

SUSTAINABLE PROCUREMENT STRATEGY

Annual Report
Year ended 31 March 2024

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1 Context

The City of Edinburgh Council's [Sustainable Procurement Strategy \(2020-2025\)](#) (the Strategy) was [approved at Committee](#) on 5 March 2020, and reviewed annually with amendments made to take account of policy and other changes. The Strategy places sustainability at the heart of the Council's procurement programme, 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. This annual report provides information on the procurement activity completed by the Council in the Financial Year 2023/2024.

The Strategy identified seven key procurement objectives that would be promoted:

- Making procurement spend more accessible to local small businesses and the third sector
- Improving Fair Work practices adopted by suppliers
- Increasing community benefits delivered by suppliers
- Contributing to the Council's 2030 net zero target
- Delivering savings and Best Value outcomes
- Ensuring legal compliance and robust and transparent governance
- Promoting innovative and best practice solutions.

The Sustainable Procurement Strategy was approved in 2020, and we have worked to ensure that the objectives continue to align with the Council's new [Business Plan 2023-2027](#), the Strategy has therefore been reviewed to fully align our objectives, and help to drive delivery of the priorities and objectives within the Business Plan, specifically to (i) create good places to live and work (ii) end poverty in Edinburgh and (iii) become a net zero city by 2030.

In the last year the Council has applied a mandatory question on payment of the real Living Wage (RLW) as part of the selection process, resulting in 96% of suppliers confirming they will pay staff the RLW.

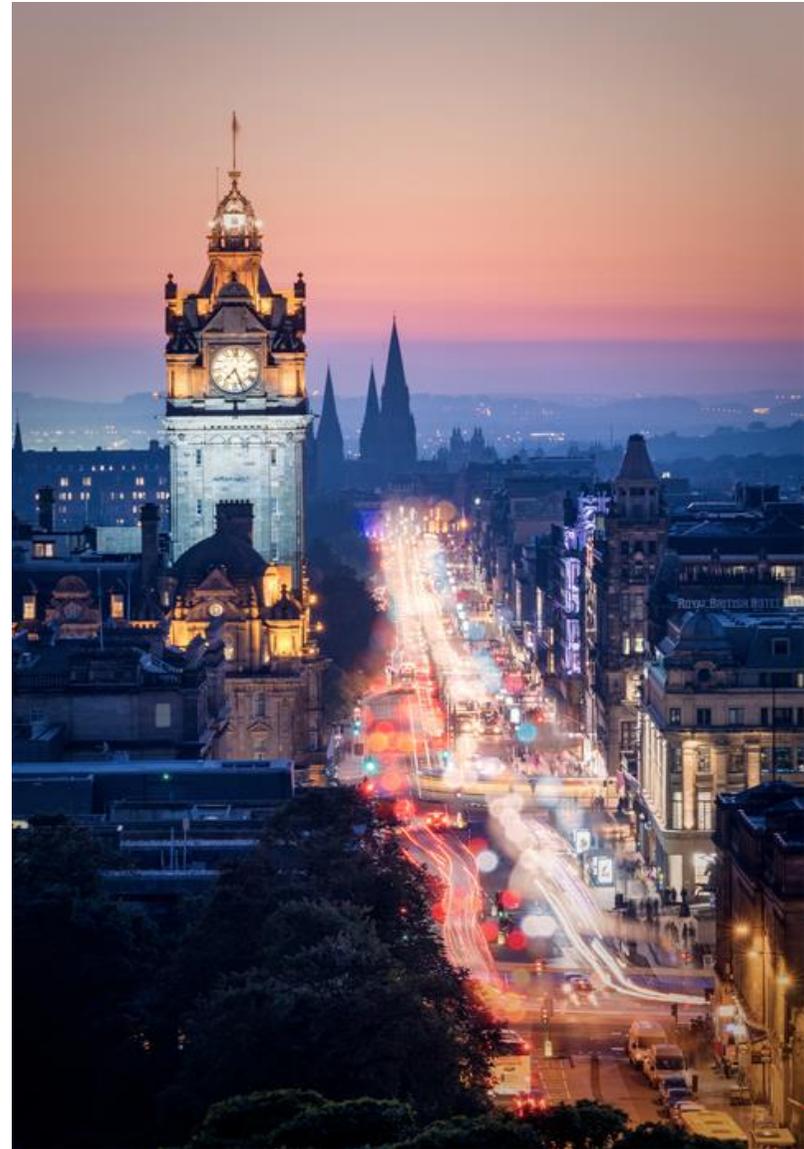
The Council's public reporting obligations under the Procurement Reform (Scotland) Act 2014 are included in this report (incorporating the period 1 April 2023 to 31 March 2024), detailing the scope of regulated procurement activity in accordance with the Strategy, set out as follows:

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

Major contracts concluded in the reporting period have included both new and renewal of contracts for a Liberton Community Campus, Homeless Support services and Accommodation with Support, Legal Services Framework and Lettings, Management and Maintenance contract.

In addition to contracting activity, the Council continued to engage with suppliers and stakeholders including the national Meet the Buyer event in May 2023 at the EICC where 1396 suppliers were in attendance (862 were SMEs). Additional engagements included presenting on community benefits with follow up question and answer sessions to support to a

Community Wealth Building event at the EVOC Annual Conference in October 2023. The Council meet regularly with Edinburgh Social Enterprises Network (ESEN) to share guidance and support their members by highlighting future contracting opportunities to allow time for smaller organisations to form collaborations where needed. Most recently the Council took part in the ESEN Students as Change Agents launch in April 2024 to help support and inspire Social Enterprise entrepreneurs of the future. The Council also sit on the Supplier Development Board and actively take part in supporting and promoting the Supplier Development Training Programme to suppliers.



2 Regulated Procurements Completed

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

The Council maintains and publishes 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.

In addition to maintaining a public register, the Council reported to the Finance and Resources Committee on new contracts with a value above £1 million per annum 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 was submitted to the Pensions Committee.

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 for which are in Table 1 below. These 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 and estimated value

Contract Type	Volume of New Contracts Awarded	Total Estimated Value of Contracts
Goods	27	£30,546,644
Services	150	£268,774,114
Works	21	£138,046,000
Total	198	£437,366,758

The number of concluded contracts is up on last year with goods purchasing seeing the largest increase, a third of these purchases relate to the fleet replacement programme.

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 (SXL), Crown Commercial Services (CCS) and East Shires Purchasing Organisation (ESPO). In total the Council concluded 52 regulated contracts through these and similar centres.

Examples of this include: -

- Scotland Excel – in the last year the Council has utilised 41 of the 62 available framework agreements that it can participate in through its membership of Scotland Excel. There were 19 new call-off contracts awarded including Supply, Delivery and Installation of Audio Visual Equipment, Fresh Meats and Fish, Washroom Solutions and Shared Alarm Receiving Centre Technology Solution.
- CCS and ESPO frameworks have also been utilised to support Council procurements during the period, including Liberton Community Campus Works, Media systems, Prepaid cards, HR Services and Gas Supplies.
- The Council led on collaborative opportunities during the year, including the re-tender of Legal Services Framework with 14 other councils on board, a new tender for the iPad and Mobile repairs Framework which allows for council and housing association use and the pre-development services related to Granton Heat Network which is a collaboration with Edinburgh partner organisations.

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.

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

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 Resources Committee on a bi-annual basis, with specific instances also being separately reported to the committee for approval where required under the CSOs. There were 57 such instances over the year in respect of regulated procurements.

Social and other care services continue to adopt a co-production approach to shape the requirements. Examples in the reporting period included a mix of activities and support on the Provision of a Flexible Framework for [Sports and Physical Activities for Children and Young People](#) and [Holiday Support for Disabled Children and Young People](#).

3 Review of Procurement Compliance with Strategy

As noted earlier, the objectives in the Strategy are aligned with the Council’s current strategic outcomes, and also incorporate the general duties of the Act in:

- Making procurement spend more accessible to local small businesses and the third sector
- Improving Fair Work practices adopted by suppliers
- Increasing community benefits delivered by suppliers
- Contributing to the Council’s 2030 net zero target
- Delivering savings and Best Value outcomes
- Ensuring legal compliance and robust and transparent governance
- Promoting innovative and best practice solutions.

The detailed 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 for each. Over the previous years the actions set around the seven objectives have largely been achieved and the action plan was refreshed in 2023. The revised plan is achieving most of the steps identified, there is one area not started relating to whole life costings in relation to carbon costs with new guidance anticipated on this, there are also some areas where progress is being made but not yet completed.

Council engagement with business has included virtual one to one and group events as well as a in person attendance. Monthly engagement sessions continue to be offered with over 24 suppliers contacting the Council via this route in addition to organised events and we continue to issue a quarterly [supplier newsletter](#) to keep existing and potential suppliers up to date on Council opportunities and strategic priorities, such as Real Living Wage requirements, JET Academy, Public Records management requirements and Community Benefits outcomes. The

newsletter is also an opportunity to promote services such as local supported business St Jude’s Laundry, Supplier Development programme, Meet the Buyer events and Fair Tax week.

The Real Living Wage findings are summarised in Table 2 below. The Council implemented a mandatory question in the tender documents from 2023, moving away from the earlier statement on whether the Suppliers ‘intends to pay RLW’ as a result we cannot directly compare with previous years data. The 96% outcome is however significantly higher than previous commitments made.

Accreditation cannot be mandated by the Council, and there is a charge for registration which may deter some organisations, however despite this 45% (132 out of 296) of Suppliers awarded onto a Framework Agreement or a Contract with the Council in the last year have been accredited as living wage employers. In 2022/2023 the outcome was 29% (60 out of 205).

Table 2: The Real Living Wage findings

Contracts concluded with ‘unique’ suppliers*	Suppliers who pay RLW	Accredited Living Wage employers
296	284	132

**counts a supplier once*

The Fair Work Convention Inquiry on Construction recommendations for procurement of Construction contracts was adopted by the Council from January 2023 and further work to implement the recommendations was progressed including the revision of CSOs to strengthen Fair Work First principles promoted through procurements, the mandatory requirement

to pay the Real Living Wage in all Council contracts, the inclusion of 10% Fair Work weightings in construction contracts let by the Council, the delivery of Fair Work First training to the Council's project managers overseeing construction contracts and the amendments of terms and conditions to strengthen the application of Fair Work First principles.

The procurement savings that have been monitored through commercial and procurement activities have an outturn of £27.5m in 2023/2024, it should be noted that this includes non-cashable savings such as cost avoidance. New projects tendered in the reporting period identified forecast commercial savings opportunities of over £11m from regulated contracts in addition to those currently being tracked.



