

CORPORATE PROCUREMENT



CORPORATE PROCUREMENT STRATEGY

2019 - 2022

Updated September 2020

CONTENTS

SECTION	TITLE	PAGE NUMBER
1	INTRODUCTION	3
2	PROCUREMENT VISION	3
3	STRATEGY RATIONALE AND CONTEXT	3
4	STRATEGIC AIMS & OBJECTIVES	5
5	FINANCE	10
6	IMPLEMENTATION, MONITORING & REPORTING	11
7	POLICIES, PROCEDURES & TOOLS	12
8	OWNERSHIP & CONTACT DETAILS	16
	APPENDICES	17

SECTION 1 INTRODUCTION

Section 15 of the Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a Procurement Strategy.

This Procurement Strategy sets out the vision, objectives and actions which will govern procurement activities for East Renfrewshire Council for the period 2019-2022.

The Council's key procurement objectives reflect both national and local policies and our aim is to build on our procurement model and Category Management approach to deliver strategic procurement outcomes for the Council by focusing improvement on five key procurement aims:

- Improved Leadership and Stakeholder Management
- Compliance with legislative and statutory duties with improved Governance
- Strategic Procurement which identifies opportunities and savings
- Performance Reporting being used to drive performance
- Improved Sustainable Procurement and Community Benefits

This strategy will ensure Corporate Procurement supports our Services to deliver efficiently and effectively, adding value and professional expertise whilst ensuring compliance with procurement legislation.

Throughout the period of this strategy we will review and report upon our performance through our Annual Procurement Report.

SECTION 2 PROCUREMENT VISION

Our Vision for Corporate Procurement in East Renfrewshire is:

“To grow the strategic influence of procurement across the Council through respected and professional expertise, fostering positive relationships which ultimately deliver innovative, sustainable and compliant practices which provide best and added value for the organisation.”

SECTION 3 STRATEGY RATIONALE AND CONTEXT

East Renfrewshire Council's vision for the future is to be a “modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better”. The Council has 5 Strategic Outcomes where we are working across East Renfrewshire to achieve best Outcomes for:

- Early Years and Vulnerable Young People
- Learning, Life and Work
- Environment and Economy
- Safe, Supportive Communities
- Older People and People with Long-Term Conditions

The Council also has outcomes relating to Customer, Efficiency and People which are

captured under the Strategic Outcome “Our Council is forward thinking and high performing”. Corporate Procurement has an important role to contribute to the following:

- Customer: Satisfied customers access services that meet their needs
- Efficiency: Our physical, information and financial assets are efficiently managed
- People: We have engaged employees who are motivated to deliver our outcomes

In order to deliver on these Strategic Outcomes, 5 Capabilities have been identified to provide the necessary skills required. These are:

- Prevention
- Empowering Communities
- Data
- Modernisation
- Digital

As a Corporate function, Corporate Procurement can play an important role in supporting services to deliver against the Council’s Strategic Outcomes and provide key skills contributing to the 5 Capabilities as detailed below:

Prevention – we will collaborate with Services across the Council with a focus on preventing poor outcomes for our residents and providing planned rather than reactive services. We will seek to maximise opportunities for collaboration and using an evidence based approach to designing services.

Community Engagement – we will utilise innovative approaches to engage our communities and to prioritise the allocation of resources. We will explore ways in which contractors, commissioned partners and communities can work in partnership with us to deliver outcomes.

Data and Evidence – we will utilise spend data, market analysis and build positive relationships and networks with key stakeholders to ensure an evidence based approach to strategic procurement and identifying efficiencies.

Modernising How We Work - we will focus on modernising our processes to avoid unnecessary approvals, duplication and manual processes. We need to ensure Corporate Procurement meets the current and future needs of the Council and greater focus will be placed on Contract and Supplier Management to ensure best value is achieved from our contracts throughout their lifecycle.

Digital – we will harness the potential from the new “Core Systems” and ensure that the full purchase to pay processes throughout the Council are modern, digital and efficient.

