



**Lambeth Procurement Team
Annual Report 2016/17**

Executive Introduction and Summary

2016/17 was the first year that followed implementation of the Category Management model in procurement. The Procurement team was realigned and embarked on the new challenge.

Category Management is a framework to gain a more strategic understanding of the spend profile of the organisation. By getting this understanding, the team is able to determine the best procurement route for goods and services. The council also faces the most challenging time for local government and an unprecedented period of reductions in funding with a combination of an estimated 56% reduction from core Government funding between 2010 and 2018.

By implementing Category Management, Lambeth's procurement team aim to deliver the following benefits to the Council and its residents over the coming years:

- Category Management will allow the procurement team to drive efficiencies and deliver savings through the amalgamation of contracts and services in a strategic way. Where achieved combined buying power can lead to better prices for the Council and its residents. This will also support our strategy of providing relative protection to frontline services by maximising efficiency and reducing the cost of the back office. Savings contribute to achieving savings targets
- Category Boards – focus on decision making and contract deliverables within the department.
- Improved data by promoting greater collaborating and information sharing across departments.

Stronger relationships in the Council and Partners

One of the core values at the heart of Category Management is strengthening relationships. Category Management relies upon those individuals working at the beginning of the process to communicate and share ideas with those people working at the end of the process. This may often seem like common sense but in large organisations many activities can become compartmentalised. By communicating and sharing ideas, stakeholders get a better understanding of what the ideal outcomes should be for a contract, thus bringing both monetary and more qualitative benefits for Lambeth residents.

Lambeth Procurement now provide procurement services for several partners:

- Support for Lambeth Clinical Commissioning Group (CCG) to maximise integrated funding and services.
- Dedicated on-site provision for the London Borough of Lewisham
- Ad hoc tendering for Lambeth Tenant Management Organisations.

This provides income and economies of scale as we share expertise and resources. It also delivers development and collaboration opportunities.

Better relationships with suppliers

Category Management promotes stronger relationships with suppliers. There are many instances where supplier management is crucial in delivering better services for residents, such as when measuring performance against Key Performance Indicators (KPIs) or when asking a supplier to deliver a new, innovative solution. By concentrating on the relationship with those who deliver services, Category Management aims to deliver better value for Lambeth residents.

Category Management is a long-term change process that usually takes up to five years to reach a level of maturity. The Lambeth procurement team has begun the journey and will be able to report many tangible benefits in the years to come.

Procurement in Lambeth

Lambeth Procurement ensures the Council delivers its purchasing activities in accordance with the Public Contract Regulations 2015 which, together with the case law, sets the framework for UK public procurement.

Lambeth Procurement enables the Council to achieve value for money through its sourcing of goods and services, embedding the Council's outcomes into all levels of purchasing activity. In its purchasing the Council is committed to transparency, demonstrating the decisions we make about our spending is fair and open - publishing what we spend and with who.

Lambeth Procurement Process

Lambeth Contract Standing Orders is the key governance document for all staff to comply with when undertaking procurement projects.

Depending on what is being procured and the value of the procurement, Lambeth requires:

- **Up to £5,000**
 - 1 Written Quote (preferably local supplier)
- **£5,000 up to £100,000**
 - 3 Written Quotes, at least one should be from a local supplier
- **Greater than £100,000**
 - formal Tendering
 - requires Cabinet Member consultation
 - all opportunities are advertised on the Council's [Website](#), [Contracts Finder](#) and placed on the Council's Tendering [portal EU Supply](#)
 - above certain thresholds (£164,176 for goods and services; £4.1 million for works) European procurement rules around timescales and documentation apply
 - all key decisions, such as those **above £500,000** must appear on the Council's [Forward Plan](#)

Procurement Boards

The Director level Boards consider procurement projects over 2 thresholds

1. Procurement Board for all key decisions and projects above £500,000
2. Category Boards for projects valued between £100,000 and £500,000

The Boards provide

- Cross Council advice and support to develop successful procurement strategies.
- Assurance to the Council regarding high value procurement.