4 Climate Change

Climate reporting requirements are aligned to the Scottish Government Policy Note [SPPN 3/2022](#) to support public procurement authorities to use procurement in addressing the climate emergency. Climate change actions that can be delivered through procurement are vital in supporting scope 3 emission reductions.

The Council's procurement activities are included at the Council Carbon Emissions Reduction Programme Board which reports to the Sustainability Programme Board and engagement with the Council sustainability team is ongoing to support shared knowledge and insights on outcomes to support net zero targets. In addition, staff attended climate specific learning events, including Climate Fresk workshops specifically focused on the Council challenges and Edinburgh Science delivered a session on using their climate toolkit.

Some examples of the climate considerations as part of the tendering approach in this reporting period include:

Fresh Fruit, Vegetables, Bakery Products and Eggs

In preparation for the Tender officers engaged with Zero Waste and the Council's Carbon Manager to ensure that key sustainability requirements were included in the specifications and the criteria for evaluation. This included how the supply and delivery could contribute to the city's climate targets, tackle food waste and food poverty aligned to the Edible Edinburgh's Sustainable Food City Plan. The supplier's climate action plan included measures for scope 3 reductions, reduction of waste, target dates for electric vans, reduction in food miles through local sourcing with 65% products from within 100 mile radius of the city, minimising packaging and re-using/recycling and promotion of seasonal products.

Aluminium Street Lighting Columns

Ongoing replacement of steel lighting columns with aluminium reduces maintenance costs due to the increased lifespan of the product. The aluminium is fully recyclable, and this was taken into account when setting the criteria for evaluation which included a request for details on the % of materials being used that were derived from reused or recycled materials on the finished product or what could be reused at the end of normal life cycle as well as other criteria covering emissions reductions, waste reduction, and minimal environment impact of deliveries. Suppliers responded with confirmation of 95% recyclability of waste, measures in place for supply chain product and carbon values, use of 100% recyclable manufactured products and packaging, LEZ compliant delivery vehicles and shorter journey routes, with carbon reduction plans managed and audited to ensure performance is met.

Transportation of Food Containers

This contract enables the Council to provide hot meals from 39 production kitchens across schools, nurseries and lunch clubs in the city. A sustainability risk assessment was undertaken to assess the key risks. This resulted in a specified minimum emission standard, effective route planning to ensure energy/fuel efficiency and tyres which met with noise emissions requirements as well as information on how organisations planned to decarbonise their fleet by 2030. The successful tenderer confirmed a plan to reduce carbon emissions by 15% per annum, as well as using a progression to achieve ISO 14001 accreditation.

Edinburgh Factoring Framework Agreement

The main aims were to ensure the service provided best value for owners of mixed use developments, the activity includes landscaping and clearing of waste and therefore the specification and tender criteria focussed on the environment impact of delivery. Organisations were asked to respond to how they would reduce waste, sustainably dispose of items collected on site, seek energy efficiency, and maximise biodegradable or recycled products and more widely approaches to continuous improvement of targets and keep up to date with new sustainable practices. Positive responses demonstrated adherence to the requirements and working with supply chains to embed sustainable policies and ongoing engagement with Scottish Environment Protection Agency (SEPA) to further develop sustainability strategies.

Other key projects aimed specifically at supporting the climate challenges included the continued Fleet replacement project to secure electric vehicles and vehicle charging units, river sensors to monitor waterflow and flood defences, bicycle and scooter storage for schools to encourage sustainable travel, and a partner to support development of the Heat Network opportunities for Granton Waterfront.

The Council also includes a request for climate change plans from bidding organisations for relevant or priority project tenders published throughout the year as part of the selection criteria. The request for a plan is to provide assurance that bidding organisations have taken steps to build their awareness of the climate change emergency and how they will respond and where appropriate demonstrate their knowledge and impact on their organisations own carbon emissions. This is in addition to the quality criteria applied to relevant tenders on the specific contract requirements.



5 Community Benefits Summary

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

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 19 Council contracts that were above the £4m threshold (Reform Act threshold), 11 were newly awarded with community benefit requirements applied, of the other contracts, 7 related to framework call-offs which had community benefits requirements included at the earlier framework award stage, and the remaining requirement involved the establishment of a Dynamic Purchasing System (DPS) for which consideration will be applied to the contracts awarded via the DPS.

The overall volume of contracts where new community benefit requirements has been sought as part of the tender process is 36, an additional 138 contracts were awarded via an existing Framework Agreement, the conditions are preset, and community benefits/social value outcomes applied where appropriate to Framework Suppliers. There were also awards made for 'light touch' contracts, supply contracts or urgency arrangements or contract extensions where the nature of the requirement led to additional benefits not being considered appropriate. The Council continues to seek community benefits and apply the requirement when appropriate to do so.

The community benefits fulfilled in the last year are shown in Table 3 below, along with previous years outcomes for comparison.

Table 3: The community benefits fulfilled 2020-2024

Period	Local jobs	Apprentices	Work Placements	Sponsorship and Funding
2020-2021	13	23	88	£40,000
2021-2022	149	23	29	£150,309
2022-2023	127	77	193	£281,711
2023-2024	87	25	50	£52,578

The level of core outcomes (above) reported in the last year has reduced overall, partly due delivery commitments being front ended in key contracts which are moving into 3rd or 4th year of delivery.

Wider social benefits which include local engagement with schools has continued, and examples include the North Bridge project with Balfour Beatty ([Case Study 1](#)), donations of £17k of food from Keir Construction and Roskel Contracts to local foodbanks, support from Instock for social enterprise projects at Royal Mile primary school, furniture donations from Martec for sheltered housing accommodation, family rooms and garden spaces, working with wider construction industry on the Build Your Future project ([Case Study 2](#)) to increase career interest in the sector by trying out skills as well as support for STEM projects such as Developing the Young Workforce

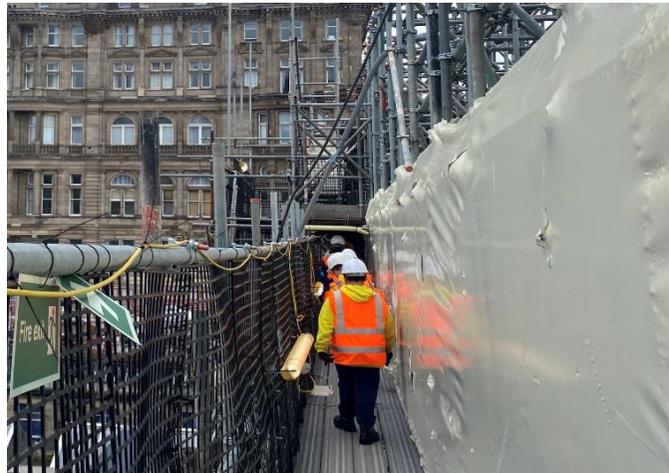
Case Study 1: The North Bridge Refurbishment Project with Balfour Beatty



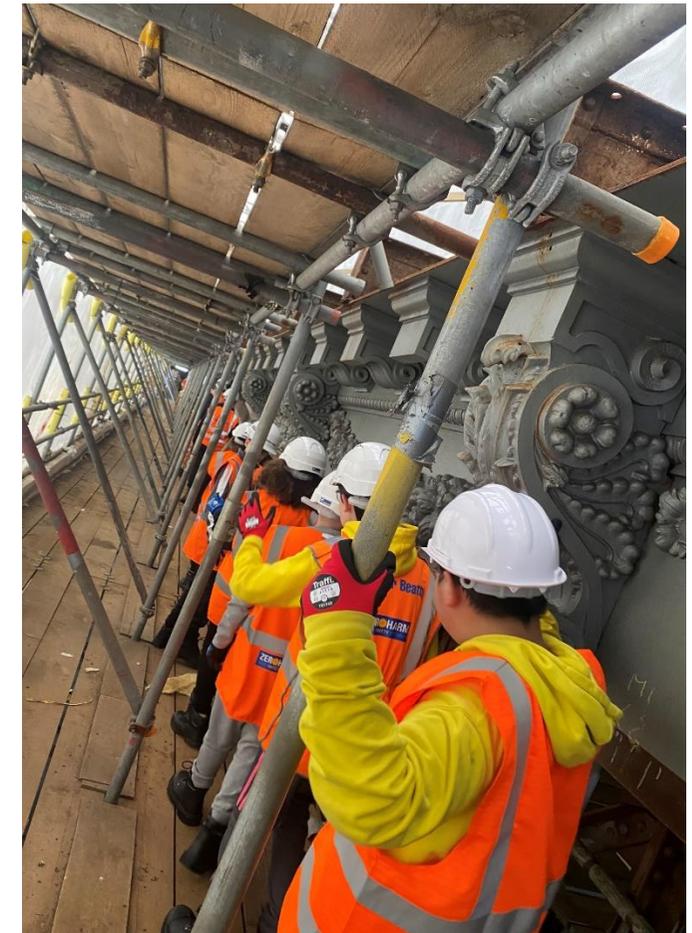
Through the North Bridge Refurbishment's Social Impact commitments, and funding from Historic Environment Scotland, the young authors worked closely with the Balfour Beatty team to develop stories for the books. This included fully accessible project tours and a series of engagement workshops hosted by expert engineers.



Rory McFadden, of Balfour Beatty, said, "We hope that by supporting the funding of the project and facilitating site visits for the young people to safely explore never before seen elements of the iconic North Bridge structure, we were able to spark their imaginations to create these two exciting new books."



Balfour Beatty engaged with 152 local primary school pupils, invested over 200 staff hours and along with our supporting supply chain partners donated £5000 to the initiative. The final books are a legacy of iconic North Bridge Refurbishment' Project and symbolises the impact of the positive experience made possible by the Balfour Beatty team.



Case Study 2: Build Your Future Project



Build Your Future

The City of Edinburgh Council continues to work with industry to develop a sustainable model where the council's supply chain will provide the resources to deliver Build Your Future in every high school in the city for the benefit of young people and the long-term interests of construction in Edinburgh.

As part of the Council's Community Benefits offering, the Council through procurement, education and others are working hard to create future progression pathways into sectors such as construction by creating pathways with schools from S2 and encouraging girls to enter the sector. The initiative Build your Future and Repurposing events are carried out in schools by holding hands on skills demonstrations with contractors which were recently enjoyed at Queensferry and Portobello High School with many more schools signed up. There are plans to do something similar through our partnership with Edinburgh College for the care sector.

