

# 250731 (184) FOI Consultancy Services

**From:** [Freedom of Information](#)  
**To:** [REDACTED]  
**Cc:** [Freedom of Information](#)  
**Subject:** FOI Request - External Consultants, Costs, and Final Reports  
**Date:** 31 July 2025 08:36:13  
**Attachments:** [REDACTED]

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Dear [REDACTED]

Thank you for your Freedom of Information request of 4 July 2025. We are responding to you under the Freedom of Information (Scotland) Act 2002 [FOISA].

## FOI REQUEST (4 July 2025)

### 1. Consultancy Engagements

For each consultancy engagement commissioned or paid for during this period, please provide:

- a. Name of the consultant or consultancy firm
- b. Title or subject of the engagement
- c. Directorate, team, or unit that commissioned the work
- d. Total cost paid or contracted
- e. Start and end dates (or estimated delivery timeframe)
- f. Purpose of the engagement (e.g. economic strategy, due diligence, business case)
- g. Whether the engagement resulted in a published output, internal decision, or policy action
- h. Whether a post-engagement review, value-for-money assessment, or impact analysis was conducted

### 2. Final Deliverables

Please provide a copy of the final report, strategy, or document produced for each consultancy engagement listed, where available. Redactions may be applied as necessary under FOISA exemptions, but the documents are requested in the public interest as part of a review of consultancy spending across Scotland's public sector.

## RESPONSE

### 1. Questions a) to i)

Information on consultancy engagements commissioned during the periods 21/22, 22/23 and 23/24 are contained in Appendix A attached. We have defined consultancy as those awards which are for commissioned pieces of consultancy work.

### 1. Question g)

Engagements can vary in relation to outputs depending on each separate consultancy commission. These may include publications, recommended decisions or other actions.

1. Question h)  
We do not hold information on post engagement review, value for money assessment or impact analysis. We therefore apply Section 17 of FOISA.
2. Final Deliverables: We are unable to provide this information, and we apply Section 33(1)(b) of FOISA (commercial interests) as release of the information would – or would be likely to – prejudice substantially the commercial interests of the organisations involved.

SOSE considers that disclosure of the details of specific consultancy reports, strategies or documents would be likely to prejudice substantially the commercial interests of SOSE by allowing competitors and prospective consultants an insight into our business arrangements. Disclosure would also be likely to prejudice substantially the commercial interests of some of our consultants by exposing to competitors a key aspect of their business.

SOSE acknowledges the public interest in transparency and accountability, particularly with regard to scrutiny of public finances. However, we argue that there is a strong public interest in ensuring SOSE is able to achieve best value and maximise returns from the effective management of consultants. For that reason, we consider the public interest in withholding some of the requested information outweighs that in its disclosure.

You have the right to request a review of the way in which this request has been processed. Should you wish to exercise this right, you will need to contact us within 40 working days of receipt of this email.

If you remain dissatisfied on completion of the review, you have the right to appeal to the Office of the Scottish Information Commissioner and thereafter to the Court of Session on a point of law only:

Scottish Information Commissioner  
Kinburn Castle  
Doubledykes Road  
St Andrews  
Fife  
KY16 9DS  
Telephone: 01334 464610  
[www.foi.scot](http://www.foi.scot)  
or for online appeals:  
[www.foi.scot/appeal](http://www.foi.scot/appeal)

Regards,  
SOSE Corporate Relations

[FOI@sose.scot](mailto:FOI@sose.scot)



[www.southofscotlandenterprise.com](http://www.southofscotlandenterprise.com)