The Council’s previous Procurement Strategy 2017/18 was closely aligned with the Council vision and requirements of the Scottish Government. This delivered a number of achievements, including:

- Completion of a Procurement Review which included in-depth interviews with senior stakeholders across the Council to set the direction for the procurement improvement programme.
- Participation on national and regional strategic working groups including those hosted by Scotland Excel, the Scottish Government and City Deal
- Amendments to Contract Standing Orders and Contract Terms and Conditions to support improved procurement practices across the Council

- An annual review of spend and use of Public Contract Scotland portals including PCS-Tender to analyse contract data
- Extensive involvement in specification development for procurement module within the new finance and procurement system and work underway to develop an online central contract register
- Development of the Contract Strategy document to include sustainable considerations and capturing and reporting of Community Benefits through City Deal

SECTION 4 - STRATEGIC AIMS AND OBJECTIVES

The Procurement Strategy 2019-2022 has the following aims

- Improved Leadership and Stakeholder Management
- Compliance with legislative and statutory duties with improved Governance
- Strategic Procurement which identifies opportunities and savings
- Performance Reporting being used to drive performance
- Improved Sustainable Procurement and Community Benefits

The following section details the aims, actions and expected outcomes from this focussed approach:

Improved Leadership and Stakeholder Management
Aim: Through identifying and building relationships with key strategic and tactical stakeholders across the organisation procurement can build an understanding of current and future requirements and add value as part of a category management approach.
Actions <ul style="list-style-type: none"> • Develop and deliver an on-going Stakeholder Engagement Plan for Procurement incorporating key internal strategic and tactical stakeholders • Implement training and development opportunities for Corporate Procurement in line with our benchmark against the national Procurement Development Framework • Develop and maintain user friendly, plain English guidance for use by purchasing departments • Deliver a revised procurement intranet page presenting key information, templates and communication in a user-friendly way • Develop and deliver a focused programme of Procurement training across the Council
Impact <ul style="list-style-type: none"> • A full understanding of the procurement requirements of Services which will facilitate improved project management and provide an opportunities to focus on demand management and contract and supplier management. • A Corporate Procurement team with the skills and capability required to meet the current and future needs of the Council • Improved Communications and flow of information between Corporate Procurement and Council Services

Progress Update September 2020

- A Category based Stakeholder Engagement Plan has been developed and Corporate Procurement is now embedding as Business As Usual effective relationships with strategic and tactical stakeholders.
- Corporate Procurement Team have undergone Scotland Excel Training on “Managing Effective Stakeholder Relationships” and “Contract and Supplier Management, and Category Managers have commenced the SQA Accredited Personal Development Award in Project Management.
- New Corporate Procurement Intranet pages have been launched which are much more user focused and provide video presentations to highlight the added value provide by Procurement.
- A staff survey was issued to identify the focused areas of procurement where training is required across the Council and a programme is currently being developed

Compliance with Legislative and Statutory Duties with Improved Governance

Aim: Compliance with our legislative and statutory procurement duties as well as consideration of areas such as living wage, fair and ethically traded goods and services, community health and wellbeing and animal welfare in procurement of food.

Actions

- Fulfilment of the statutory obligations imposed by the Procurement Reform (Scotland) Act 2014, the Public Contract (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.
- Ensuring Contract Standing Orders, Council policies and guidance reflect the legislative requirements
- Maintaining procurement template documents in line with legislative changes and best practice
- Introduce Standard Operating Procedures for key processes and systems used by the Corporate Procurement team.

Impact

- Procurement processes and documentation in place to meet legislative requirements and reviewed regularly to meet requirements of changing environment
- Compliance with statutory and regulatory requirements and reduction in the risk of legal challenge.
- Consistent and streamlined approach to procurement processes and systems.

September 2020 Update

- The Council has continued to fulfill its obligations in relation to Procurement legislation
- Standard Operating Procedures (SOPs) have prepared for key procurement processes and this will continue in 2021 as further processes are reviewed
- Council Standing Orders were updated to amend the Quick Quote threshold for works, reflecting implications of COVID19 on the Construction Sector.

Strategic Procurement which Identifies Opportunities and Savings

Aim: To deliver a category management approach to strategic procurement which supports a commercial focus across the organisation and identifies savings and opportunities throughout the full procurement journey.

