



Summary of Benefits to Angus Council on A92 Arbroath Active Travel

Background

Following an extensive competitive tender exercise carried out by Scape Procure Scotland, Balfour Beatty were appointed as sole Contractor to their new Civil Engineering and Infrastructure Framework Scotland. The Framework was procured in line with the Scottish Procurement Regulations (2016) and the European Single Procurement Document (ESPD).

Scape Frameworks are 100% OJEU compliant. They have never been challenged. Scape ensure that the content of the tender documents and the tender process is legally compliant and fully auditable. A copy of the Framework Agreement and full tender background can be provided by Scape Procure Scotland upon request.

On the 21st February 2021 Balfour Beatty attended a site walk around with Angus Council and Consultant, Arcadis, to discuss the benefits of ECI. Given Balfour Beatty's current experience of developing Active Travel schemes (namely with City of Edinburgh Council and Scottish Canals) it was agreed that Scape Scotland Civil Engineering Framework would be the most efficient route to ECI given the Scape Scotland Access Agreement is already in place.

This paper was produced to summarise the discussions and highlight the benefits that Scape process can bring in order to inform Angus Council procurement decision making on the proposed A92 Arbroath Active Travel Scheme.

Competitiveness of the Scape Framework

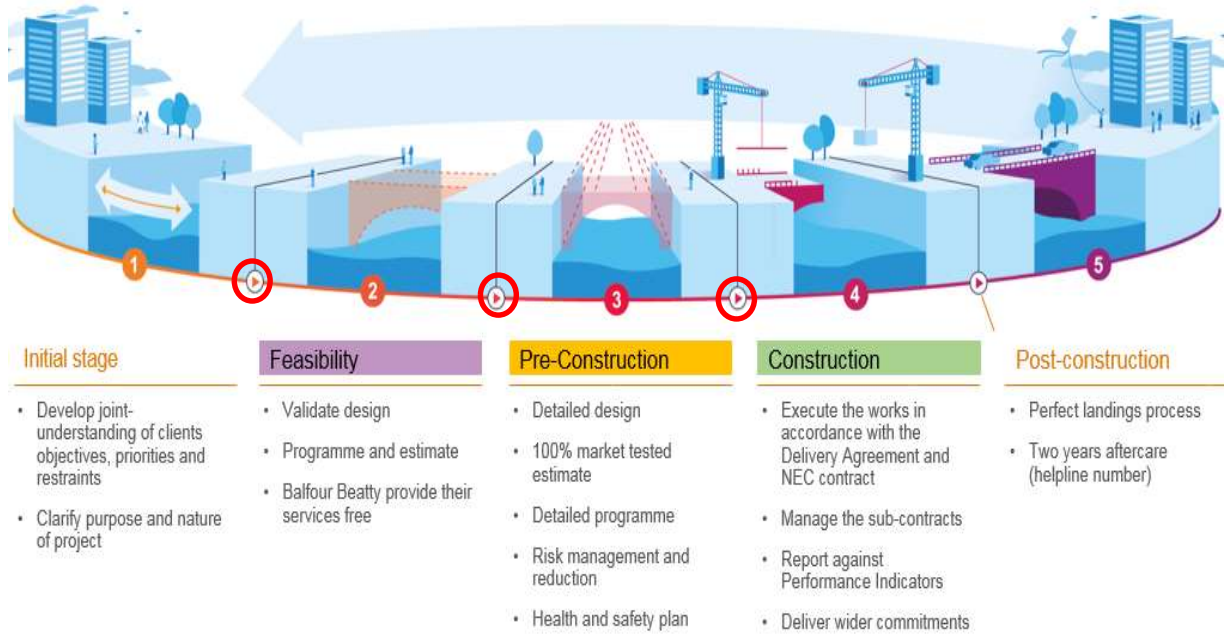
Balfour Beatty has already competitively and successfully tendered to Scape (via open OJEU procedure) in order to win our place on the new Scottish Civil Engineering Framework. This was bid against other major Tier 1 Contractors. In doing so, we have already demonstrated that we are the most competitive in terms of price and quality (details of our winning bid can be made available upon request). Tenders were considered on both price and quality so that the highest possible quality offer is obtained for the lowest possible price. Best value is then achieved by adopting similar principles to the retail market. When large quantities of work are bundled together, frameworks become very attractive to the market and companies will offer a higher quality of service at a keener price.

By procuring large volume contracts with Balfour Beatty, Scape are able to secure highly competitive commercial rates and are also able to "lever-in" additional value in terms of best practice, sustainability, local delivery and local training.