6 Supported Businesses

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 steppingstone into mainstream employment for disabled or disadvantaged persons provided by these businesses continues.

The Council continues to call-off from the Scottish Government Framework for Supported Factories and Businesses, however there were no new contracts in this reporting period.

Total actual spend with Supported Businesses in the reporting period is shown in Table 4. The spend shows an increase on 2022/2023, when £84k was spent with five organisations. The Council will continue to explore and look to increase the use of Supported Business and where appropriate support these businesses via promotion of their activities to the Council supply chains.

Table 4: Total actual spend with supported businesses

Supported business	Actual spend
North Lanarkshire Industries	£4,066
Matrix (Fife)	£76,418
St Jude's Laundry	£8,777
Grassmarket Community Project	£3,519
The Lady Haig's Poppy Factory	£158
Hey Girls CIC	£105,569
Total Actual Spend	£198,507

7 Future Regulated Procurements

Over the next two years the Council will have a mix of recurring requirements and one-off projects to take to the market. Some of the contracts that are due for renewal including the re-tender of large Framework Agreements for Professional Services, Housing Capital Works, and Adult Care Services. In addition to this summary contracts including the dates they are due to expire continues to be available on the [Contract Register](#) on the supplier pages of the Council website.

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

8 Finance

Financial Outlook

The latest review of the Council's main expenditure and income planning assumptions indicates an estimated budget gap for 2025/26 of £29.9m, increasing to £109.1m by 2028/29, not including equivalent savings requirements for the Edinburgh Integration Joint Board (EIJB).

The estimated gap of £29.9m for 2025/26 depends, however, on the full delivery of savings and additional income underpinning the approved 2024/25 budget, alongside management of a number of known and emerging risks and pressures. These include increasing service demand, particularly within Homelessness Services, availability of funding to support 2024/25 staff pay awards and confirmation of the receipt of additional funding to offset increases in employer's teaching superannuation contributions effective from April 2024. Management of these risks and pressures is particularly important given that available offsetting savings in corporate budgets in 2023/24 have already been assumed within the 2024/25 budget.

A programme of work to meet the short-term challenge in 2025/26 and move towards a sustainable position over the medium term to deliver the objectives of the Council's Business Plan and Budget Strategy has therefore been developed. Three strands, namely savings and efficiency initiatives, strategic investment opportunities and service transformation, have been identified to guide development of these tactical, short-term measures, with an associated savings target of £30m. Members have also approved a series of service reviews within the Council's existing

policy framework. Over the longer term, these will be complemented by proposals, currently under development, linked to a number of wider transformation themes.

An update on development of proposals to address the incremental gap for 2025/26 will be considered by the Finance and Resources Committee on 19 September 2024.

Council Savings

Commercial savings targets which include efficiency savings, value for money and non-cash savings continue to be achieved by the Council. In 2023/2024 the delivered savings through existing and new commercial projects achieved £27.5m against a forecast of £25m, this represents a decrease on the previous achievement of £39.1m. The current forecast for delivered savings in 2024/2025 is anticipated to be £35.4m. Contracts awarded in 2023/2024 have identified provisional savings of £11m against a target in the Strategy of £10m, the majority of these are non-cash procurement savings such as cost avoidance or outcomes lower than market rate, there were also rebates offers linked to demand whereby actual outcome will depend on volume purchase. Ongoing monitoring of expenditure by contract managers will be key to securing delivery.

Cash savings continue to be challenging, we are actively engaging with Scotland Excel and other public sector organisations to seek economies.

Council Expenditure with Third Parties

In 2023/2024 the Council total expenditure with third parties was £1,005,396,974.

The third party spend has increased by 6.6% up £61,979,035 on last year (£943,417,938 in 2022/2023). Capital spend was £289.2m (28%) overall, with revenue accounting for most of the expenditure.

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 4,123 suppliers, of which 722 were classified as local, accounting for 36.9% of the total supplier spend (excluding spend through purchase card), similar in percentage terms to 2022/2023 where 37.3%¹ of spend was linked to local suppliers.

By way of the most recent comparative data on the use of local suppliers, the [Local Government Benchmarking Framework](#) figures for 2022/2023 recorded the Council's 36.5% percentage of procurement spend with local enterprises remaining the third highest of similar sized Councils, well above the Scottish average of 29.6%. The comparative figures for 2023/2024 are not yet available.

In terms of SMEs, the data shows 1,935 SME suppliers accounting for 49.4% of total core spend of £987,167,403 (core spend being suppliers we have spent over £1k with), this is a decrease of 0.9% since 2022/2023, when that SME figure was 50.5%. These percentages are influenced by fluctuations on high spend sectors such as energy, construction work, care and ICT where national suppliers can deliver at the scale the Council is seeking. Despite this, the Council continues to seek to ensure suitable opportunities for local SMEs elsewhere in the supply chain. In addition, of the 296 suppliers awarded a new regulated contract or a place on a Council framework agreement in the 2023/2024, 232 (or 78%) were SME and 123 of 296 (or 42 %) were 3rd sector organisations, this is an increase in 3rd sector awards and reflective of the type of children's and other care or support service contracts and framework agreements awarded during the year.

¹ Data from Scottish Procurement Information Hub

The supplier spend categories cover around 30 different description types (e.g. construction, professional services and so on) and a summary of category spend with the Council's top 20 suppliers is presented below in Figures 1 & 2, as a snapshot and 37% of total expenditure – the categories all show uplifts across most categories, except for social care and utilities within the top 20 supplier range.

Figure 1: Type of spend based on the top 20 suppliers 2023/24

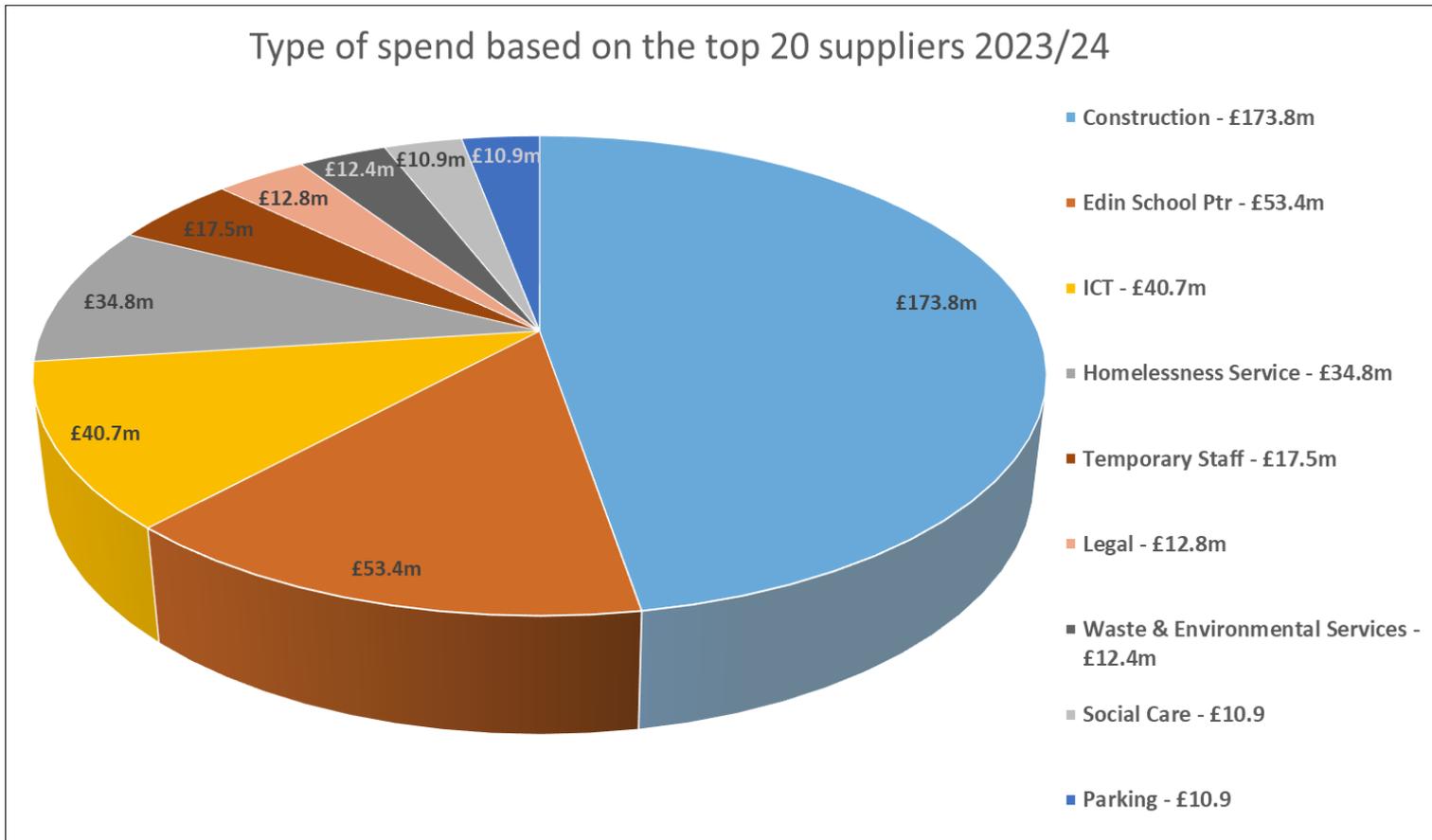
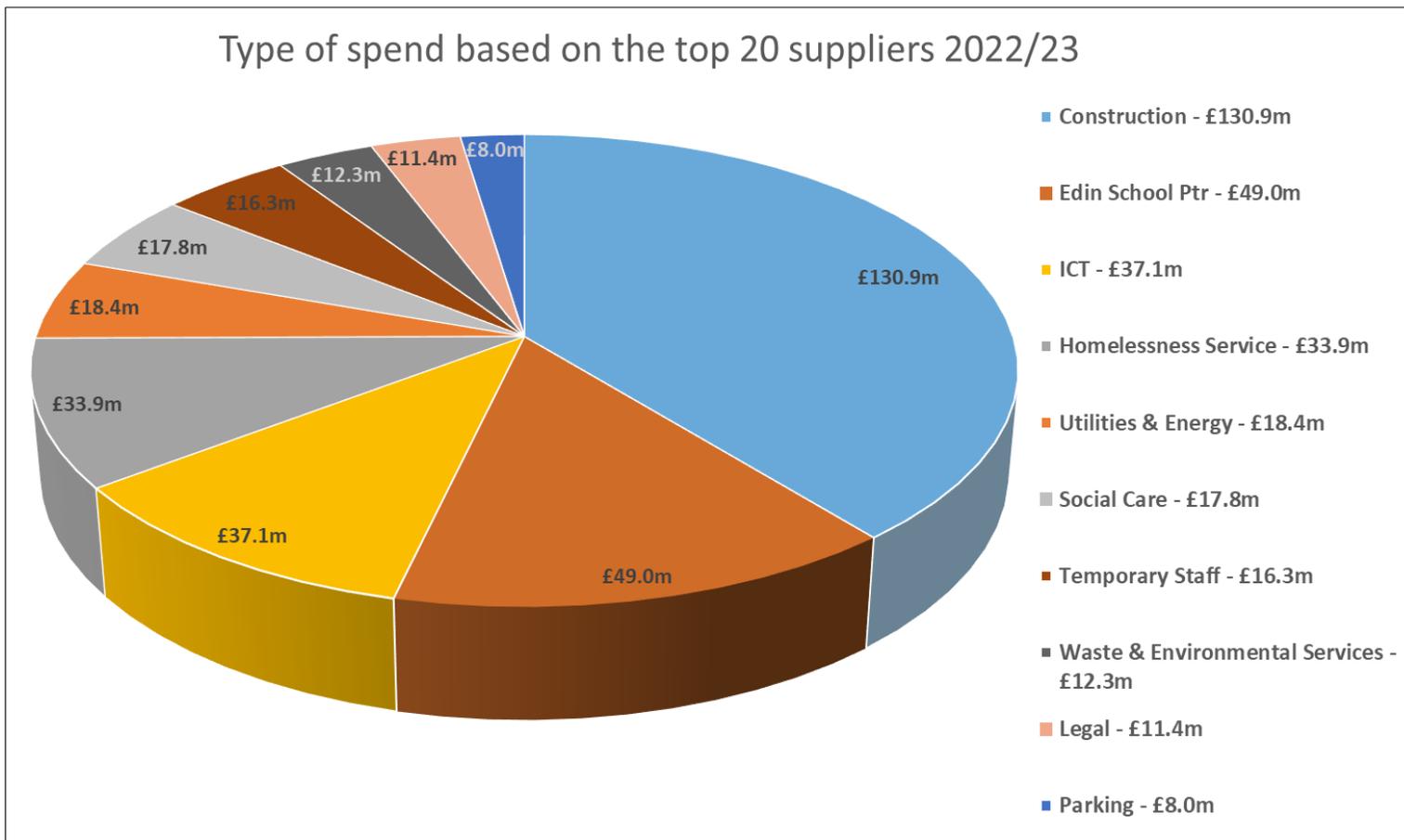