Actions

- Develop and implement a workload planning tool to manage capacity and resource requirements of Corporate Procurement and use this to monitor and review category alignment for the procurement team
- Develop a strategy for the future direction of Contract and Supplier Management across the Council
- Develop a strategy for the future direction of Corporate Procurement to meet the future needs of the Council
- Category Managers increasing their commodity knowledge through building relationships and taking advantage of collaboration and networking opportunities
- Council representation on key local, regional and national working groups including those hosted by Scotland Excel and Scottish Government
- Increasing use of spend data analysis, market awareness and benchmarking to design innovative and competitive tenders
- Use of spend analysis to identify opportunities for savings and efficiencies through procurement

Impact

- Procurement team will have the capacity to meet the needs and requirements of services through effective workload planning
- An evidence based understanding of the future strategic direction of Corporate Procurement and the Councils approach to Contract and Supplier Management
- Corporate Procurement will have the tools, knowledge and skills required to support innovative procurement solutions and provide added value to Services

September 2020 Update

- Improved Stakeholder Relationships have ensured an improved understanding of the procurement pipeline in order to support the Chief Procurement Officer to manage the capacity of the Service effectively
- An options appraisal for the implementation of a corporate approach to Contract and Supplier Management has been prepared for consideration.
- The Chief Procurement Officer and Category Managers are represented on and have attended a number of regional and national procurement forums
- Corporate Procurement Team have undertaken training on spend analysis using the Scottish Procurement Information Hub.

Performance Reporting Being Used to Drive Performance

Aim: To use an evidenced based approach to provide visibility of key performance information which supports informed decision making around the current and future direction of Corporate Procurement.

Actions

- Develop and agree approach to capturing and reporting the value achieved through Corporate Procurement in the form of a “Savings Principles” approach focusing on the identification, measuring and reporting of savings and benefits
- Development and Implementation of an online central contracts register which can be used across the Council
- Preparation of the Annual Procurement Report and strategy update.
- Production of reports and dashboards to support relationships with Services leading to an increased focus on Demand Management
- Monitoring of contract activity including performance, issues and risks
- Collate management information to demonstrate procurement performance

Impact

- A robust process for savings capture and a full organisational awareness of the value provided by Corporate Procurement.
- Digital tools in place to support ease of access and interrogation of contract information, spend data and market analysis.
- Increased awareness across Services of spend information and how to use this to inform and understanding of demand management and decision making

September 2020 Update

- A new process for the tracking of the benefits from procurement activity has been implemented and a number of savings opportunities have been presented.
- A new Online Contracts Register is currently being User Acceptance Tested by Corporate Procurement before being implemented and which will be accessed across the Council.
- Category Managers have begun using spend analysis to create spend information dashboards to support relationships with services. This will continue to be embedded in 2021.

Improved Sustainable Procurement and Community Benefits

Aim: Focus on sustainable procurement including innovative use of Community Benefits clauses, economic development and consideration of social responsibilities

Actions

- To participate in Scottish Government “Grow Local” project which focusses on supporting local business
- Development of evaluation methods and improved capturing of community benefits in individual contracts.
- Increased use of community benefits clauses and reporting on the benefits realised
- Ensuring that all regulated procurement activity considers relevant social, economic and environmental issues and seeks to maximise opportunities for the benefit of our Council area.
- Improved collaboration across Services to focus on Community Benefits
- Supporting local business, SMEs and supported businesses through working with Economic Development partners and making processes streamlined, clear and accessible.
- Applying Fair Working Practices to appropriate procurements, encouraging the adoption of the living wage and subsequent monitoring throughout the contract period
- Promotion of Health and Safety legislation compliance by contractors and sub-contractors
- Promoting the highest standards of animal welfare and encouraging the procurement of fair, ethical and environmental friendly goods and services.

Impact

- Compliance with all elements of the sustainable procurement duty so that Council contracts deliver benefits not only for the Council but also for local business, SME's, supported businesses, suppliers and their workforce.
- Measurable and demonstrable social, economic and environmental benefits to East Renfrewshire communities from the effect of sustainable procurement activity.
- Improved opportunities for SMEs, Third Sector Bodies or Supported Businesses to take advantage of business opportunities within the Council area.