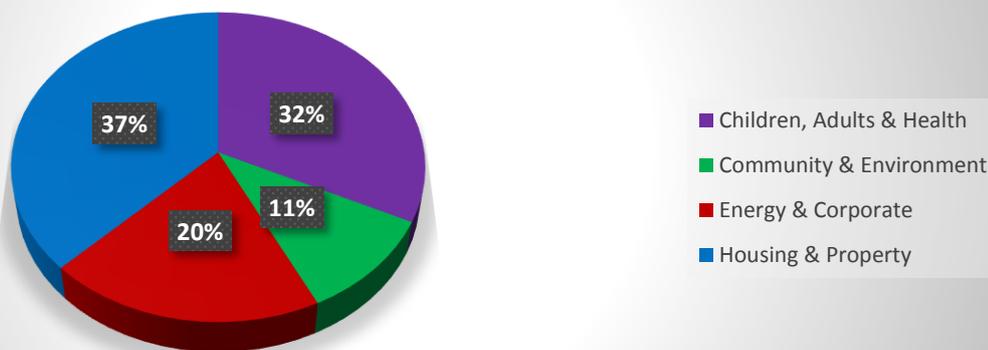
Category Management

To ensure effective delivery of the Council's professional procurement service, procurement professionals within the Council are aggregated into a single team to support a category management approach. The approach ensures clarity on specific areas of expertise and ease of access to relevant support, meeting the changing demands of the organisation. The Categories are:

- Corporate Services and Energy
- Children, Adults and Health
- Housing and Property
- Community and Environment

Procurement's key achievements over the last 12 months in contributing towards the Council's Strategic Outcomes as outlined in the [Future Lambeth: our Borough Plan](#).

Spend By Category Team 2016-17



Spend by service type by Category

Row Labels	Childrens, Adults & Health	Community & Environment	Energy & Corporate	Housing & Property	Grand Total
Arts & Leisure Services		3,634,760.80			3,634,760.80
Building Construction Materials				20,969,666.81	20,969,666.81
Catering	50,899.00	1,112.38	277,781.51		329,792.89
Cemetery & Crematorium		511,830.23			511,830.23
Cleaning & Janitorial			6,222,640.90		6,222,640.90
Clothing	16,387.13		27,180.06		43,567.19
Consultancy			24,504,905.25		24,504,905.25
Domestic Goods			211,034.52		211,034.52
Education	13,820,616.06				13,820,616.06
Environmental Services		37,478,388.70			37,478,388.70
Facilities & Management Services	1,810.00		12,997,285.98	5,268,445.17	18,267,541.15
Financial Services			14,100,912.23		14,100,912.23
Furniture & Soft Furnishings	35,988.71		168,901.68		204,890.39
Health & Safety			106,240.42		106,240.42
Healthcare	44,392,939.75				44,392,939.75
Highway Equipment & Materials		4,410,451.11			4,410,451.11
Horticultural		444,679.57			444,679.57
Housing Management	49,477.50			37,699,097.78	37,748,575.28
Human Resources			29,294,599.24		29,294,599.24
Information Communication Technology			13,574,221.39		13,574,221.39
Legal Services			8,077,349.67		8,077,349.67
Mail Services			346,048.93		346,048.93
Public Transport	18,407,906.53		596,052.74		19,003,959.27
Social Community Care Supplies & Service	120,808,719.70		52,392.35	1,012,201.59	121,873,313.64
Sports & Playground Equipment & Maint		77,307.59			77,307.59
Stationery			61,152.12		61,152.12
Street & Traffic Management		1,885,350.30			1,885,350.30
Utilities			9,458,208.16		9,458,208.16
Vehicle Management		175,458.78	527,995.21		703,453.99
Works - Construction, Repair & Maint	50.00	16,131,301.27		160,485,324.67	176,616,675.94
Grand Total	197,584,794.38	64,750,640.73	120,604,902.36	225,434,736.02	608,375,073.49

Housing and Property

The newly-introduced Category Management approach allowed the team to focus on the specific areas of work within the Council relating to Repairs and Maintenance, Regeneration and the Construction area which support all the services delivered by the borough.

The category team acts as an 'intelligent client' and proactively and positively challenges the key stakeholders to deliver the best outcomes.

Overcoming resistance and challenges is a key aspect of procurement function. The procurement officers' role in adding value to procurement takes on a number of guises including advice on:

- Route to Market
- Procurement Strategy
- Preparation and contribution to the Tender Documents and Process.
- Governance in accordance with the boroughs best practice.
- Preparing a pipeline of future procurements.
- Tracking status of the current procurement projects
- Resourcing implications for completing the projects

We are the critical friend who provides the advice and guidance to our colleagues (which at most times is not what they wish to hear) to achieve their goal in a compliant manner.