Figure 2: Type of spend based on the top 20 suppliers 2022/23



A review of total council expenditure shows that Construction remains the dominant spend category and accounts for 38% of total council third party expenditure, Care, ICT and Waste services account for 28% of total council third party expenditure and Homelessness services 13%.

Annex 1 – Regulated Procurements

GOODS CONTRACTS AWARDED – 27

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
21/04/2023	Supply of 50kW Electric Vehicle Charging Units	Ross-Shire Engineering Limited	£ 123,661	24/03/2023	28/07/2023
05/06/2023	Purchase of Pedestrian, Compact and Chassis Mounted Road Sweepers up to 12.5t. Lot 4: Cars, light and medium commercial vehicles	Trafalgar Cleaning Equipment Limited	£ 101,910	05/06/2023	05/06/2026
13/06/2023	Supply of Lubricating Oils, Greases and Antifreeze	Fuchs Lubricants UK Plc	£ 175,000	01/07/2023	30/06/2026
21/06/2023	Hire of Temporary Seasonal Toilet Facilities	Portakabin Ltd	£ 308,301	01/06/2023	27/10/2023
23/06/2023	Bulk Gas Supply	Calor Gas Limited	£ 225,000	10/07/2023	09/07/2028
28/06/2023	Refuse collection vehicle for new housing development	Mac's Truck Sales Limited	£ 250,000	01/07/2023	30/06/2024
01/07/2023	Supply and Distribution of Fresh Meats, Cooked Meats and Fresh Fish	Campbells Prime Meat Ltd / Brake Bros Ltd / BERNARD CORRIGAN LTD	£ 2,070,000	01/07/2023	31/03/2027
06/07/2023	River Sensors	Hydro Logic Services (International) Limited	£ 214,685	07/08/2023	06/08/2027
13/07/2023	General Office Supplies	Lyreco UK Ltd	£ 1,803,332	05/07/2023	30/06/2027
14/07/2023	The Manufacturing, Installation and Maintenance of Street Naming Signage	Markon Limited / Norsign Group Ltd / Norsign Group Ltd	£ 77,000	01/08/2023	31/07/2027
19/07/2023	Refuse Collection Vehicles	Dennis Eagle Limited	£ 3,600,000	27/07/2023	26/07/2026

25/10/2023	Supply and Distribution of Flavoured Milk Drinks and Flavoured Iced Drinks	Karing International Limited	£ 65,928	01/11/2023	31/10/2027
13/11/2023	Hair and Beauty Resources for Schools Framework Agreement	Salon Services Ltd	£ 51,385	13/11/2023	13/11/2025
18/12/2023	Fruit, Vegetables, Bakery Products and Eggs	George Anderson & Sons	£ 6,275,000	18/12/2023	17/12/2027
19/12/2023	Chilled Prepared Sandwiches	PJS Foods Limited	£ 708,000	19/12/2023	31/08/2027
14/01/2024	Medium Vans	Nissan Motors GB (Ltd)	£ 2,316,336	22/01/2024	21/01/2027
18/01/2024	Hush Meet Pods	Sharp Business Systems	£ 63,000	22/01/2024	22/05/2024
12/02/2024	Office Furniture	Wagstaff Bros Ltd t/a Wagstaff Interiors Group	£ 110,835	12/02/2024	12/05/2024
19/02/2024	Specialist Paper and Wide Format Material	Clyde Paper & Print / Antalis Packaging Limited/ Premier Paper Group Ltd	£ 200,568	26/02/2024	25/02/2028
19/02/2024	Hostile Vehicle Mitigation	Crowdguard	£ 240,000	01/03/2024	28/02/2026
27/02/2024	School and Nursery Cycle and Scooter Storage	LockIt Safe Ltd	£ 900,000	07/03/2024	06/03/2026
01/03/2024	Street Lighting Columns	Mallatite Limited /Aluminium Lighting Company / Street Lighting Supplies Ltd	£ 812,012	01/03/2024	28/02/2026
08/03/2024	Welfare Buses	Mellor Bus	£ 3,107,700	11/03/2024	11/03/2024
11/03/2024	Woodchippers	T H WHITE Groundcare	£ 209,535	11/03/2024	10/03/2028
12/03/2024	Small Vans	Nissan Motors GB (Ltd)	£ 1,517,756	18/03/2024	17/03/2028

19/03/2024	Supply, Delivery and Installation of Audio Visual (AV) Equipment	Mediascape Ltd / SSUK Ltd / Efficient Infrastructure Solutions / AVMI Kinly Ltd / Learning SPACE	£ 4,500,000	01/04/2024	02/04/2027
27/03/2024	Library Vehicles	Torton Bodies Limited	£ 519,700	28/03/2024	27/03/2028

SERVICES CONTRACTS AWARDED – 150

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
05/04/2023	Roseburn to Union Canal Site Supervision	WSP	£400,000	17/03/2023	16/05/2024
03/04/2023	Temporary Accommodation Flexible Purchasing System – Private Rented Accommodation	Josephs Accommodations Ltd	£222,336	03/04/2023	31/10/2027
01/04/2023	Operation, Management and Maintenance Requirements for Communal Heating Systems in Council Homes	Switch2 / Easy Heat Systems Ltd / Pinnacle Power / Vital Energi Utilities Ltd	£4,000,000	27/03/2023	26/03/2027
01/04/2023	Safe care for a young person	Horizons Residential Care Limited	£163,100	01/04/2023	21/12/2023
12/04/2023	Road Safety Audit Annual Management	Faithful & Gould	£80,000	01/04/2023	30/06/2024
13/04/2023	Temporary Accommodation Flexible Purchasing System - PRA	Playfair Hotel Edinburgh Ltd	£127,840	13/04/2023	03/04/2027
02/05/2023	Category 1 A - Private Rented Accommodation	The Housing Network	£140,210	20/04/2023	31/10/2026
02/05/2023	Temporary Accommodation Flexible Purchasing System	Imperial Portfolios Limited t/a The Housing Network	£140,211	06/09/2023	31/10/2027
05/05/2023	Temporary Accommodation Units	Benchmark4 LLP	£471,580	01/04/2023	31/03/2024

09/05/2023	Specialist Day and Residential Support for Children and Young People with a Disability	Barnardo's	£5,137,234	09/05/2023	30/04/2028
09/05/2023	Edinburgh Factoring Framework Agreement	Hacking and Paterson Management Services / RMG Scotland / Park Property Management Limited	£6,000,000	14/08/2023	13/08/2025
10/05/2023	Client Event Catering & Associated Services at the Assembly Rooms	Saltire Hospitality Ltd / Wilde Thyme / Hickory / Heritage Portfolio	£2,600,000	05/06/2023	04/06/2025
12/05/2023	M&E Design Services for Peffer Place Industrial Units - Feasibility newbuild	Harley Haddow (Edinburgh) Ltd	£72,000	12/05/2023	31/03/2025
12/05/2023	Structural design services for Peffer Place Industrial Units - Feasibility newbuild	G3 Consulting Engineers Limited	£89,050	12/05/2023	31/03/2025
12/05/2023	Award of Principal Bridge Inspections	Amey OW Ltd	£168,742	05/06/2023	31/03/2025
13/05/2023	Letting, Management and Maintenance of Domestic Properties within Edinburgh	Umega Lettings & Estate Agents	£10,000,000	01/06/2023	31/05/2027
19/05/2023	Support Services for Unaccompanied Asylum-Seeking Children (UASC)	Cyrenians	£166,762	01/04/2023	31/03/2024
23/05/2023	Holiday Hub provision for children with a disability	Lothian Autistic Society / Barnardo's / The Action group / Capability Scotland / The Yard Adventure Centre	£5,701,806	01/06/2023	31/05/2026
23/05/2023	Moredunvale Greenspace Environmental Development	AtkinsRealis PPS Limited	£242,665	07/06/2023	30/04/2024
23/05/2023	Clerk of Works services for Maybury Primary School & GP	Sentinel Clerk of Works Limited	£85,800	23/05/2023	31/10/2024
31/05/2023	M&E Clerk of Works for Council New Build Programme	Sentinel Clerk of Works Limited	£166,400	03/04/2023	12/04/2024
06/06/2023	Office fit out project management	Ryden	£53,000	12/06/2023	12/01/2024
14/06/2023	House Cleans	Perfect Clean Edinburgh Ltd	£904,630	01/07/2023	30/06/2028
19/06/2023	Fuel Cards	Allstar Business Solutions Limited	£192,000	19/06/2023	21/02/2026