2021-22

## Appendix A

| Name of Consultancy firm  | Title of engagement   | Directorate                   | Start & End dates<br>(or timeframe) | Purpose of engagement   | Total cost |
|---|---|-------------------------------|-------------------------------------|---|------------|
| Atkins Ltd  | SOSE Ebike Feasability Study  | Place & Enterprise            | 1 month                             | SOSE Ebike Feasability Study  | 11,935     |
| CEL Trading T/A Bold  | Provision of creative design support  | Place & Enterprise            | 2 months                            | Development of enterprising communities toolkit                             | 14,400     |
| Creatomatic Ltd   | Inward investment website & inward investment Collaterel                            | Place & Enterprise            | 4 months                            | Inward investment website & inward investment Collaterel                    | 27,168     |
| Ernst & Young LLP   | Various accounting & tax advice   | Finance & Corporate Resources | 12 months                           | Various accounting & tax advice   | 50,910     |
| Local Transport Projects Ltd                                      | Provision of a safety audit   | Place & Enterprise            | 1 month                             | Provision of a safety audit   | 18,804     |
| RSM UK Consulting LLP   | Inward investmment data collection & report   | Place & Enterprise            | 2 months                            | Inward investmment data collection & report                                 | 50,280     |
| Ryden LLP   | Targeted update to SOS property study   | Place & Enterprise            | 3 months                            | Targeted update to SOS property study                                       | 6,840      |
| Sleeping Giants Community Development CIC                         | Equalities Engagement project   | Strategy P&E                  | 12 weeks                            | Design & deliver an approach to engagement on SOSE's action plan            | 12,550     |
| Social Value Lab  | Development of a SOSE communities social impact measurement framework               | Place & Enterprise            | 4 months                            | Development of a SOSE communities social impact measurement framework       | 11,970     |
| Southern Uplands Partnerships Services Ltd                        | Delivery of programme of engagement to inform the development of the Action Plan of | Strategy P&E                  | 3 months                            | Deliver a programme of engagement to inform development of SOSE action plan | 23,372     |
| Southern Uplands Partnerships Services Ltd                        | SOSE Action Plan Business Breakfasts Organisation                                   | Strategy P&E                  | 2 months                            | SOSE Action Plan organisation & delivery business breakfasts                | 3,600      |
| Southern Uplands Partnerships Services Ltd                        | SOSE Action Plan events   | Strategy P&E                  | 1 month                             | Reorganisation and delivery of engagement events for SOSE engagement tour   | 10,314     |
| Tourism Enterprise and Management Ltd T/A TEAM Tourism Consulting | Bed-stock audit for South of Scotland   | Place & Enterprise            | 4 months                            | Bed-stock audit for South of Scotland                                       | 54,420     |
| User and Carer Involvement (UCI)                                  | Produce Easy Read version of Regional Economic Strategy                             | Strategy P&E                  | 3 Weeks                             | Produce Easy Read version of Regional Economic Strategy                     | 320        |
| Market and Opinion Research International Ltd T/A Ipsos MORI      | Regional Analysis of DEBS survey 2021   | Strategy P&E                  | 1 month                             | Regional analysis of DEBS survey  | 10,980     |
| PA Advocacy Ltd   | MSPs Survey   | Strategy P&E                  | 12 months                           | Core MSPs survey questionnaire  | 8,100      |

|                                       |  |                    |           |  |         |
|---------------------------------------|--|--------------------|-----------|--|---------|
| Scottish Business Network             | Consultancy NT Business development                | Net Zero           | 9 Months  | Delivery of a partnership conference   | 9,600   |
| SAC Commercial Ltd T/A SAC consulting | Rural Leadership Programme                         | Strategy P&E       | 12 months | Support SOS rural leadership programme   | 38,393  |
| Space Intelligence Ltd                | Design of South of Scotland Natural Cap Measur App | Strategy P&E       | 8 months  | Deign of South of Scotland natural capital measurement approach  | 5,870   |
| Weave Consult                         | Textile Training requirements                      | Place & Enterprise | 1 month   | Developing a sustainable future  | 12,700  |
| AECOM Limited                         | Screening Reports for Regional Economic Plan       | Strategy P&E       | 3 days    | Expert advice on the need to undertake a Strategic Environmental Assessment (SEA) of the emerging SOS Regional Economic Strategy | 1,584   |
|                                       |  |                    |           |  | 384,111 |