Asbestos Surveys

Procurement team continuously review and challenge the current arrangement. A new contract was let via commercial tender process which led to non-cashable savings of £50,000. £50,000 was saved when compared with the same number of surveys (2500) carried out by previous supplier. We continue to monitor contractual arrangements across the Council to further capture possibilities of delivering economies of scale.

Removals and Storage Contract

Previously managed as multiple contracts in at least 6 individual business units with separate budgets and separate or no contract management arrangements. The category team has led on creating a better aligned strategic approach that will allow the organisation to set up a first category management – focused framework that is fully cross-functional.

Gas Consultancy Services

This service was retendered during year 2016-17 on a highly competitive market with cashable savings achieved in the region of 34% and making the service more effective by introducing extra innovation such as new reporting processes, leaner and better aligned management and electronic record keeping.

Aids and Adaptations

The framework agreements awarded in January 2017, created with three core providers and three additional reserve providers. The process generated both cashable and non-cashable savings, £179,400 cashable savings across two financial years and £500,000 non-cashable savings.

Innovative contract management formula was introduced to ensure high quality and consistent delivery of service. A framework was created with 3 core providers and 3 reserve providers, all performance will be monitored and if suppliers are not performing to the required standard they may be replaced a reserve contractor to ensure a continuous high level of service quality.

Looking Ahead

As we build on the concept of Category Management there are challenges and opportunities which must be embraced in order to achieve the best for the borough.

Children, Adults and Health

The last year saw the implementation of Category Management in Children Adults and Health Category. The Category Plans have been designed for both Children and Adults Social Care as major tools to work with key stakeholders and deliver the category management approach.

Special Educational Needs and Disabilities Home to School Transport

This service was retendered in 2017 successfully producing annual efficiencies of £700k in the new contract.

Unlike the previous block contract the contract was tendered with innovative pricing mechanism which allowed potential providers to price school routes differently, with different number of buses, seats, etc.

Semi-Independent Living

The contract that was previously packaged as a block contract with potential for overcharging was replaced by cost/volume pricing model Procurement created innovative pricing model that considered the whole life costing and identified the housing rent allowance element which was previously included in the contract and was now taken out and providers were asked to obtain the payment separately. As a result procurement and commissioning achieved annual savings of £300k. New KPIs were also introduced to improve quality of the service delivery.

Short Breaks for Children with Disabilities

This was re-procured on a new model through lots achieving £100k per annum savings against the previous contract.

The other projects that were successfully completed include: Young People Sexual Health service, Support at 3 Extra Care Housing Schemes, Community Equipment and Meals, Library Management System, and Independent Travel Training for Children with Special Educational Needs.

Working with Lambeth Clinical Commissioning Group (the CCG)

As a part of the Health sub-Category the Council's procurement team works in partnership with and provides advice to the Lambeth Clinical Commissioning Group.

We started working with the CCG in 2015 and initially identified the need to work in closer partnership and assist the organisation to review their procurement governance framework. As part of this important strategic work, we have produced an updated procurement policy that helps the organisation to enhance their procurement practice.

Major current projects include: Lambeth Living Well (Mental Health) Alliance as a major new integrated alliance contract across the CCG, Council, Supporting Housing Providers and Voluntary Sector Organisation; Community Ultra Sound; Minor Eye Surgery; and Out of Hours GP Service.

The Category Board

The Category Board was introduced during the year and now fully operational in Adults and Health sub-category. The Board is used as management forums further promoting the new approach to procurements by reviewing all existing contracts, identifying opportunities for collaborations, economies of scale, service redesign to achieve efficiencies and quality improvements.

Community and Environment

2016/17 has been a challenging but exciting year within the Community & Environment Category. A number of key projects have progressed well, and the Council has met a number of its objectives.

Parking Enforcement

The Parking Enforcement contracts went live in late 2016. They are a step-change in parking enforcement and move towards an educational approach to enforcement. The main contract will deliver a 15% saving on the existing contract arrangement based on a new service model developed with the supplier in the dialogue process. Other improvements include:

- Flexibility and fluidity to promote innovation and early engagement with the suppliers
- Efficiencies from utilising new technology including a shift towards processing parking challenges online and implementing virtual parking permits which will reduce printing and scanning costs.
- Moving from a traditional enforcement model to a model based within several local Neighbourhoods

Grounds Maintenance

Delivering savings while ensuring a quality service has been a constant theme for colleagues. To this end, colleagues in environmental services have successfully brought the contract back into the Council. Bringing the service in-house is expected to bring many benefits in the years ahead.