21/06/2023	Agency workers for complex care services	Randstad Solutions Limited	£200,000	01/04/2023	31/10/2023
22/06/2023	City Centre Transformation Ops Plan Consultancy Support	Stantec UK (formerly Peter Brett Associates)	£52,818	22/06/2023	31/12/2023
27/06/2023	Gas Contract - Programme Management & Project Delivery Support	Thomas & Adamson	£101,473	01/09/2023	31/03/2025
27/06/2023	Fire Doors - Programme Management & Project Delivery Support	Faithful & Gould	£320,105	01/09/2023	31/03/2025
27/06/2023	Programme Management & Project Delivery Support for HRA programme 23/2024 (GAS CONTRACT 23/2024 EAST)	Thomas & Adamson	£101,473	19/03/2024	30/03/2024
30/06/2023	Site Supervision and Technical Consultancy Services for North Bridge Refurbishment - June 2023	Currie & Brown UK Limited	£616,453	01/08/2023	30/06/2026
30/06/2023	Project Management Services for North Bridge Refurbishment - June 2023	Currie & Brown UK Limited	£612,704	01/08/2023	30/06/2026
01/07/2023	Transportation of Food Containers	Sheridan Myers Management Services	£1,785,000	01/07/2023	30/06/2026
01/07/2023	Public Social Partnership	Lothian Community Transport Services, Handicabs (Lothian) Dial A Ride, Handicabs Lothian Dial A Bus, South Edinburgh Amenities Group Ltd SEAG, Pilton Equalities Project, Dove Centre	£3,028,000	01/07/2023	30/06/2026
04/07/2023	Edinburgh Survey Fieldwork and Summary Reporting – call-off	Progressive Partnership	£60,000	10/07/2023	10/01/2024
04/07/2023	Housing Energy Projects Delivery Partner – Extension	Changeworks Resources for Life Ltd	£497,028	04/07/2023	06/07/2024
04/07/2023	Continuation of pilot working collaboratively with voluntary sector to develop a strategic approach to community wealth building and local outcome improvement planning	Fresh Start (Scotland)	£100,000	01/04/2023	31/03/2025
05/07/2023	Framework Agreement for Leasing & Treasury Advisory Services	Link Treasury Services	£141,000	01/06/2023	31/05/2026

07/07/2023	Multi-disciplined design services for F0362 Frogston PS Extension	AtkinsRealis PPS Limited	£356,826	25/07/2023	25/07/2026
10/07/2023	Framework Agreement for Hire of Operated Plant & Vehicles for Roads Operations	Hermiston Plant Hire Ltd / Markon Limited / John McGeedy Ltd / NWH Group Ltd / ANW Transport LTD / Fraser Dunlop Ltd / Jarvie Plant Ltd / Robert McCarroll Ltd	£2,400,000	17/07/2023	16/07/2025
10/07/2023	RAAC Phase 2 Surveys 2023	G3 Consulting Engineers Limited	£59,950	10/07/2023	28/02/2024
17/07/2023	Delivery of Trauma Clean Services for Void Properties in Edinburgh	Orbis Protect	£800,000	01/04/2023	01/04/2024
18/07/2023	Award of Servicing of FTL Cremators and Ancillary Equipment	Facultative Technologies Ltd	£208,000	25/07/2023	24/07/2026
24/07/2023	Laser Scanning and Modelling Services	Adaptive Surveys Limited / IIC Technologies Ltd / mackie ramsay taylor limited	£240,000	14/08/2023	13/08/2027
01/08/2023	Flexible Framework Agreement for provision of Sports and Physical Activities for Children and Young People.	Access Parkour / Alien Rock / AQUATIC LEARNING LTD / Ardroy Outdoor Education Centre / Big Hearts Community Trust / Bridge 8 Hub / City of Edinburgh Basketball Club / Corylus / Dunedin Fencing Club / Earth Calling / Edible Estates / Edinburgh & Lothians Greenspace Trust / Edinburgh Dance Academy / Edinburgh Karate Shizen / Edinburgh Leisure / Edinburgh south cfc / Evolution Swim School CIC / Friends of the Award in Edinburgh and the Lothians // Gold and Gray Soccer Academy / Heart of Midlothian FC / Hibernian Community Foundation / House of Jack CIC / Impact Arts / KIC Dance Company Ltd / Live It Dance Studios / Love Outdoor Learning / Metro Outdoors Ltd /	£6,000,000	01/08/2023	31/07/2027

		<p>Muirhouse Youth Development Group / My Adventure / Nuvoc Volleyball Club / OutdoorClassrooms.Scot LTD / Passion4Fusion / PORT EDGAR WATERSPORTS CIC / Rowanbank Environmental Arts & Education CIC / RUTS / School of Hard Knocks / Scottish Orienteering / Scouts Scotland / Lendrick Muir, Scripture Union Scotland / Smart Play Network / SOEC Ltd / The Spartans Community Football Academy / Street League / Street Soccer Scotland / Active Schools / Sustrans / SwimEasy LTD / Team United / The Actual Reality Trust / The Drama Studio / The Green Team (Edinburgh & Lothians) Ltd / The Yard Adventure Centre / The Outward Bound Trust / TouchDownUK / Trees and Seas Outdoor Adventures / Warrender Baths Club / Water of Leith Conservation Trust / West Edinburgh Stingrays Swimming Lessons / West Edinburgh Warriors Basketball Club / Wester Hailes Growing Communities / Wetwheels Edinburgh CIC / Erdkinder Forest School / SU Scotland Gowanbank / Scripture Union Scotland - Allnacriche / Pentland Gymnastic Club / GSTENNISCOACHING</p>			
10/08/2023	Adoption of ESPO Framework Agreement - 3S_22 Strategic HR Services	Pertemps Recruitment Partnership Limited	£900,000	10/08/2023	09/08/2024

15/08/2023	Greendykes G - Edinburgh Factoring Framework Agreement	RMG Scotland	£56,894	14/08/2023	13/08/2025
15/08/2023	Craigmillar Town Centre - Edinburgh Factoring Framework Agreement	RMG Scotland	£111,031	14/08/2023	13/08/2025
17/08/2023	Asset and Works Order Management System	Brightly Software Limited	£481,080	01/04/2023	31/03/2024
17/08/2023	Architectural design support for Granton Waterfront	7N Architects (Randolph) Ltd	£77,700	17/08/2023	31/12/2023
21/08/2023	West Edinburgh Emergency Snow Clearance	Firm of James Lawrie	£120,000	01/11/2023	31/10/2026
24/08/2023	Temporary Accommodation Flexible Purchasing System - Shared House	Dick Li	£675,665	01/04/2024	31/03/2027
01/09/2023	Children's Residential Care, Schools and Short Breaks Framework	Aspire Scotland Limited, Camphill Rudolf Steiner Schools Ltd, Common Thread Limited, Hillside School (Aberdour) Ltd, Kibble Education & Care Centre, Rossie Secure Accommodation Services, Starley Hall School Limited, The Jane Moore Trust.	£3,500,000	01/09/2023	30/09/2028
04/09/2023	The Causey Project	Ironside Farrar	£156,934	01/04/2023	01/04/2025
04/09/2023	Old Liberton Hospital Development	Anderson Bell Christie	£797,702	04/09/2023	01/02/2026
04/09/2023	Liberton Hospital Development	Harley Haddow Ltd	£401,104	04/09/2023	04/09/2026
04/09/2023	Liberton Hospital Development	Currie & Brown UK Limited	£350,966	04/09/2023	04/09/2026
04/09/2023	Liberton Hospital Development	G3 Consulting Engineers Limited	£221,424	04/09/2023	04/09/2026
05/09/2023	New Currie High School Architectural Service	Architype	£116,305	01/07/2023	01/02/2026

08/09/2023	New Maybury Primary School	Architype Limited	£62,595	08/09/2023	30/09/2024
11/09/2023	Leith Connections: Hawthornvale to Seafield	Arcadis Consulting (UK) Limited	£380,001	25/09/2023	31/03/2025
11/09/2023	Queensferry Walking and Cycling Improvements	Arcadis Consulting (UK) Limited	£320,500	25/09/2023	31/03/2025
11/09/2023	Burdiehouse Walk Wheel Cycle	Sweco UK Limited	£198,198	25/09/2023	30/11/2024
15/09/2023	SE/CE consultant on Blackford Roads Depot	G3 Consulting Engineers Limited	£55,208	21/09/2023	31/08/2025
21/09/2023	Washroom Solutions and Sanitary Products	Initial Washroom Solutions t/a Rentokil Initial Services Ltd	£1,100,000	21/09/2023	30/09/2026
27/09/2023	Residential placement for young person due to increase in behavioural risk	Reflexion Care Group Limited	£220,189	30/06/2023	31/12/2023
02/10/2023	Temporary Accommodation Flexible Purchasing System - Home Share	The Housing Network	£413,199	02/10/2023	31/10/2027
02/10/2023	Temporary Accommodation Flexible Purchasing System	Imperial Portfolios Limited t/a The Housing Network	£413,199	01/07/2023	31/10/2027
04/10/2023	Transportation design services for the Promenade and West Shore Road	Sweco UK Limited	£60,271	23/01/2024	30/09/2024
06/10/2023	Moira Park Landscape Redevelopment Design Project 2023	Atkins	£133,500	06/10/2023	31/03/2024
06/10/2023	Kirklands Landscape Improvement - Design Project 2023	Atkins	£70,500	06/10/2023	31/03/2024
06/10/2023	South House Square - Landscape redevelopment consultation and design Project 2022/2023	AtkinsRealis UK Limited	£133,340	06/10/2023	31/03/2024
10/10/2023	Prepaid Cards	allpay Limited	£280,000	01/11/2023	31/10/2027
11/10/2023	Legal Services Framework	Harper Macleod / Brodies / Morton / Clyde & Co (Scotland) LLP / Anderson Strathern LLP / Shepherd and Wedderburn LLP /	£26,314,000	21/12/2023	20/12/2025