**2022-23**

| Name of Consultancy firm                       | Title of engagement  | Directorate                   | Start & End dates (o | Purpose of engagement  | Total cost |
|--|--|-------------------------------|----------------------|--|------------|
| Beamans Ltd T/A Beamans Management Consultants | Job Evaluation Training  | Finance & Corporate Resources | 6 months             | Job Evaluation Training  | 3,000      |
| Capgemini UK PLC                               | Development & Delivery of a Regional Net Zero Investment Prospectus                      | Net Zero                      | 8 weeks              | Development & Delivery of a Regional Net Zero Investment           | 59,999     |
| Capgemini UK PLC                               | Plan, design and deliver a purpose-driven and highly collaborative event                 | Finance & Corporate Resources | 1 month              | Plan, design and deliver a purpose-driven and highly collaborative | 21,600     |
| Catherine Evans t/a Cefn Consulting            | Customer experience project- appraisal process review work                               | Net Zero                      | 6 months             | Provision of expert advice   | 2,099      |
| CEL Trading T/A Bold                           | Provision of creative design support (final installment)                                 | Place & Enterprise            | 2 months             | Development of enterprising communities toolkit                    | 960        |
| Ernst & Young LLP                              | Various accounting & tax advice  | Finance & Corporate Resources | 12 months            | Various accounting & tax advice                                    | 93,964     |
| GEP Environmental Limited                      | Completion of Building Energy Efficiency, Facilities & Waste Management & IT             | Finance & Corporate Resources | 1 month              | Data Analysis, Site Audit and Report Write Up                      | 4,536      |
| GW Partners Ltd T/A Metta                      | PROVISION OF SERVICES TO DEVELOP AN INNOVATION ECOSYSTEM FOR SOUTH OF SCOLAND ENTERPRISE | Net Zero                      | 1.5 months           | PROVISION OF SERVICES TO DEVELOP AN INNOVATION ECOSYSTEM           | 26,400     |
| Ideagen Gael                                   | Risk reporting training - data load & consultancy  | Finance & Corporate Resources | 1 month              | Risk reporting training - data load & consultancy                  | 253        |
| Ideagen Gael                                   | Pentana Risk Training  | Finance & Corporate Resources | 1 month              | Risk reporting training - data load & consultancy                  | 1,522      |
| Land Use Consultants Ltd                       | production of an infographic for Regional Land Use                                       | Strategy P&E                  | 4 months             | Support stakeholder engagement producing an infographic for RLUP   | 2,399      |
| Land Use Consultants Ltd                       | Regional Land Use Partnership- additional co-ordination and support                      | Net Zero                      | 2 months             | Support for Regional Land Use Partnership - events                 | 8,994      |
| Montagu Evans LLP                              | SOSE Property portfolio valuation 31.3.22  | Finance & Corporate Resources | 12 months            | SOSE asset valuation   | 4,800      |
| NewbyDavies Ltd T/A Come Alive UK              | Mental health awareness training   | Finance & Corporate Resources | 12 months            | Mental health awareness training for all SOSE staff                | 8,640      |
| Ryden LLP                                      | Targeted update to SOS property study  | Place & Enterprise            | 3 months             | Targeted update to SOS property study                              | 21,180     |

|  |   |                               |            |  |         |
|--|---|-------------------------------|------------|--|---------|
| Scottish Borders Council                   | Actuarial services to prepare year-end pension results                      | Finance & Corporate Resources | 6 months   | Actuarial services to prepare year-end pension results                             | 4,305   |
| Social Value Lab                           | Census Report   | Strategy P&E                  | 2 months   | Bespoke SOS census key fact sheet & report with SOS data tables of national census | 4,500   |
| Southern Uplands Partnerships Services Ltd | Consultancy support-Phase 2 South of Scotland Regional Land Use Partnership | Net Zero                      | 7 months   | Support for stakeholder engagement for RLUP  | 16,950  |
| User and Carer Involvement (UCI)           | Produce Easy Read version of SOSE Action Plan                               | Strategy P&E                  | 10-14 days | Produce Easy Read version of SOSE Action Plan                                      | 350     |
|  |   |                               |            |  | 286,450 |