Highways

The Council's contract continued to be an important avenue for highways repairs and maintenance and the contract was used regularly in order to maintain the Council's highways assets.

Parks and Cemeteries

A number of projects are already underway in some of Lambeth's most important parks & cemeteries, making sure they continue to be of service to the public.

Following a competitive tendering exercise, the contract was awarded in February 2017 to an experienced and innovative Architectural Practice. A budgetary saving of £15,500 was achieved.

Carnegie Library – Phase 1 Basement Shell & Core Works

The procurement team carried out a competitive tender exercise on behalf of Greenwich Leisure Limited and Lambeth Council. The contract was awarded in July 2017. The winning bidder provides a team that is highly experienced with similar structural works to listed buildings.

Trees Maintenance Service

Following a competitive tendering exercise, the contract was awarded to the incumbent supplier. Non-cashable savings of £388k were achieved and a 4-year contract has been successfully awarded.

West Norwood Cemetery – Design team for round 2 Heritage Lottery Fund Bid

West Norwood Cemetery is one of Lambeth's most prominent heritage assets. The aim of the development phase is to gather the information required to make an HLF second round application, which if successful, will lead to the delivery and implementation of the delivery phase to restore the Cemetery. An experienced consultant design team was required and significant input from the procurement team enabled the project team to award the contract to a strong project team with experience in HLF Round 2 applications on a Parks for People level with Cemetery environment experience. Cashable savings of £48k were achieved.

Waste Management

Colleagues will also continue to work on Lambeth's long-term waste strategy, a piece of work that will contribute to Lambeth's commitment to environmental sustainability.

Corporate Services and Energy

The Category is responsible for all of the Council's Corporate Contracts, the Council's energy supply contracts, statutory reporting under the *Carbon Reduction Commitment Energy Efficiency Scheme* and the management of central contracts such as the corporate vehicle fleet, electricity and gas, and stationery.

The Category is highly commoditised and presented the opportunity to consolidate a number of contracts through publically procured frameworks. This aims to benefit from economies of scale, collaboration and ensure value for money. Savings here release budget to spend on services for residents.

Temporary Agency Workers

Early engagement sessions were organised by the procurement team to gather intelligence from both users and providers and to inform the specification of the new contract. The specification enabled suppliers to demonstrate a model they felt best suited to meet the Council's desired outcomes to reduce demand in agency workers, support local recruitment and use of local recruitment suppliers. The Council sought to work in partnership with the successful supplier to utilise their expertise in a fast changing market, with suppliers providing proposal on how they would support ensure value for money through managed service provision and support the Council with relevant market intelligence to develop its future recruitment strategies. As a result all of the bidders proposed a model to supply agency which was an improvement to the councils existing model, key improvements included:

- On site presence and face to face support – particularly for difficult to fill or social care roles. This included ensuring that the supplier works with managers to make sure the requirement is clear before being sent out to agencies to fill.
- Improved supplier management by use of tiers. Top tier suppliers would be able to supply workers quickly before passed down to a wider supplier network.
- Bespoke support where required. Agency workers would not be a one size fits all. The supplier would identify requirements from managers and tailor the response accordingly.
- Improved training and engagement. Better use of online learning materials including videos and suggestions for onsite training sessions and the development of superusers across the council to support the use of the system
- End to end online system for managing workers. While there would be increased face to face support, all of the bidders offered a system to manage the ordering, selection and management of agency workers.

PRAM

The Council is in the process of concluding the procurement of its corporate Print, Reprographic, Archiving and Mail (PRAM) services contracts. The specifications for these contracts have been aligned with the organisation's strategy for 'digital by default'. 'Digital by Default' forms essential part of the new ways of working required within Your New Town Hall project.