		DWF LLP / CMS Cameron McKenna Nabarro Olswang LLP			
16/10/2023	Temporary Accommodation Flexible Purchasing System	Josephs Accommodations Ltd	£251,865	01/04/2024	31/03/2027
18/10/2023	M&E consultant on Blackford Roads Depot	Harley Haddow Ltd	£75,450	24/10/2023	31/08/2025
19/10/2023	Category 1 A - Private Rented Accommodation	3A Solutions Ltd trading as Maple Leaf Group	£22,622,760	20/04/2023	31/10/2026
23/10/2023	Edinburgh's New Gardens Programme Ecosystem Services Metrics	Atkins	£80,000	01/10/2023	30/04/2024
30/10/2023	Media system for chapels at Mortonhall Crematorium	Vivedia (trading as Obitus)	£192,000	25/09/2023	24/09/2026
30/10/2023	Award of Servicing of MESL Cremators and Ancillary Equipment	Matthews Environmental Solutions Ltd.	£88,000	20/11/2023	19/11/2026
30/10/2023	Teacher Training Programme	Osiris Educational Woodhall Spa Limited	£230,000	01/08/2023	30/06/2024
31/10/2023	Moredun Improvements Led Regeneration – Phase 1 (RIBA 0-2)	AtkinsRealis PPS Limited	£475,837	01/12/2023	31/07/2024
01/11/2023	Contingency Winter Maintenance Framework	Lightways Contractors Limited / J H Civil Engineering Ltd	£500,000	01/11/2023	31/10/2027
01/11/2023	Quantity Surveyor/Employer's Agent for Phase 1 & Granton Waterfront Heat Network	Doig and Smith	£70,000	01/11/2023	01/03/2025
01/11/2023	Craighleith Surface Water Enhancements	AtkinsRealis UK Limited	£80,000	01/11/2023	30/04/2025
08/11/2023	Wester Hailes High School Phase 2 PCSA	McLaughlin & Harvey Construction Limited	£173,988	08/11/2023	31/03/2024
16/11/2023	Award of Mental Health Awareness and Mental Health First Aid workshops	Digital Bricks Learning Ltd	£63,000	04/12/2023	03/12/2025
17/11/2023	Multi Disciplinary at Coatfield Lane	AtkinsRealis PPS Limited	£53,028	17/11/2023	01/03/2024
22/11/2023	Oxgangs Crescent – Communal Waste Installation And Landscape Improvements Projects 2023	AtkinsRealis UK Limited	£133,340	08/12/2023	08/12/2024

22/11/2023	Technical Consultancy Services for Structures	Mott MacDonald Limited	£272,992	01/11/2023	30/09/2025
24/11/2023	Children's Serious Organised Crime Early Intervention Service	Action For Children	£131,285	01/04/2024	30/06/2024
27/11/2023	Provision of External Audit and Corporation Tax Compliance for Council Companies	Azets Holdings Limited	£413,733	19/02/2024	18/02/2028
28/11/2023	Architectural design services for former Castlebrae Highschool Housing Development site	Anderson Bell Christie	£748,365	28/11/2023	28/11/2028
28/11/2023	Structural Engineering services for former Castlebrae Highschool Housing Development site	G3 Consulting Engineers Limited	£205,050	28/11/2023	28/11/2028
28/11/2023	Quantity surveying and Principal Designer services for former Castlebrae Highschool Housing Development site	Currie & Brown	£777,055	28/11/2023	28/11/2028
28/11/2023	Mechanical and Electrical Design services for former Castlebrae Highschool Housing Development site	Harley Haddow (Edinburgh) Ltd	£366,850	28/11/2023	28/11/2028
30/11/2023	Empty Homes Cleaning	Aquaklenz Limited / Star Staff Solutions / Perfect Clean Edinburgh Ltd / Building Finishing Services UK Ltd.	£400,000	11/12/2023	10/12/2025
01/12/2023	Traffic Management Framework Agreement	Contraflow Ltd / Paragon Traffic Management	£750,000	01/12/2023	30/11/2025
05/12/2023	ESPO Strategic HR Services ref 3S-22	Morgan Hunt UK Limited	£89,572	05/12/2023	30/04/2024
08/12/2023	Portobello Town Centre: Stage 2	Atkins	£85,438	15/12/2023	31/07/2024
11/12/2023	Legal System	Tricostar Software Ltd	£113,765	11/01/2024	10/12/2025
14/12/2023	Consultancy support for the Smokey Brae Improvement Project	Jacobs UK Ltd	£138,726	27/11/2023	31/03/2025
14/12/2023	BPF Accelerated Schemes	Stantec UK (formerly Peter Brett Associates)	£298,000	14/12/2023	31/12/2024
15/12/2023	Health and Safety Management Information System	Evotix	£265,020	15/12/2023	14/12/2026

15/12/2023	iPad and Mobile Device Repairs Framework	Simplyfixit / Symec Technologies / The Barcode Warehouse	£1,864,000	15/12/2023	14/12/2025
20/12/2023	Professional services	Aecom	£55,000	07/09/2023	14/04/2024
20/12/2023	Homeless Accommodation with Support	CrossReach (the operating name for The Church of Scotland Social Care Council) / Four Square (Scotland) / Hillcrest Futures / LinkLiving Ltd / The Rock Trust / Rowan Alba Ltd / The Salvation Army / Scottish Veterans Residencies / The Wheatley Group	£50,568,595	01/04/2024	31/03/2029
21/12/2023	Lindsay Road Bridge Replacement	Mott MacDonald Limited	£77,185	15/11/2023	30/04/2024
05/01/2024	Active Travel Action Plan - Business Case	Stantec UK Limited	£82,635	01/08/2023	30/04/2024
09/01/2024	Speed Limit Reduction 40 to 30mph	Stantec UK (formerly Peter Brett Associates)	£63,608	01/08/2023	31/03/2024
09/01/2024	Offsite Revenue and Benefits Processing	Civica	£252,732	09/01/2024	08/01/2025
09/01/2024	Revenue Processing Call Off	Civica	£201,720	09/01/2024	08/01/2025
17/01/2024	Corstorphine Connections, Low Traffic Neighbourhood	Aecom Limited	£233,379	25/01/2024	25/01/2025
17/01/2024	Refugee English Language Teaching and Cultural Integration Support	The Welcoming Association / Saheliya	£524,580	22/01/2024	21/01/2026
17/01/2024	RAAC Surveys 2023	G3 Consulting Engineers Limited	£60,000	01/11/2023	31/03/2025
23/01/2024	Heat Network Opportunity at Granton Waterfront, Edinburgh	Vattenfall Heat UK	£885,040	23/01/2024	22/01/2025
29/01/2024	Public Relations (PR) Support for Destination Edinburghs Marketing and Promotions Activity	BIG Partnership	£370,000	01/02/2024	28/02/2026

29/01/2024	Lothian Road Boulevard	Stantec UK Limited	£306,250	29/01/2024	29/01/2025
29/01/2024	Clerk of Works services for Small Sites Remediation	Ross Quality Control Limited	£190,000	01/01/2024	01/07/2024
31/01/2024	Magadene, Bingham, Christians (M&E Phase 2)	Harley Haddow	£122,016	29/02/2024	12/12/2025
31/01/2024	Taxi & Private Hire Driver Medicals	YourGP Group Ltd	£780,400	01/02/2024	31/01/2027
01/02/2024	Garden Aid and Ad Hoc Maintenance	Glendale Countryside Ltd	£3,573,676	01/03/2024	28/02/2026
02/02/2024	Secure Collection, Destruction & Recycling of Confidential Waste	Change Waste Recycling	£80,000	26/02/2024	25/02/2026
06/02/2024	Business Continuity Software	Computacenter (UK) Limited	£103,200	01/03/2024	28/02/2027
07/02/2024	Building Surveying Services for Waverley Court asset and PPM changes	Faithful & Gould (now AtkinsRealis PPS Ltd)	£170,000	01/10/2023	30/04/2024
08/02/2024	Magadene, Bingham, Christians (BS Phase 2)	Thomson Gray Limited	£133,480	08/01/2024	12/12/2025
12/02/2024	Offsite Revenue and Benefits Processing	Capita	£187,200	12/02/2024	11/02/2025
12/02/2024	Powderhall Junction – and agreed extensions ('the Project')	Stantec UK Limited	£78,000	12/02/2024	12/02/2027
13/02/2024	Bus Partnership Fund OBC Consultancy	Jacobs UK Ltd.	£720,000	07/02/2024	31/03/2026
19/02/2024	Festive Lighting	Field and Lawn Ltd	£738,525	01/04/2024	31/03/2027
19/02/2024	DPS for Provision of Supported Bus Services	Borders Buses Limited / Lothian Motorcoaches / Handicabs Lothian / SALMONDS MINI COACH HIRE LTD	£10,000,000	22/02/2024	22/02/2024
19/02/2024	Programme Management & Project Delivery Support for HRA programme -East	Thomas & Adamson	£103,775	19/03/2024	30/03/2025

19/02/2024	Programme Management & Project Delivery Support for HRA programme - West	Thomas & Adamson	£103,775	19/03/2024	30/03/2025
22/02/2024	Young Onset Dementia Support and Day Opportunities	Alzheimer Scotland	£1,928,112	01/04/2024	31/03/2029
22/02/2024	Provision of a Shared Alarm Receiving Centre (ARC) Technology Solution	Chubb Fire & Security Limited	£500,000	26/02/2024	31/03/2028
28/02/2024	Inspection, Repair and Maintenance of School Gymnasium and Fitness Equipment	Sports & Playground Services UK Ltd	£140,000	11/03/2024	10/03/2026
04/03/2024	Independent Living Accommodation for Unaccompanied Asylum Seeking Children 16+	VivreStays	£520,125	01/02/2024	31/07/2025
04/03/2024	Queensferry Options Appraisal	Faithful & Gould	£51,926	01/01/2024	29/03/2024
06/03/2024	Dropped Kerbs and active travel crossing improvements Phase 2 – Further Sites	Stantec (Peter Brett)	£92,848	06/03/2024	31/12/2024
12/03/2024	Single Occupancy Discount Review Service	Datatank	£240,000	18/03/2024	17/03/2027
13/03/2024	Support for those with Additional Needs to Volunteer	Volunteer Edinburgh	£725,792	01/04/2024	31/03/2029
14/03/2024	Professional services - Inverleith Park Project	Atkins	£60,300	14/03/2024	31/12/2024
15/03/2024	Award of Mediation Services	Resolution Mediation Limited	£150,000	01/04/2024	31/03/2027
15/03/2024	Information & Advice Service to Minority Ethnic Carers	The Action Group	£278,808	01/04/2024	31/03/2027
19/03/2024	Accredited Pathways and Certified Counsellors and Therapists	Abernethy / About Youth / Action for Children Services Ltd / Barnardo's / Big Hearts / Bridgend Farmhouse / Career Ready / CHAI (Community Help & Advice Initiative) / Children 1st / Circle / Citadel Youth Centre / City of Edinburgh Gymnastics Club / Columba 1400 / Cutting Edge Theatre / Drake Music Scotland /	£5,000,000	02/04/2024	30/03/2029