September 2020 Update

- The Council has signed up to the “Grow Local” project which uses the Scottish Procurement Information Hub to provide data relating to the local supply base
- A new process for the identification and capture of Community Benefits has been approved by CMT for implementation working in partnership with Economic Development
- Corporate Procurement attended the Supplier Development Programme “Meet the Buyer Event” and also participated in “Twitter Takeover” in the absence of the ability for face to face local events due to COVID19
- A new Council Sustainability policy has been developed and approved.
- Procurement is leading work with the aim of achieving Real Living Wage accreditation for the Council
- The Council has agreed to sign up to the Charter Against Modern Slavery which requires the Council to undertake a number of actions in this area

SECTION 5 FINANCE

The procurement of goods, works and services in the Council is varied and ranges from low value low risk purchases to high value and complex procurements for the construction of infrastructure and buildings. In 2019/20 the Council spend on procured goods and services by Directorate is detailed in the table below.

Directorate Description	Total Spend 2019/20
HSCP	£34,884,648
Environment	£44,228,464
Capital	£32,688,027
Education	£16,344,481
Corporate / Chief Executives	£8,408,419
Total	£136,554,039

The Scottish Procurement Information Hub also records this spend information and a full breakdown across all category areas is shown at **Appendix A**.

It is the role of Corporate Procurement to support activities which encourage and provide opportunities for businesses located in the East Renfrewshire Council area and particularly Small to Medium Enterprises (SME's). Data from the Scottish Procurement Information Hub shows in 2019/20 the Council spent £11.5m with businesses who are located in East Renfrewshire. Data also shows that 51% of East Renfrewshire Council spend was with SME's. This Strategy will see a continued focus on improvement in this area (Scottish Procurement Information Hub).

The Council is implementing a number of new "Core Systems" which will provide significant benefits to Corporate Procurement, with the ability to provide a greater level of interrogation and analysis of spend data. These systems will also allow us to improve our internal processes and reporting as well as allow to work with Services to exploit opportunities for innovative approaches and greater efficiencies in service deliver. Corporate Procurement have been extensively involved in the specification of the procurement elements of new systems and it is vital that their full functionality is harnessed to allow more detailed reporting of performance of this Strategy going forward.

SECTION 6 IMPLEMENTATION, MONITORING AND REPORTING

This Procurement Strategy 2019-2022 introduces a new vision for Corporate Procurement which is articulated in our 5 procurement aims detailed in Section 4.

Duties under The Procurement Reform (Scotland) Act 2014 require the Council to develop and review the Procurement Strategy annually. In addition to this mandatory Procurement Strategy and to meet regulatory requirements, the Council must now also prepare and publish an Annual Procurement Report disclosing how its procurement activity has complied with its published procurement strategy.

The Procurement Reform Act (Scotland 2014) lists the minimum requirements that an Annual Procurement Report should contain and advises that the report must include:

- A summary of the regulated procurements for the financial year and of the regulated procurements the authority expects to commence in the next two financial years;
- A review of whether procurements have complied with the contracting authority's procurement strategy;
- A summary of any community benefit requirements imposed as part of a regulated procurement and any steps taken to facilitate the involvement of supported businesses in regulated procurement

Corporate Procurement will next publish the Council's Annual Report for 2020/21 in October 2021 and this will also include a revised and updated version of the Procurement Strategy.

In addition to these internal procedures for the monitoring, reviewing and reporting on the Procurement Strategy, Corporate Procurement has benefited from external assessment through the Procurement and Commercial Improvement Programme (PCIP). The result from the most recent assessment undertaken in December 2018 was an improved score of 66% and a number of areas for improvement identified have been incorporated into the actions and 5 key aims identified in this Strategy. Successful implementation of the Corporate Procurement Strategy will put East Renfrewshire Council in a strong position for further improvement in the next round of PCIP assessments.

SECTION 7 PROCEDURES, POLICIES & PROCUREMENT TOOLS

The Council operates against a backdrop of policies and procedures to aid the delivery of Council activity in compliance with legislation and with local and national policies. The Council relies on the following Procedures, Policies and Procurement Tools to support its procurement activities:

Procedures

As a contracting authority, East Renfrewshire Council must make arrangements to ensure the proper conduct of business, including conformance to standards of good governance and accountability with regard to procurement.