**2023 - 24**

| Name of Consultancy firm                           | Title of engagement  | Directorate                   | Start & End dates (or timeframe) | Purpose of engagement  | Total cost |
|--|--|-------------------------------|----------------------------------|--|------------|
| 3 Keel Group Ltd                                   | LENs Feasability Study   | Net Zero                      | Feb - March 2024                 | scoping report of landscape demand interests in the Scottish Borders     | 9,995      |
| 4-Consulting                                       | Professional Fees for Final Business Case                                  | Place & Enterprise            | completed over a 4 week          | Update FBC and costs benefit analysis                                    | 3,840      |
| AstroAgency Limited                                | Support to develop SOSE's space strategy                                   | Place & Enterprise            | 3 - 5 months                     | Support to develop SOSE's space strategy                                 | 31,200     |
| AtkinsRealis Ltd                                   | Topographical Survey   | Place & Enterprise            | 1 month                          | Topographical Survey   | 2,603      |
| Beamans Ltd T/A Beamans Management Consultants     | Job Evaluation Training  | Finance & Corporate Resources | 6 months                         | Job Evaluation Training  | 534        |
| Bicycle Association of Great Britain Limited (The) | Cycling Industry Report and Bespoke Analysis and analytical interpretation | Strategy P&E                  | 1 month                          | Cycling report - Data to support Network review                          | 2,400      |
| British Ports Association                          | Gateways for Growth 2023 Draft   | Strategy P&E                  | 1 month                          | Delivery of report profiling the Scottish ports industry                 | 2,400      |
| Capgemini UK PLC                                   | Development & Delivery of a Regional Net Zero Investment Prospectus        | Net Zero                      | 8 weeks                          | Development & Delivery of a Regional Net Zero Investment Prospectus      | 3,229      |
| Capgemini UK PLC                                   | Plan, design and deliver a purpose-driven and highly collaborative event   | Finance & Corporate Resources | 1 month                          | Plan, design and deliver a purpose-driven and highly collaborative event | 8,400      |
| Clinkscale Coaching Limited                        | Executive Coaching Sessions  | Finance & Corporate Resources | 1 month                          | Executive Coaching Sessions  | 936        |
| Cochran Ltd  | Feasability report & high level design of Hydrogen boiler implementation   | Net Zero                      | 1 month                          | Feasability report & high level design of Hydrogen boiler implementation | 3,240      |
| DRH AMRE Consultants Limited                       | Carbon Literacy Training   | Net Zero                      | 3 months                         | Carbon Literacy Training   | 3,655      |
| Future Proof Learning Ltd                          | Specialised HR consultancy   | Finance & Corporate Resources | 2 months                         | Design content and materials for fair work workshop                      | 4,560      |
| HKZ Services Ltd T/A Vector Transport Consultancy  | Traffic assessment of potential Mountain Bike Park in Walkerburn           | Place & Enterprise            | 1 month                          | Traffic assessment of potential Mountain Bike Park in Walkerburn         | 8,712      |
| Ideagen Gael                                       | Risk reporting training - data load & consultancy                          | Finance & Corporate Resources | 1 month                          | Risk reporting training - data load & consultancy                        | 84         |



|  |   |                    |            |  |        |
|--|---|--------------------|------------|--|--------|
| Inspired Community Trust Ltd T/A The Usual Place | Consultancy services on accessibility improvements and inclusion considerations | Strategy P&E       | 2 months   | Consultancy services on accessibility improvements and inclusion considerations  | 1,750  |
| Julie Nock                                       | Consultancy support   | Strategy P&E       | 1 month    | Support to help aid robustness & planning of SOSE Summer Tour  | 1,600  |
| Land Use Consultants Ltd                         | Development of Draft RLUP Framework   | Net Zero           | 12 months  | Support to develop Phase 2 of the Regional Land Use Framework  | 40,229 |
| Mabbett & Associates Ltd                         | Lockerbie Ice Rink Feasibility Study Scoping                                    | Place & Enterprise | 3 days     | Lockerbie ice rink feasibility study scoping   | 1,342  |
| Nicholas Sparks                                  | ESSCG Skills Planning Questionnaire   | Strategy P&E       | 1 month    | ESSCG skills planning questionnaire  | 1,950  |
| Ray Black Consulting Ltd                         | Enterprise workshop sessions  | Net Zero           | 1 month    | Provision of workshop enterprise sessions  | 5,760  |
| Sandy Kennedy t/a Castlebank & Coll Limited      | Provision of entrepreneurship consultancy support                               | Net Zero           | 4 months   | Provision of entrepreneurship consultancy support  | 9,000  |
| Scottish Agricultural Society Ltd                | Farm Data Co-operative Pilot Project  | Net Zero           | 1.5 months | Support a pilot development of a farm data coop in SOS   | 1,200  |
| Scottish Agricultural Society Ltd                | Farm Data Co-operative Pilot Project  | Net Zero           | 1.5 months | scoping report of a representative group of farm enterprises in SOS  | 6,000  |
| Scottish Borders Council                         | Contributions to Tourism Strategy Consultation                                  | Strategy P&E       | 1 month    | Contribution to SOS tourism strategy carried out by third party  | 4,851  |
| Scottish Borders Council                         | Feasibility work for mountain bike project                                      | Place & Enterprise | 5 months   | Structural inspection & reporting May & June 23  | 6,678  |
| Scottish Borders Council                         | Feasibility work for mountain bike project                                      | Place & Enterprise | 5 months   | MBIC-Structural Inspection & Reporting month 3,4+5 (Goodsons)  | 1,782  |
| Scottish Chambers of Commerce                    | Scottish CCBuilding a realistic + dynamic plan for 2023                         | Strategy P&E       | 3 months   | Build a business plan for SB CC and DG CC  | 6,000  |
| Select Contracts Holdings Inc.                   | Consultancy Services  | Place & Enterprise | 1 month    | Review & allocate a financial contribution to potential participants for the Adventure Bike Park project in Innerleithen | 5,000  |
| Select Contracts Holdings Inc.                   | Land Survey for Bike Park   | Place & Enterprise | 1 month    | Land survey for bike park in Walkerburn  | 1,500  |
| Sleeping Giants Community Development CIC        | Training sessions with SOSE Youth advisory forum                                | Strategy P&E       | 4 months   | Creation & delivery of training sessions for members of SOSE YAF   | 1,008  |