		Dynamic Earth / Edible Estates CIC / Enable Scotland / Friends of the Award (Edinburgh and the Lothians) / Gold and Gray Soccer Academy / Harmony Education Trust / Hearts and Minds / humanutopia Limited / Imagine / Impact Arts / LGBT Youth Scotland / Light Up Learning / LinkLiving / Move On / Muirhouse Youth Development Group / Outdoor Classrooms.Scot LTD / Play2Learn Sports Coaching / Professional salon training Ltd / RUTS / RZSS / Scran Academy / Screen Education Edinburgh / Space at Broomhouse Hub / The Spartans Community Football Academy / The Drama Studio / The Junction (Young People - Health & Wellbeing) / The Larder West Lothian / Salvesen Mindroom Centre / The Speech Language Communication Company / Tinderbox Collective / U-Evolve / Volunteering Matters / Wildside Nature / WorkingRite / CrossReach / Impact Arts / Karen Sykes / Miriam McHardy / MYPAS / Nordoff Robbins / Place2Be / Space at Broomhouse Hub / With Kids / South East Scotland Regional Scout Council			
22/03/2024	Homeless Accommodation with Support	Bethany Christian Trust	£8,094,840	01/04/2024	31/03/2029
25/03/2024	Mathematics and Literacy Software	Computacenter (UK) Limited	£250,000	01/11/2023	31/07/2024
26/03/2024	Edinburgh Dementia Post Diagnostic Support 2024	Alzheimer Scotland	£2,819,315	01/04/2024	31/03/2029

26/03/2024	Citizen Space Community Engagement Package	Delib Limited	£79,980	26/03/2024	25/03/2026
04/04/2024	Award of Nutritional Services for People in the Justice Service	Edinburgh Community Food	£282,285	01/04/2024	31/03/2027
26/04/2024	Homelessness Support Services	Simon Community Scotland / Right There / Turning Point Scotland / LinkLiving Ltd	£51,658,192	01/04/2024	31/03/2029

WORKS CONTRACTS AWARDED – 21

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
05/05/2023	SCAPE Roseburn to Union Canal Active Travel Route and Greenspace Improvements	Balfour Beatty Civil Engineering Ltd	£12,559,219	30/01/2023	25/03/2024
11/05/2023	Essential repairs and maintenance Ph 10 1 - 13 & 81 Dumbryden Gardens HP...	SERS Energy Solutions (Scotland) Ltd	£2,531,144	01/07/2023	31/07/2023
26/06/2023	London Road Repairs	Hillhouse Quarry Group Ltd	£2,009,306	10/07/2023	19/01/2024
12/09/2023	EWI & Roofing Crewe Road Gardens	Insulated Render Systems (Scotland) Ltd	£2,233,841	01/11/2023	01/11/2024
13/09/2023	EWI Gilmerton	MP Group UK Limited	£2,600,000	01/11/2023	01/11/2024
13/09/2023	EWI Oxgangs	Sers Energy Solutions (Scotland) Limited	£2,385,000	01/11/2023	01/11/2024
13/09/2023	EWI & Roofing Muirhouse	Valley Group Limited	£3,850,000	01/11/2023	01/11/2024
04/10/2023	Liberton Community Campus	Balfour Beatty	£67,870,278	30/10/2023	29/01/2027
04/10/2023	Door Entry SW Contract 2023-24	Openview Security Solutions Limited	£2,954,265	08/01/2024	31/03/2025

26/10/2023	Award of Niddrie phase 1 refurbishment	MP Group UK Limited	£2,282,944	14/11/2023	14/09/2025
02/11/2023	Award of Oxfgangs House refurbishment and addition of EWI	Insulated Render Systems (Scotland) Limited	£2,214,843	14/11/2023	14/09/2025
06/11/2023	Essential repairs and maintenance Phase 11a 1 - 3 & 12 - 18 Murrayburn	MP Group UK Limited	£2,507,185	06/11/2023	06/11/2024
06/11/2023	Essential repairs and maintenance Phase 11b 19-27 Murrayburn Place HP	MP Group UK Limited	£2,162,176	06/11/2023	06/11/2024
11/12/2023	Domestic Heating 2023/2024 West	Everwarm Ltd	£3,233,847	20/12/2023	31/12/2024
11/12/2023	CT2492 Mini Domestic Heating 23/2024 East	Gas Call Services Ltd	£2,599,501	20/12/2023	31/12/2024
28/12/2023	Citywide common stair upgrades x 124 blocks	Maxi Construction Limited	£4,734,914.00	07/05/2024	07/05/2025
05/03/2024	Kitchen & Bathrooms 500 homes West/East	Bell Group Limited	£7,909,341	30/04/2024	30/04/2025
13/03/2024	City Wide Flat Entrance FD60 Minute Fire Doors & Fire Stopping Works	Harmony Fire Ltd	£3,146,132	01/05/2024	01/12/2025
19/03/2024	Award of West Approach Road Structures Refurbishment	Taziker Industrial	£2,796,229	25/03/2024	26/08/2024
22/03/2024	Taxi Service Relocation	Maxi Construction Limited	£2,115,427	01/04/2024	28/10/2024
26/03/2024	Roof replacement and common area works at Duddingston Row and Bingham Medway via HCWF.	A C Whyte and Co Ltd	£3,350,408	23/05/24	31/03/2025

Annex 2 – Strategic Delivery – Action Plan 2023-2025

1. Making Procurement spend more accessible to local small businesses and third sector

Objective:

- a) To ensure the procurement team and wider council officers consider how we support the recovery of the local economy post Covid by making proportionate decisions about the market options for local business and third sector organisations to access public spend.
- b) To develop community wealth building approaches in public procurement

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Increasing engagement, working with key business and third sector to support “meet the buyer” events, workshops and awareness of contract opportunities	Event / Meet the Buyer / Workshop delivered with local/third sector business focus in 2023/24.	Commercial and Procurement Service (CPS); Service areas; Partner agencies	G
2) Work with community planning partners and other anchor institutions in the development of community wealth building approaches in public procurement	Engage with Business growth team with links to Edinburgh partnership groups to agree procurement enablers which support community wealth building.	CPS; Service areas; Partner agencies	A
3) Working with Council partner organisations such as Business Gateway, Supplier Development Programme, Federation of Small Businesses and the Edinburgh Third Sector Interface to support these objectives	Review stakeholder engagement strategy and plan, monitor and report activities. Facilitate wider team awareness sessions	CPS; Service areas; Partner agencies	G
4) Continuing to apply lotting strategies that support small business	Strategy/plans for each tender considers small business and lotting approach	CPS; Service areas;	G

5) Supporting facilitation of sub-contract opportunities by suppliers	Where market engagement identifies delivery scope for sub-contracting, arrange facilitation as appropriate	CPS; Service areas; Suppliers; Partner Agencies	G
6) Continue to improve prompt payment in the supply chain for public sector contracts, including the use, where appropriate, of project bank accounts.	Where appropriate, include prompt payment criteria in relevant tender and/or project bank administration	CPS; Service areas; Financial service team	G
7) Considering longer contract advertising periods where consortia opportunities exist.	Review at strategy/planning stage, market knowledge/engagement to set appropriate timeline	CPS; Service areas;	G
8) Consider innovation for all regulated procurements, continuing to innovate procurement processes to broaden engagement of SMEs.	Consider wider engagement options to direct SMEs to opportunities, working with stakeholders and lessons/good practice from other authorities. Document in plans.	CPS; Service areas;	G
9) Improve commercial opportunities for supported businesses.	Review supported business register on a regular basis, engage and promote through supply chains.	CPS; Service areas;	G

2. Improving Fair Work practices adopted by suppliers

Objective:

To ensure Fair Work outcomes are promoted internally and externally and procurement is used to influence and increase positive fair work and socially responsible outcomes which benefit the city by addressing poverty and inequality.

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress
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			G = complete/BAU
1) Requiring suppliers pay employees delivering Council contracts the Real Living Wage.	Document within the strategy/ensure market insight and apply using appropriate criteria.	CPS; service area; Partner agencies	G
2) Applying the Fair Work First criteria to every tender with a wider focus on ethical practices including security of pay and contracts, flexible working and targeted recruitment and training requirements, is the main way in which we use public procurement to tackle in-work poverty and by extension, child poverty.	Review seven elements of Fair Work First criteria at planning stage of every tender; Review market and use sector insight to shape priority order/elements; Apply Fair Work criteria to tender documentation	CPS; service area	G
3) Improving training and awareness for Council colleagues and bidding organisations	Fair Work criteria guidance provided to colleagues and bidding organisations – include Edinburgh specific detail	CPS; partner agencies	G
4) Applying appropriate weightings in the evaluation of tenders	Default of not less than 5% quality weighting; higher where sector issues have been identified.	CPS; service area	G
5) Continue to record all commitments made by suppliers on Fair Work outcomes and commitments to pay the real Living Wage in our contracts and frameworks. This includes asking bidders if they are signatories to the Living Wage accreditation	Management information collected and reported in recommendation report and annual report.	CPS; service area	G
6) Delivering council commitments to modern slavery and construction industry practices	Modern Slavery/Construction sector Charters reviewed for updates; included guidance.	CPS	G
7) Applying the construction Charter commitments (the Charter) to council procurement activity	Modern Slavery/Construction sector Charters included with tender documents / Fair Work criteria shaped to address and ensure legal requirements met.	CPS	G
8) Working with suppliers to raise awareness of the need to reduce the pay gap and create a more diverse and inclusive workspace	Work with HR and other stakeholders to review diversity and inclusivity criteria and industry best practice; apply as appropriate	CPS; service area	A

3. Maximising the impact of procurement in achieving social and economic outcomes and increasing community benefits delivery by suppliers

Objective:

- a) Continue to use public procurement as a means to drive a wellbeing economy by creating quality employment and skills and providing opportunities for local SMEs, third sector and supported businesses to bid for public contracts and to participate in public sector supply chains
- b) To build on community benefits delivered to date by increasing the volume and value added to local communities through wider social, economic and environmental outcomes.