Amongst the new solutions is the digital mail solution where all incoming mail will be scanned and distributed across the organisation digitally. All outgoing mail will be digitalised thereby reducing the organisation's impact on the environment, whilst improving efficiency and delivering savings. The overall savings to the council under the new mail contracts over four years will be £1.33m which represents a saving of approximately 41% against the previous contract, whilst achieving the following environmental benefits:

- Inbound mail –scan on demand service reducing the need transportation of physical mail, and service provision through the suppliers planned/fuel efficient/well maintained vehicle fleet.
- Outbound mail – service provider FSC (Forestry Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) accredited, working on the Treetop programme whereby the use of printed products will allow new trees to be planted in the UK.

Oracle Cloud

The Council utilises Oracle as its enterprise resource planning which manages business critical functions such as paying staff and suppliers. Procurement team has led on the original procurement exercise and is now moving to a cloud-based solution in line with the organisation's digitisation programme. Procurement has been central in appointing the necessary systems integrator and purchasing of licenses to enable the transition to a cloud based system. The Procurement team has led on the high level design on the new systems procurement functionality, and will lead on the testing of this module and the training of staff when it is implemented.

Barristers Framework

The procurement of this framework delivered successes of collaborative procurement. It was done together with LB Southwark and the new procurement solution was designed to deliver on the broad requirements from both local authorities. In 2011 Lambeth Legal Services collaborated with Southwark Legal Services to jointly procure a framework of barrister chambers in order that both Councils could benefit from economies of scale. The operational challenges of a jointly procured and managed framework have been worked through and the operational relationship between both Councils have proven to be a great success, and provided a strong business case for continuing the collaboration when the framework was renewed.

Within the procurement Social Value formed part of the evaluation criteria, inviting tenderers to set out their proposals on aspects which include community led initiatives, charitable activities, the promotion of the legal profession through work placement and the minimising of environmental impact.

LAMCO

Lambeth Communications is a communication trading service set up by Lambeth Council in 2013 delivering strategic and tactical communications services to public sector clients. A framework is being procured to enable activities to be flexibly resourced through providers via the framework to support Lambeth Communications in the delivery of the services and also enables the Council to make use of the framework for the delivery in in-house services.

Corporate Energy Supply Contracts and the Carbon Reduction Commitment

Lambeth's energy requirements are procured together with the rest of the public sector portfolio managed by our framework provider. This collaboration enables the energy to be purchased on discounted traded prices direct from the wholesale energy market. Lambeth could not access this alone.

Through analysis of the corporate contract data, procurement completed reporting under the mandatory *Carbon Reduction Commitment Energy Efficiency Scheme (CRC)*. A statutory requirement of the scheme, the Procurement team was audited in 2016/17 and was rated an overall 'Green' in its management of the scheme.

Commercial Procurement Apprenticeship Placement

This is the first year when the procurement team has appointed a commercial procurement apprentice to work within the team. Procurement working together with the Council's apprenticeship team advertised the opportunity and subsequently employed an apprentice who lives and was educated in the Borough. The scheme provides the opportunity for the apprentice to gain first-hand experience of working within commercial environment as well as working towards gaining professional qualifications in CIPS (Chartered Institute of Procurement and Supply) level 3 and NVQ level 4 enabling them to further their career in procurement.

Energy and Corporate Resources Category Board

Category Boards have been implemented and are now a standing feature within the Corporate Resources Management Team agenda. It's provided an excellent opportunity for the low value procurements (i.e less than £5,000,000) to be scrutinised in line with strategic objectives of the organisation.

Commercial Supply Service and E-procurement

Procurement Intranet/Internet

Significant improvements continue to be made to our intranet site and procurement guidance to improve the experience of users. This has been provided through clearer, less bureaucratic process but with the continuous focus on risk management, transparency and delivering Value for Money.

Our [webpage](#) is for the market to look at the commercial opportunities in Lambeth.

Our [Intranet site](#) focuses on the needs of the organisation,

Lambeth Contract Register and EU-Supply

This is a secure SharePoint database which is managed by the procurement team. Its primary function is to be organisational virtual deed room where all contracts are stored and managed.

The tender documents are kept on the internet-based system called [EU-supply](#) which is also used to advertise all our tendering opportunities and receive market responses.

Oracle and Procure-to-Pay

The Commercial Supply Team provides the support function to Lambeth covering supplier management in Oracle, Contract Purchase Agreements (CPAs), Supplier record queries, resolution of incomplete PO's, Commercial Spend Analysis, management of Low Value Waivers and support to the Procurement Board.