|  |   |                               |                   |   |        |
|--|---|-------------------------------|-------------------|---|--------|
| SLR Consulting Ltd                           | Baseline research Stage of Stranraer visitor site                                 | Strategy P&E                  | 3 months          | Pre-feasibility study for proposed development of Stranraer visitro attraction  | 12,000 |
| SLR Consulting Ltd                           | Final feasabilty study- March 2024  | Strategy P&E                  | 3 months          | Pre-feasibility study for proposed development of Stranraer visitro attraction  | 18,000 |
| Smart Vision Europe Ltd                      | IBM SPSS Subscription & Support -12 months  | Strategy P&E                  | 12 months         | Provide access to IBM SSPS statistics for social science analysis               | 1,668  |
| Social Enterprise Academy                    | Design & Delivery of Facilitation Skills Session                                  | Place & Enterprise            | 1 day             | Design & deliver a brief intervention facilitation traing session for employees | 1,950  |
| Sonas Energy Ltd                             | Feasability report  | Net Zero                      | 1 month           | Feasibility report into integration of hydrogen usage on production site        | 2,160  |
| Southern Uplands Partnerships Services Ltd   | Develop RLUP framework phase 2  | Net Zero                      | 12 months         | Develop RLUP framework phase 2  | 36,000 |
| Southern Uplands Partnerships Services Ltd   | Development of RLUF final phase   | Net Zero                      | 1 month           | Consultancy support- additional in-person events Jan 2024                       | 1,638  |
| Star Refrigeration Ltd                       | Feasibility report-Farne Salmon, DR Colin & Eyemouth freezers                     | Net Zero                      | 12 month contract | Feasibility report and high level design of heat recovery opportunities         | 39,600 |
| The Glasgow School of Art                    | GSA Craft Scaler  | Strategy P&E                  | 1 month           | Design, initiate & foster a bespoke scaling model                               | 10,000 |
| tmc3 Limited                                 | Business Continuity workshop and training excercise                               | Finance & Corporate Resources | 1 month           | Business continuity workshop & training   | 6,000  |
| Turner & Townsend Project Management Limited | Consultancy support for Eyemouth Harbour Trust Development                        | Place & Enterprise            | 4 months          | Eyemouth Harbour Trust development  | 23,157 |
| Volans Ventures Ltd                          | Agricultural workshop   | Net Zero                      | 1 day             | Agricultural workshop - future economy  | 5,271  |
| Volans Ventures Ltd                          | Scottish Borders W/Shop   | Net Zero                      | 1/2 day           | Agricultural workshop - route to Net Zero                                       | 3,000  |
| Volans Ventures Ltd                          | Workshop in Kelso re region's route to NetZero                                    | Net Zero                      | 1/2 day           | Agricultural workshop - route to Net Zero                                       | 8,640  |
| Wellbeing Economy Alliance Scotland          | Consultancy services for developing performance measurement framework for the REP | Strategy P&E                  | 7 Months          | Developing performance measuring framework for REP                              | 3,000  |
| Wellbeing Economy Alliance Scotland          | Support for South of Scotland REP in developing Cornerstone Indicators            | Strategy P&E                  | 2 months          | Developing Cornerstone indicators for REP                                       | 3,000  |

|  |  |                    |          |  |         |
|--|--|--------------------|----------|--|---------|
| YouthBorders   | Consultancy support for Development of Youth Forum | Strategy P&E       | 6 months | Consultancy support for Development of Youth Forum | 1,976   |
| Market and Opinion Research International Ltd T/A Ipsos MORI | Market & opinion research - SOSE export survey     | Strategy P&E       | 1 month  | Market & opinion research - SOSE export survey     | 36,000  |
| RPS Consulting Services                                      | Full GI & SI surveys of Cargenbridge               | Place & Enterprise | 2 months | Full GI & SI surveys of Cargenbridge               | 32,500  |
| Solway Ecology (Consulting) Ltd T/A Solway Ecology           | Habitat & protected species survey at Cargenbridge | Place & Enterprise | 1 month  | Habitat & protected species survey at Cargenbridge | 1,117   |
|  |  |                    |          |  | 428,116 |