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Increasing awareness and education of community benefits through early engagement in tender opportunities	Regular updates via staff newsletters via the Orb on the community benefits being delivered by council suppliers; contract manager forum updates.	CPS; service areas	G
2) Consider community benefit opportunities at the development stage of our regulated procurements and where appropriate, request either mandatory or voluntary community benefits	Assessment based on requirement, value and term to ensure maximum impact; document assessment and decision; approval by senior officer.	CPS; service areas	G
3) Working with stakeholders such as City Region Deal partners to ensure consistency in application and priorities	Regular engagement on community needs and projects in place; attend community benefit forums via partner agencies to share good practice application	CPS; service areas; partner agencies	G
4) Tailoring the community benefits being sought to the sector involved and the priorities for the Council with an emphasis on outcomes that can easily be delivered	Assess at early stage what relevant sectors deliver well and which align to council priorities; target mandated outcomes which are easy to achieve to avoid poor outcome	CPS; service areas	G

5) Support the principles of the No One left behind delivery plan through targeted equality and employability-related Community Benefits in Procurement	Mandate job outcomes for priority groups in relevant tenders which will provide longer term opportunity for employment outcomes – high value/term contracts/ local infrastructure.	CPS; service areas	G
6) Reviewing scoring methodologies and applying best practice to achieve added value outcomes for the city	Model scoring methods to ensure they influence the desired outcome but maintain best value.	CPS	A

4. Contributing to the Councils 2030 net zero target

Objective:

To address the climate and nature crises and support the delivery of the Councils 2030 net zero target we will work with Council officers and external partners to deliver opportunities that help address the climate and nature emergency and the circular economy agenda.

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Seeking expert support such as from Zero Waste Scotland and in educating and awareness raising for Council staff involved in tendering and managing contracts	Carbon reduction tools and learning events incorporated into development plans for staff in specialist procurement and contract manager posts.	CPS; service area	G
2) Engaging with suppliers and experts to understand carbon-reducing actions that can be delivered in different contract sectors and building into specifications and ensuring that suppliers are	Zero waste prioritisation plan and sustainability tools used to support supplier engagement on relevant opportunities to reduce carbon. Carbon reduction plans identified and relevant to the sector.	CPS; service area	G

	committed and actively engaged in supporting a Just Transition to net zero			
3)	Actively consider the impacts of Climate Change, the nature emergency and related environmental considerations early in procurements and commissioning activity, and apply relevant criteria in all procurement processes, where relevant and proportionate to do so	Assessment made at commissioning and planning stage of each tender; risks and opportunities documented to support criteria application or non-application as appropriate. Strategy/Plan documentation approved by senior officer.	CPS; service area	G
4)	Increasing whole-life costing approach to evaluation criteria and learn from others through best-practice forums	Develop criteria as best practice emerges; carbon reduction measures/tools adopted in line with statutory guidance	CPS; service area	R
5)	Considering potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste	Review specification and evaluation criteria to ensure application as required; review at relevant gateway stages and report outcome.	CPS; service area	G
6)	Adopting industry standards to ensure consistency in approach with the market and clear measurement tools understood by all	Access standard sustainability tools and case studies to ensure measures applied are clear and consistent with market/sector practice.	CPS; service area	G
7)	Ensuring the procurement team have undertaken up to date carbon literacy training	Training record maintained; new training and refresh where appropriate	CPS	G

5. Delivering savings and Best Value outcomes

Objective:

To support the Council budget savings and improve the value achieved from third party delivery we will work closely with our customers and key stakeholders to improve efficiency and reduce expenditure

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Working together to identify opportunities and challenge current models of delivery	Consider a range of options to meet current delivery need; explore alternative models reaching out to partner agencies as appropriate;	CPS; service area	G
2) Supporting the delivery of the Council's Medium Term Financial Plan	Analysis of spend activity; assess alternative options; engage stakeholder groups to explore opportunities and escalate where required.	CPS; service area	A
3) Challenging the demand for goods and services and seeking to rationalise core requirements	Identify commercial drivers within the specification; benchmark and reduce as appropriate	CPS; service area	G
4) Engaging markets, benchmarking values and collaborating when appropriate with city partners or wider	Use tools available to identify current cost/value of the requirement; ensure budget sufficient; identify best sourcing option.	CPS; service area	G
5) Supporting robust contract management actions to ensure contracts deliver to financial and non-financial performance requirements, including contractual commitments around social value and community benefits	Ensure contract management framework adopted at handover; provide resources to support ongoing management; Cenefits access, monitoring and reporting; contract management forum/ learning events provided.	CPS; service area	G
6) Applying whole life costing models to ensure end-to-end requirements are included	Use costing tools to support assessment of acquisition, implementation, maintenance, disposal elements for product and other relevant purchases to identify true cost.	CPS; service area	G

6. Ensuring legal compliance and robust and transparent governance

Objective:

To ensure all procurement staff and Council officers involved in procurement processes have full awareness of the impact of the regulations and contract standing orders which apply to procurement activity

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Training officers in the procedures and policies which must be considered to ensure compliance requirements are met	Regular checks in place at key gateway stages; gateway reviews on key projects to ensure policy addressed; issues address via regular training plan – reviewed annually or as required.	CPS; Legal	G
2) Providing regular updates for specialist staff on changes to regulations, case law, statutory guidance, policy and social value outcomes	Policy and legislation updates communicated as and when received; register maintained of new policy notices.	CPS; Legal; Scottish Government;	G
3) Reviewing standard documentation to reflect regulatory changes and best practice	Updated as required; register of changes maintained; document library current with older documents archived.	CPS;	G
4) Reviewing and improving controls within the procurement remit to ensure compliance with purchase systems and procedures, including the Contract Standing Orders	System controls used to identify potential compliance issues for review on a case-by-case basis; procedure reflect current risk/audit requirements.	CPS; Legal & Risk	G
5) Ensuring regular reporting of procurement activity and compliance to committee	Procurement reports to F&R committee in line with CSOs; Annual report meets statutory obligations	CPS;	G

6) Regular review of audit actions, and updating of risk register and processes	Monthly review of audit actions, risk register reviewed quarterly or as required; improvement actions progressed in agreed time.	CPS;	G
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7. Promoting innovative and best practice solutions

Objective:

To seek opportunities for innovative solutions for products, services or works required by the Council and challenge the market to offer improved solutions

Delivery Actions	Proposed Milestones/Steps	Owner	Status R = not started A = in progress G = complete/BAU
1) Engaging with clients and suppliers at early stages of identification of need and scoping	Post Market engagement notices and wider communications including stakeholder networks, internet sources and CIPS	CPS; Service area	G
2) Direct suppliers to the supplier-led National Innovation Service	Where relevant signpost or provide links to the Scottish Government resources via PCS.	CPS; Service area	G
3) Seeking relevant examples of market innovations and sharing models and best practice	Market engagement, including stakeholder networks, internet sources, user intelligence groups and CIPS	CPS; Service area	G
4) Knowledge sharing and creation of innovation network with Edinburgh anchor organisations such as universities	Networking events e.g., meet the buyer, and other partnership engagement opportunities used to explore new initiatives	CPS; Service area	G
5) Allowing the opportunity for variant bids where there is potential technological and market advancement	Use market engagement and sector updates from wider sources such as CIPS to support alternative bid options.	CPS; Service area	G

6) Challenging the status quo	Use market insights to challenge standard specifications, delivery models to ensure best practice solution is identified	CPS; Service area	G
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Annex 3 – Future Procurement Activity

NEW PROCUREMENTS

Brief Contract Description	Contract Estimated Value £	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Forever Edinburgh – Creative and Brand Marketing Supplier Framework	1,600,000	15/11/2024	30/06/2025	01/07/2025

RE-PROCUREMENTS

Brief Contract Description	Contract Estimated Value £	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Professional Services Framework	150,000,000	01/10/2024	01/06/2025	01/07/2025
Presentation Benches	88,000	01/10/2024	15/03/2025	16/03/2025
Fostering and Continuing Care Framework	8,000,000	01/10/2024	30/06/2025	01/07/2026
Supply of school uniforms	500,000	01/10/2024	30/03/2025	01/08/2025
Cleaning Services for Cultural Performance, Conferencing and Events Venues	1,000,000	01/10/2024	01/05/2025	01/06/2025
Day Opportunities for Older People	24,000,000	01/10/2024	28/02/2025	01/04/2025
Car Club Services	210,000	03/10/2024	30/03/2025	01/04/2025
Therapeutic Service for Hoarding/Self Neglect	2,100,000	01/11/2024	01/07/2025	01/08/2025

Lift service and maintenance contract	710,806	15/01/2025	01/08/2025	21/11/2025
Housing Capital Works Framework	200,000,000	30/01/2025	30/09/2025	22/10/2025
Residential service for complex needs.	4,223,908	01/02/2025	01/10/2025	23/10/2025
Learning & Teaching Digital Resources	1,000,000	01/02/2025	01/07/2025	01/08/2025
Housing Energy Advice Services	800,000	07/02/2025	07/12/2025	03/02/2026
Core Drug and Alcohol Addiction Support	7,500,000	01/03/2025	16/12/2025	01/04/2026
Learning & Teaching- Resources to Support Curriculum Delivery	2,000,000	01/04/2025	01/12/2025	15/01/2026
ISF Framework to support Home based Support Services	46,000,000	01/04/2025	31/03/2026	01/04/2026
Electric Vehicle Charging Infrastructure	1,200,000	01/06/2025	31/03/2026	01/04/2026
Independent Advocacy and Children's Rights Service	1,010,000	01/07/2025	15/01/2026	01/04/2026
Domestic Repair & Maintenance	18,000,000	01/07/2025	15/01/2026	01/04/2026
Working Age Adults Commissioning Framework	404,000,000	15/01/2026	17/12/2026	01/04/2027

Glossary

Term	Description
Best Value	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.
CIPS	The Chartered Institute of Procurement and Supply (CIPS) is the leading body representing the field of procurement and supply chain management.
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit.
Commercial Awareness	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.
Contract Management	The process of monitoring the performance of a supplier to contract.
Co-production	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.
Demand Management	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.

Framework Agreement	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.
Procurement strategy	Strategy for procurement within an organisation (can be called policy).
Small Medium Enterprise (SME)	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.
Stakeholder	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.
Supplier; Provider; Contractor	An entity who supplies goods or provides services or execution of works.
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supported Business	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.