Compliance and Due Diligence

All suppliers are required to complete a declaration form and further checks checked prior to contract award including technical and financial capacity is tested by the Standard Selection Questionnaire or a Self-Certification form through examples of the past contracts and the provision of indemnities and insurances, financial statements, reference and other critical elements.

Procurement team also runs a Dun and Bradstreet health check report on all Lambeth suppliers with contracts in excess of £100,000 on a 6 monthly basis.

Procurement Training in Lambeth is the Centre of Excellence

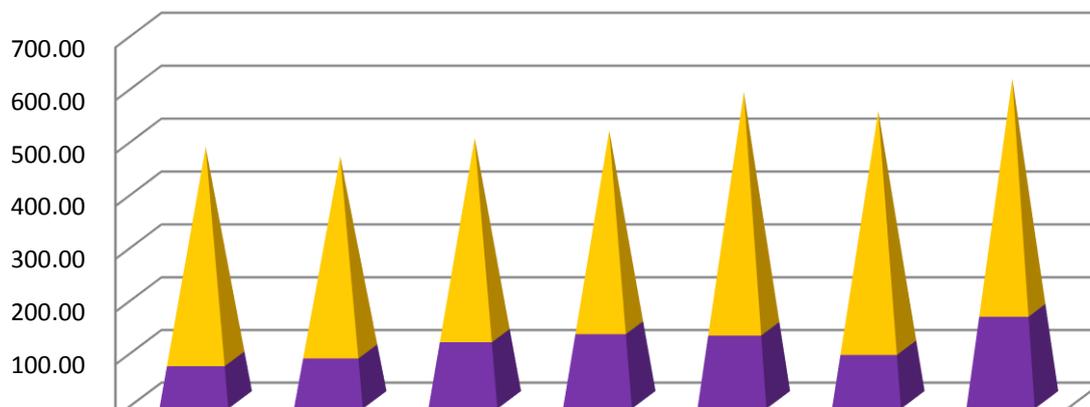
We deliver one of the most comprehensive and continuously evolving training programmes in the public sector. It plays part in ensuring that all procurement and commissioning activities in the Council are fit for purpose and are able meet the challenges and help in delivering Lambeth strategic outcomes.

Our internal training portfolio includes Introduction to Procurement, Contract Management, Advanced Procurement and Procurement Induction for Managers as well as regular lunchtime surgeries. Additional courses are available for different teams on request and may specifically target relevant areas, such as e-procurement, e-tendering and P2P. Our officers regularly undertake 1-1 training with key stakeholders and contractors working on Lambeth tenders. We have also delivered tailored training programmes for our strategic partners, such as TMOs and Lambeth CCG.

We continue to receive feedback from all delegates who evaluate our training activities as either good or excellent.

Commercial Spend

Lambeth Third Party Spend (£m)



	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Revenue	401.00	369.00	374.00	373	448	448	438
Capital	78.00	92.00	122.00	137	135	99	170

TOTAL SPEND							
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Capital Only (£)	78,013,924	91,591,806	122,031,145	137,222,901	134,930,218	98,849,295	169,975,313
Change		17%	33%	12%	-2%	-26.7%	71.0%
Revenue Only (£)	400,822,267	368,983,284	373,525,880	382,691,170	447,736,276	448,363,243	438,399,761
Change		-8%	1%	2%	17%	0.1%	-2%
Total (£)	478,836,191	460,575,090	495,557,025	519,914,071	582,666,493	547,212,537	608,375,073
Change		-4%	8%	5%	12%	-6.1%	11.0%
Suppliers							
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Supplier Volumes	4056	3328	3271	2990	3482	3716	3923
Change	-20%	-18%	-2%	-9%	16%	7%	6%

REVENUE CAPITAL SPLIT FOR GENERAL FUND AND HRA						
Spend Type	2014-15		2015-16		2016-17	
	Capital	Revenue	Capital	Revenue	Capital	Revenue
General Fund	134,930,217	366,292,295	98,849,295	379,073,546	165,099,687	370,202,752
HRA		81,443,981		69,289,697	4,875,626	68,197,008
TOTAL	134,930,217	447,736,276	98,849,295	448,363,243	169,975,313	438,399,761