To ensure Procurement Strategy Key Objectives are delivered effectively, there remains a continuing need to recognise the requirement for and execution of an appropriate Council governance framework.

The presence of this framework will enable Key Objectives to be achieved through a decision making process which ensures appropriate approvals are in place.

In adhering to this governance framework, the Council ensures that its regulated procurements are carried out in compliance with its duty to treat relevant economic operators equally and without discrimination and that these procurements will be undertaken in compliance with its duty to act in a transparent and proportionate manner.

In maintaining this governance framework, the Council will ensure that a continuing focus remains in relation to updating, and appropriately applying the following procedural governance documents;

Contract Standing Orders

The Council's Standing Orders Relating to Contracts set out how contracts for all goods, services and works will be made by the Council.

The purpose of these Standing Orders is to ensure that contracts are appropriate for their purpose, provide the right balance between price and quality, and are procured in an open way that demonstrates probity and compliance with the Council's policies.

The Standing Orders are applied having regard always to the EU Treaty Principles of equal treatment, non-discrimination, proportionality and transparency. All Council employees must treat tenderers equally and without discrimination and act in a transparent and proportionate manner at all times.

The Standing Orders also set out the Council's obligations in ensuring that the suppliers and service providers it contracts with comply with all statutory requirements in respect of ensuring equal opportunity in employment under the provisions of the Equality Act 2010 and with all current Health and Safety legislation and approved Codes of Practice, as may be applicable to the contract. Promotion of this compliance is in line with the requirements of the Procurement Reform (Scotland Act) 2014.

East Renfrewshire Council Standing Orders Relating to Contracts

<http://intranet.erc.insider/search?q=contract+standing+orders&returnarticleid=1&articleaction=newsearch>

Financial Regulations

The Council's Financial Regulations set out the framework for managing the Council's financial affairs. They seek to ensure that the Council conducts its affairs in a way that complies with legislation, accepted accounting procedures and professional good practice.

The Council's Financial Regulations apply to every employee of the Council or anyone acting on its behalf. All employees have a responsibility to provide for the security of assets under their control, and for ensuring that the use of these resources is legal, properly authorised, and provides Best Value.

East Renfrewshire Council Financial Regulations

<http://intranet.erc.insider/CHttpHandler.ashx?id=5110&p=0>

Scheme of Delegation

The Scheme of Delegation is intended to facilitate the effective undertaking of Council business by clearly setting out the nature and extent of the powers delegated to officers by the Council, in order to ensure an efficient running of day to day operations and to allow the Council to carry out its functions and achieve its Strategic Objectives.

The Council's approach to delegation has been influenced by its commitment to facilitate participation in the decision making process and to delegate to Chief Officers. The result is that the Council has reserved very few powers to itself and has agreed extensive delegations to officers.

Policies

The Council has clear Strategic Objectives set out within the Outcome Delivery Plan and a strong focus on monitoring and reporting performance. The Strategic Objectives are supported by each Service through their individual Service and Improvement Plans.

To further ensure that the Council's regulated procurements contribute to the carrying out of its functions and the achievement of its purposes, this Procurement Strategy, in line with its Key Objectives, will be delivered in accordance with the Outcome Delivery Plan, the individual Service and Improvement Plans and a set of national and local policies and strategies. These are embedded within existing procurement processes.

Sustainable Procurement Policy

The Council's approach to sustainable procurement is rooted within the procurement process to promote a commitment to sustainability and achievement of Best Value for the Council. In an ongoing effort to embed sustainability issues in procurement exercises, three strands of sustainability are explored at the contract strategy stage; environmental, social and economic factors along with a consideration on how the Council can facilitate the involvement of SMEs, third sector bodies and supported businesses in procurement exercises, as well as a promotion of innovation in the design and delivery of services. Full details of the Council's approach to Sustainable Procurement are incorporated in our Sustainable Procurement Policy which was approved in 2020.

Community Benefit Requirements – The Council will adhere to all statutory guidance and legislation on the use of Community Benefits, ensuring that all regulated procurements include Community Benefits clauses where relevant. This policy reflects East Renfrewshire Council's approach to sustainable procurement. A new process has been developed to further enhance the identification and capture of Community Benefits which will be supported by a Community "wish list" to identify local priorities. It is intended that it will apply to all contracts for works,

goods or services in which the Council has an interest. The environmental opportunities checklist will be completed for all relevant contracts.