The Scape Process

The diagram below highlights each stage of Scape/Balfour Beatty engagement process. Each of the three red circles represent a hold point where Angus Council can decide to proceed with or

stop the process. There is no obligation and no fee to progress past 'Feasibility' Stage. Balfour Beatty services are free up until 'Pre-Construction' stage. A breakdown of what fees apply to each stage are below:



Process Stage	Fee Percentage
Feasibility	Free of charge, no obligation to proceed
Pre-Construction	1.60% of Feasibility Cost
Construction	5.95% of Construction Cost (includes Scape Fee)

Feasibility Stage

Building the Council's confidence in the viability of the project is the primary purpose of the Feasibility stage. This extends to confidence in the technical solution, the accuracy of the budget and the programme we provide, and our ability to deliver the project benefits and added community benefits for the Council and your stakeholders. We will complete the Feasibility stage for **free**, enabling our commitment to your project and providing confidence that we can deliver on time, in budget and in line with the very onerous Scape KPIs outlined further on in the document.

At Feasibility stage we will provide a Framework Manager who will lead our engagement, supported by a team of civil engineering experts including an Estimator, Planner, Bid Manager and our strategic supply chain partners, providing advice and guidance to inform the project development, benchmarking against past successful projects of similar nature.

Pre-Construction Stage

We will begin the pre-construction phase with a launch workshop to re-affirm Angus Council's vision and values; and to create a strong foundation of how we will work together. Our Framework Manager will introduce our Project Manager, who will lead our team through the

stages of design development, H&S, assurance, value engineering, site logistics and delivery management. Through **intense collaboration** with Angus Council, Arcadis and supply chain, we will put in place the plans and processes we need: for **safe working, high-quality service and consistent on time, on budget delivery**. We will use our expertise gained across the range of projects we've undertaken in the Active Travel sector such as City Centre West East Link, Roseburn to Union Canal, West Edinburgh Link and Stockingfield Active Travel Bridge to **bring value** from proven practices and innovation.

During Pre-Construction we work hard to enhance local communities as well as make Angus Council's vision a reality. We guarantee optimal design checks, robust planning and demonstration of Value for Money through our Value for Money toolkit. You can expect **full commitment** to the resources the Council need.

Construction Stage

We pledge to deliver a **high-quality construction** service while minimising disruption to the local communities we are there to enhance. In collaboration with local supply chains, we will deliver this project on time and on budget. To date on the Scape Civil Engineering & Infrastructure Framework, we have completed **100% of projects on time and 100% on budget**, bucking the current trend in the Scottish civil engineering market. Our Framework Manager will hold our project teams to account for the deliverables on behalf of the Council.

We are also committed to improving the natural environment and will provide opportunities to achieve biodiversity net gain throughout construction. Our approach to delivering community benefits, as above, will return more than 50% of the project cost in added social value outcomes; and we will work closely with local suppliers, guaranteeing fair pay.

Handover

Through relentless collaboration with Angus Council, Arcadis, supply chain and stakeholders throughout construction and via the use of BIM 360 technology, we ensure the project is handed over using BSRIA Soft Landings principles.

Time & Cost Certainty

Through the 'Early Contractor Involvement' which the Scape Framework offers, we are able to compliantly and collectively collaborate with the Council, Arcadis and other Stakeholders (such as Public Utilities etc) to ensure what we propose to construct is buildable and chosen construction techniques acceptable and agreed before we start work, avoiding any potential delay to construction programme.

Similarly, we are able to engage early with specialist suppliers and sub-contractors ensuring they accurately price what has been scoped in order to leverage best value prior to construction. Likewise, we can compliantly engage specialist trades and suppliers deemed critical to the project.

Angus Council will be fully involved in the process and can nominate supply chain. This is all done through a fully transparent Open Book process. All work packages will be locally tendered (where

possible) to a least 3 sub-contractors. Angus Council will have full visibility of the quotations received back.

Throughout the Scape process each element of the project is fully costed ensuring there will be little (if any) change from tendered cost to construction outturn cost.

Key Performance Indicators & Localism

Unlike some others, Scape Frameworks are managed. Scape will manage outputs on your behalf through a suite of Key Performance Indicators (KPIs). There are a total 21 KPIs on the Scape framework. KPIs are split into pre-construction stage measures and construction stage measures. The targeted pass rate for PIs is **97% each quarter which we are constantly achieving**.

KPIs are managed throughout the project duration and reviewed with clients on a monthly basis. These are an essential requirement of our Framework and are mandatory.

