.2 The extension is requested because, while there has been significant progress made with the recruitment of an in-house team, there is a slight misalignment in the timing between the end of the existing waiver and this new team taking up their positions.
- 4.3 The new team are expected to be fully in place by the end of May 2022. A transition plan has been developed for implementation through April and May 2022 to complete the transfer of knowledge and for the handover to be fully completed by end of June 2022.
- 4.4 If the wavier extension is not approved there is a high risk that:
 - 4.4.1 The programme for delivery for the ATInP would be significantly impacted particularly timescales and financial targets;

- 4.4.2 The management of priorities within the ATInP would not be effectively coordinated which could impact on the delivery of well progressed projects;
- 4.4.3 The overall programme management capacity would be strained with reporting on outputs delivered, risks, issues, costs and schedule interrupted;
- 4.4.4 Identification of internal support or decision-making requirements would not be coordinated at programme level. This would likely result in inefficiencies across the ATInP in the form of duplication of work;
- 4.4.5 The project Gateway Reviews would not be coordinated, thus affecting the adoption of lessons learned across the ATInP. These reviews have the objective of approving projects for moving on to the next design stage according to the project delivery structure set out in the PDP. They are essential to analyse the scope, schedule, commercial and financial situations the project is at; and
- 4.4.6 If the project management work on the LDPAP is interrupted, this will result in delays to the projects involved as work will need to stop pending the relevant new staff member joining the Council.

5. Next Steps

- 5.1 Subject to the Committee's approval, the contract with Turner and Townsend will be extended to the end June 2022 to support the delivery of the ATInP and the LDPAP.
- 5.2 Progress with completing the appointment of an in-house team will continue and transition plans will be implemented to ensure a smooth handover of responsibilities between now and the end of June 2022.

6. Financial impact

- 6.1 The total cost of this contract extension will be up to £150,000.
- 6.2 This will be met from the ATInP budget for financial years 2021/22 and 2022/23. This budget comprises Council capital funding, Sustrans match funding contributions from their Places for Everyone (PfE) programme and Scottish Government's annual CWSR grant.

7. Stakeholder/Community Impact

- 7.1 As suppliers under the SXL Framework, Turner and Townsend produce quarterly Community Benefits (CB) reports as part of their commitment to increase social value. KPIs associated with CBs may include:
 - 7.1.1 Delivery of/assistance with small scale community-based projects.
 - 7.1.2 Delivery of educational initiatives with schools / further / higher education establishments.

- 7.1.3 Creation of opportunities training to local community.
- 7.1.4 Provision of corporate support to the local community.
- 7.2 Specifically, in Scotland, Turner and Townsend are supporting #TT5000Futures as follows:
 - 7.2.1 With the National Literacy Trust they run workshops designed to instil a love of reading, and to raise children's aspirations. They are working with schools in Edinburgh, Glasgow and Stirling.
 - 7.2.2 With Action for Children, they have used their education fund to issue grants to purchase school essentials, to help children and young people overcome barriers to education.
 - 7.2.3 Turner and Townsend embrace the Modern Apprenticeship programme and employ a number of apprentices in Scotland.
 - 7.2.4 Their Science, Technology, Engineering and Mathematics (STEM) ambassador programme has a specific focus on encouraging women into these industries to stimulate a more diverse workforce.
- 7.3 Turner and Townsend are collaborating with Anturas Consulting, an Edinburgh based SME, in this commission. All the team members of Anturas Consulting are part of the STEM ambassador programme and participate actively in STEM activities.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 None