Living wage

Whilst there are legal restrictions on requiring payment of the living wage, suppliers are encouraged to pay the living wage to their employees. The fair working practices question that promotes a healthy, happy and motivated workforce is included in all appropriate contracts.

The Council follows the lead of the Scottish Government by promoting the payment of the Living Wage to persons involved in fulfilling procurement requirements by considering, where relevant and proportionate, when Fair Working Practices should be addressed in contracting opportunities. The Council will comply with the Statutory Guidance on the Selection of Tenderers and Award of Contracts – Addressing Fair Work Practices, including the Living Wage, in Procurement.

The Council is currently working towards accreditation as a Living Wage employer.

Modern Slavery

The Council has agreed to sign the Charter Against Modern Slavery which addresses modern slavery in the supply chain. The Council will focus attention on the key areas of Training and Awareness Raising, Tender Documentation, Ensuring Compliance and Reporting.

Health and Safety:

The Council ensures that appropriate health and safety requirements are included in the evaluation for all its procurements, in line with all the relevant legislation. Thus ensuring that successful suppliers are fulfilling their legal obligations.

Consulting and Engaging with Stakeholders

The Council continues to consult and engage with those affected by our procurement activities through the development of contract strategies, in advance of the procurement exercise and through our focus on identifying opportunities for collaborative Contract and Supplier Management. Liaison during both the development and feedback stages of projects, ensuring that all opinion and feedback is considered when resulting agreements are implemented and executed, ensures continuous improvement in the delivery of services and allows the Council to understand the impact of our procurement activity. The Council is currently assessing options for a Corporate approach to Contract and Supplier Management which will ensure the Council receives value expected from contractual relationships, mitigate risks of failure and encourage innovation.

Animal Welfare:

The Council recognises the requirement to find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents Best Value whilst improving the health, wellbeing and education of communities in our area. Through Procurement's collaboration with our internal stakeholders and with Scotland Excel, the Centre of Procurement Expertise for Scotland's local government sector, we will work to put in place affordable contracts which meet the nutritional requirements for food, for all users of our catering services, whilst promoting the highest standards of animal welfare, in accordance with all statutory guidance and legislation. The Council is committed to including requirements that promote animal welfare in all relevant contracts. The Council will work with Scotland Excel to ensure that the contracts the Council are participating in promote the highest standards of animal welfare.

Fairly and ethically traded good and services

For each regulated procurement exercise, at the contract strategy development stage, consideration will be given to the sourcing of goods and services that are ethically traded. In line with the Council's Strategy and where ethically traded goods and services are available, the Council will work with all relevant stakeholders and take a Best Value approach when applying fair and ethically trading principles in procurement activities.

A number of other policies are relevant to or impact on the Council's procurement activities. These include:

- Gifts, hospitality and other inducements
- Conflicts of interest declaration
- Suppliers charter
- Council Health & Safety Policy
- Glasgow City Region City Deal Procurement Strategy
- Glasgow City Region City Deal Sustainable Procurement Policy

Procurement Tools

Key tools that the Council has embedded into the procurement process, which help contribute to compliance with the mandatory requirements under the Procurement Reform (Scotland) Act 2014, are detailed below.

- [Procurement Journey](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub](#)

National policies, legislation, and tools relating to the Scottish Government's reform programme which help drive best practice, deliver savings and improve the procurement capability can be found by clicking the following links (this is not an exhaustive list):

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers CharterEU Procurement Thresholds](#)
- Prioritisation toolkit, sustainability toolkit
- Flexible framework
<http://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools>
- [PCIP](#)

SECTION 8 STRATEGY OWNERSHIP AND CONTACT DETAILS

Debbie Hill

Chief Procurement Officer

Council HQ, Eastwood Park

Rouken Glen Road

Giffnock

G46 6UG

Tel 0141 577 8486

Email Debbie.Hill@eastrenfrewshire.gov.uk

If you have any comments or feedback please contact;
ercprocurement@eastrenfrewshire.gov.uk

APPENDIX A – East Renfrewshire Council Spend 2019/20 (Scottish Procurement Information Hub)