Performance Indicator	Description
Time x 2 <ul style="list-style-type: none"> Pre-construction Stage Construction Stage 	Measured against an agreed programme in the Project Order and Delivery Agreement. The PI for these is 100% on-time every time, excluding changes.
Cost x 2 <ul style="list-style-type: none"> Pre-construction Stage Construction Stage 	Measured against the target cost of the entire project for both pre-construction and construction stages. The PI for these is 100% on-budget every time, excluding changes.
Client Satisfaction x 2 <ul style="list-style-type: none"> Service Product Value for Money Whole Life Performance Provision of Cost Information Defects (Construction Only) 	Scored within 1 month of completion of pre-construction and construction stages each category is a separate PI with a target of 8 / 10.
Health and Safety	Zero RIDDORs.
Waste diverted from landfill	95% waste diverted from landfill.
Local Labour	20% labour days / spend by individuals from within 10 miles.
Local Spend	40% labour days / spend by individuals from within 20 miles.
SME Spend	75% labour days / spend by individuals from within 40 miles.
SME Engagement	85% of supplier spending with SMEs.
Fair Payment	85% of suppliers are SMEs.
Supplier Satisfaction	100% of suppliers paid within 19 days of the date that the client should certify the contractor's payment.
Energy Usage	8 / 10 average across the supply chain.
Considerate Constructors Scheme	Reporting all fuel, energy and water usage and comparing to industry standards.
Employment and Skills	Achieving at least 40 / 50 during the project duration and not slipping below once achieved.
	Banded targets for work placements, schools engagement, apprenticeships, adult employment and workforce development and training.

Community Benefits

On all Scape projects, we implement a robust community benefits strategy before moving onto site which include a range of outcomes; from leaving a skills legacy by employing locally and creating sustainable apprenticeships in the area – to boosting local small, medium and micro businesses by ensuring they form a core part of our supply chain and that over 85% of project spend goes to local suppliers.

Our Community Investment Team focuses on three key areas where we can add value to projects and the local communities:

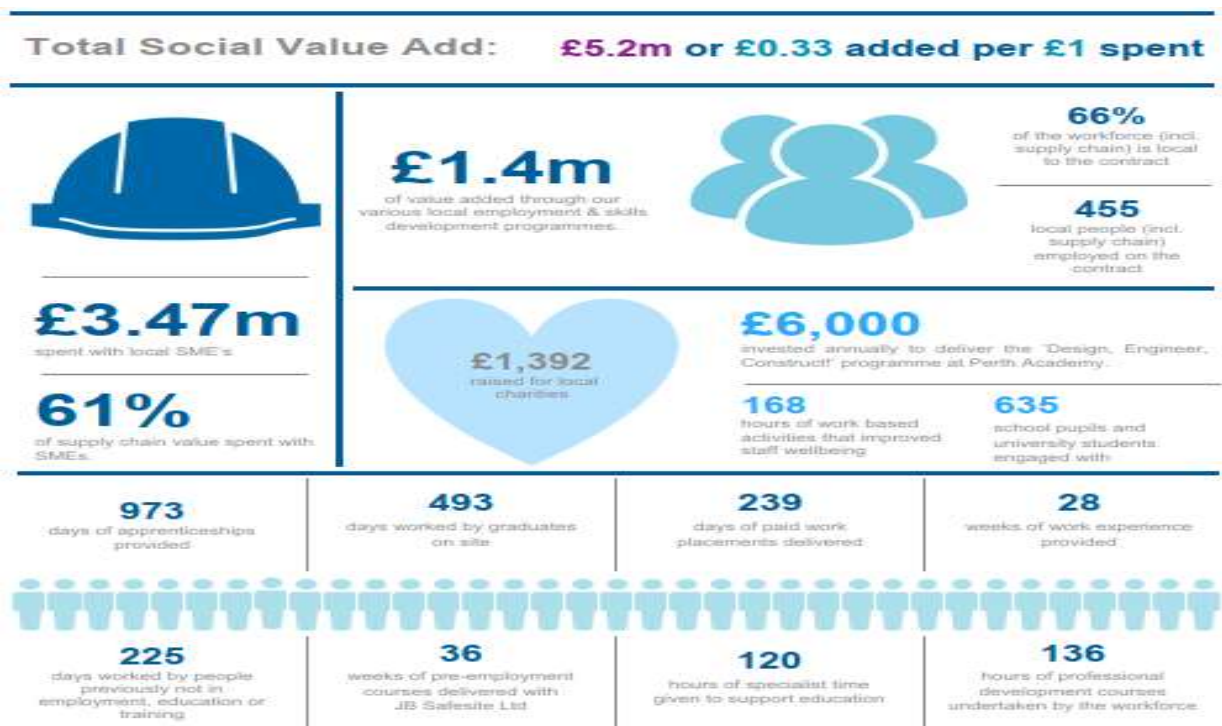
- Local Employment and Skills
- Community Engagement through charitable fundraising, volunteering and mentoring
- Supporting local businesses

Other socio-economic benefits can include an Employment and Skills Plan which can be set up in collaboration with the Council to cover Apprenticeships, Adult Employment opportunities, Professional Development, work experience, school visits etc.