TOP 25 SUPPLIERS - CAPITAL

SPEND TYPE	CAPITAL				
Sum of AP Amount	Column Labels				
Row Labels	Childrens, Adults & Health	Community & Environment	Energy & Corporate	Housing & Property	Grand Total
Muse Developments Ltd				30,074,268.00	30,074,268.00
Mears Ltd				28,518,024.67	28,518,024.67
Breyer Group Plc_d				13,767,727.86	13,767,727.86
Apollo Property Services Group Ltd				12,531,804.58	12,531,804.58
Keepmoat Regeneration Ltd				10,723,465.01	10,723,465.01
Elliott Group Limited			8,000,045.20	359,145.00	8,359,190.20
T Brown Group Ltd_d				6,983,174.98	6,983,174.98
Extraspace Solutions (UK)ltd	6,832,300.00				6,832,300.00
Mitie Property Services (UK) Ltd_d				6,767,180.95	6,767,180.95
Veolia ES (UK) Ltd		3,885,584.36			3,885,584.36
Greater London Authority			3,654,533.66		3,654,533.66
Tibbalds Planning and Urban Design Ltd				3,000,103.34	3,000,103.34
Mulalley & Co Ltd				2,896,190.37	2,896,190.37
F M Conway Ltd_d		1,834,001.15			1,834,001.15
ME Construction Ltd				1,827,681.44	1,827,681.44
Oco Ltd_d				1,702,903.49	1,702,903.49
Lakehouse Contracts Ltd_d				1,674,580.23	1,674,580.23
Lambeth Lighting Services		1,658,666.58			1,658,666.58
Kier Construction Ltd				1,464,118.77	1,464,118.77
Focus Education (Lambeth) Ltd	1,322,391.82				1,322,391.82
Morrison Facilities Services Ltd_d			241,057.73	1,035,392.38	1,276,450.11
Sandwood Design & Build Ltd				1,110,650.00	1,110,650.00
Frankham Consultancy Group Ltd				967,688.63	967,688.63
Arcadis LLP				933,303.41	933,303.41
Blakedown Sport & Play Ltd_d		872,325.00			872,325.00
Grand Total	8,154,691.82	8,250,577.09	11,895,636.59	126,337,403.11	154,638,308.61

TOP 25 SUPPLIERS - REVENUE

SPEND TYPE	REVENUE				
Sum of AP Amount	Column Labels				
Row Labels	Childrens, Adults & Health	Community & Environment	Energy & Corporate	Housing & Property	Grand Total
Matrix SCM Ltd			24,679,941.57		24,679,941.57
Veolia ES (UK) Ltd	2,934,327.04	19,180,870.20		99.68	22,115,097.56
Mears Ltd				16,755,294.26	16,755,294.26
Western Riverside Waste Authority		14,293,250.22			14,293,250.22
NHS Lambeth Clinical Commissioning Group	13,873,984.10				13,873,984.10
Transport Trading Ltd	12,920,895.00				12,920,895.00
Guys & St Thomas NHS Foundation Trust	10,234,549.82				10,234,549.82
Morrison Facilities Services Ltd_d			4,678,604.09	5,327,543.51	10,006,147.60
Regenter Myatts Field North Ltd				9,323,202.97	9,323,202.97
Capita Business Services Ltd			8,559,250.93		8,559,250.93
Midos Estates Ltd				6,323,144.41	6,323,144.41
Cofely Workplace Ltd			1,398,255.99	4,620,685.18	6,018,941.17
F M Conway Ltd_d		5,462,664.71		32.17	5,462,696.88
Denhan International				5,114,786.95	5,114,786.95
British Gas Business			5,085,985.03		5,085,985.03
Kings College Hospital NHS Foundation Trust	4,965,731.93				4,965,731.93
South London & Maudsley (nhs) Trust	4,861,606.30		66,353.27		4,927,959.57
Allied Healthcare (UK) Ltd	4,060,762.01				4,060,762.01
Oco Ltd_d				3,675,427.48	3,675,427.48
NSL Services Group Ltd			3,617,662.74		3,617,662.74
CVU_d		3,559,333.18			3,559,333.18
Windmill Care Centre	3,509,568.93				3,509,568.93
Loughborough EMB Ltd				3,418,301.67	3,418,301.67
Limetree Healthcare Ltd	3,398,045.71				3,398,045.71
Mitie Property Services (UK) Ltd_d				3,263,873.96	3,263,873.96
Grand Total	60,759,470.84	42,496,118.31	48,086,053.62	57,822,192.88	209,163,835.65