Balfour Beatty will involve our dedicated Community Investments Team in order to help deliver the KPIs and manage the multitude of local stakeholders, community engagement and community benefits.

Value Reports

On all of our Scape projects, we will provide a 'value report' at Pre-Construction stage and update regularly during Construction. These are a culmination of all KPI and Community Benefit activity we undertake above. A sample value report from A9/A85 Crieff Road project for PKC is below:



Speed to Market

Via Scape, we could save Angus Council an over 6 months in traditional procurement time along with the associated cost of project team members' time evaluating ESPD/PQQs and Tenders. This will free up more of their time to focus on the project itself.

The Council will already be fully aware of timescales but broken down we can roughly estimate the amount of procurement time which could be saved on multi-million pound active travel schemes through a traditional OJEU process:

- Issue PQQ, await return	4 - 6 weeks
- Evaluate PQQ submissions	4 – 6 weeks
- Issue ITT, await return	6 – 8 weeks
- Tender Evaluation	4 – 6 weeks
- Preferred Bidder / Contract Award	4 weeks
- Standstill Period (assuming no challenges)	4 weeks
Total	26 – 34 weeks

Should Angus Council engage Balfour Beatty via Scape, we can almost immediately begin ECI process, working collaboratively to significantly reduce the above timescales meaning the active travel provision can in place much earlier.

Balfour Beatty Experience in Active Travel Projects

Over the last 3 or 4 years Balfour Beatty have worked closely with City of Edinburgh Council, East Lothian Council and Scottish Canals to help develop and construct a number of Active Travel projects. Our approach of working in close partnership, aligning aspirations of customers and stakeholders and engaging with local communities is key to excellent service delivery and quality of build. Below is a short description of the works we are undertaking, all under the Scape Civils Framework:

Stockingfield Bridge – Scottish Canals - £12m – Under Construction



The new crossing will allow pedestrians and cyclists to cross the canal at towpath level rather than having to exit the towpath to use a potentially dangerous road tunnel, before rejoining the canal towpath again. The increased access to the green and blue spaces of the canal in North Glasgow will boost recreational activity in the area. Further landscaping and the artistic style of the bridge will create a prominent structure in the area which will provide increased access for walkers, runners and cyclists.

Queen Margaret University Cycle Path – East Lothian Council - £400k – Complete

A section of the Council’s Segregated Active Travel Corridor (SATC), a cycleway link northward to QMU was developed to safeguard public use as a shared use path route as part of the construction of the adjacent developments.



City Centre West East Link (CCWEL) – City of Edinburgh Council - £12m – Mobilized Jan 22.



The project will connect Roseburn to Leith Walk with a safe and direct cycle route as well as improving the streets for anyone walking or wheeling there. The route is in three sections – two-way segregated cycleways from Roseburn to Haymarket, one-way segregated cycleways on each side of Melville Street, two -way cycleways connecting George Street to Picardy Place through St David Street, Queen Street and York Place.

Roseburn to Union Canal – City of Edinburgh Council - £4m – Scape Pre-Construction Stage

Currently in the later part of the Scape Civils Pre-Construction stage. Council budgets changed due to Sustrans funding allocation so flexibility and agility to produce revised costs was essential. It will be a strategic link for cyclists and pedestrians at the western side of Edinburgh city centre. In addition, the project provides enhanced play and urban gardening spaces for the surrounding community. The proposal includes a new bridge crossing. Programmed to be onsite mid 2022.



West Edinburgh Link – City of Edinburgh Council - £5m – Scape Feasibility Stage



Project will deliver new walking, cycling, public spaces and improve accessibility for all throughout the project area: East Craigs, South Gyle, Bankhead, Sighthill and Wester Hailes. Proposals include new segregated cycleways, crossings and public spaces. We are producing the Scape Feasibility report at present. Again the need to be flexible in light of Sustrans funding revision is a key benefit.

In addition, we are currently engaging with City of Edinburgh on two further project namely Meadows to George Street and the Redevelopment of George Street itself. These should enter in to the Scape process Q1 2022. We believe this demonstrates the value we can provide within this collaborative ECI process resulting in such high levels of repeat business.

In closing, Balfour Beatty would very much welcome the opportunity to fully engage with Angus Council in the Scape process. We believe our broad capabilities coupled with our proven track record makes us an ideal partner to develop and deliver a high-quality active project that can create measured and lasting benefits to the Arbroath community.