
NORTH AYRSHIRE COUNCIL

25 May 2021

Cabinet

Title:	Procurement Annual Activity Report (19-20)
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Purpose:	To provide Cabinet with an update on Procurement activity for the period 19/20 and outline progress during 20-21 on the use of local suppliers in Procurement activity
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Recommendation:	Cabinet notes the report
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1. Executive Summary

- 1.1 At the Council meeting in September 2020 it was agreed to provide members with additional procurement training and thereafter produce an annual report covering all procurement activity. The training took place in December 2020 and was well attended and received. This is the first annual report and covers the financial year 19-20.
- 1.2 During the year, 181 different procurement exercises were undertaken resulting in contracts being awarded to 318 suppliers with a total value of £158m. The Council publishes a register of all live contracts and a 2-year plan of future tendering opportunities.
- 1.3 In terms of total procurement expenditure, the Council spent a total of £216.6m with 4231 suppliers, £43.2m (20%) was spent locally with 851 North Ayrshire suppliers. The top 10 local suppliers, by spend value, receive almost half of the £43.2m.
- 1.4 The report also contains information on what category of goods/services are purchased, the top 20 suppliers by value, size and locality of the suppliers used and community benefits delivered.
- 1.5 The combined spend for NAC, East Ayrshire Council, South Ayrshire Council, Police Scotland, NHS Ayrshire & Arran, Scottish Fire and Rescue Service and the University of the West of Scotland is over £1bn with £59m (5.7%) spent with local North Ayrshire suppliers.
- 1.6 Although full spend data for 20-21 will not be available for a few months, an analysis of the contracts awarded during this period has been undertaken. With a particular focus on the success of local suppliers within the context of procurement activity during this period, the 20-21 data analysis shows that 188 contracts have been awarded to 353 suppliers with a total value of £94,859,352. 108 local suppliers were awarded contracts with a confirmed value of £16,763,817, in addition a further 58 local suppliers have been

awarded a place on a framework, and local spend against these frameworks will be monitored regularly.

- 1.7 Included as a key performance measure within the Council Plan, the Council has set a target to increase spend with local suppliers to 26% by 2024. To achieve this will require a significant effort to identify and work with local suppliers who are capable of supplying goods and services procured by the Council. Progress continues to be made in this area through engagement with the local supplier base helping provide visibility of upcoming procurement opportunities and access to training and support to maximise their chances of success in securing Council contracts. This progress continues to be set within the context of the duty on the Council to secure Best Value through the procurement process.

2. Background

- 2.1 At the Council meeting in September 2020 it was agreed to provide members with additional procurement training and thereafter produce an annual report covering all procurement activity. The training took place in December 2020 and it was well attended and received.
- 2.2 This first annual procurement report covers the period from 1st April 19 to 31st March 2020. During this period 181 different procurement exercises were undertaken by the procurement team, resulting in contracts being awarded to 318 suppliers with a total value of £158m. The different procurement types undertaken are listed in Table 1 below

Table 1: Procurement Exercise type

Procurement Type	Number
EU Tenders	17
Regulated tenders	24
Quick Quotes	59
Mini Competitions	39
Direct Awards	9
Single Tender Actions	33

The Council has a legal obligation to maintain a register of all “live” contract and for this to be openly published. The Council corporate contract register is published through the open data portal and can be accessed from this link [Contract Register](#).

- 2.3 In addition to the above let contracts during 2019-20, purchases were made utilising existing NAC contracts as well as other collaborative contracts and frameworks. The collaborative contracts and frameworks most frequently used are typically those owned by Scotland Excel, Scottish Government, Crown Commercial Service and those of the other Ayrshire Councils.
- 2.4 The Procurement Reform (Scotland) Act requires that the Council publishes an annual procurement report on its regulated procurements. To give potential suppliers visibility of future tendering opportunities there is a requirement to provide as part of the report a list of all known tender opportunities for the following two years. The Councils annual report is published on the NAC website and can be accessed from the link [Reform Act annual report 19-20](#).

Analysis of total spend

- 2.5 On an annual basis, Scottish Government funding is available for public sector bodies (incl NAC) to have their purchase ledger spend data analysed by the data analytics company Spikes Cavell. This data then allows public bodies to analyse how much they spend, on what category of goods/services, and the size and locality of the suppliers used. It also allows organisations to compare their data with that of other public bodies.
- 2.6 The Spikes Cavell data shows that the Council spent a total of £216.6m with 4231 suppliers. Further analysis shows that of the total spent, £43.2m (20%) was spent locally with 851 North Ayrshire suppliers. This information is vital in supporting the procurement pillar of the Community Wealth Building strategy and the Council Plan performance indicator “percentage of procurement spent on local enterprises”.

Spikes Cavell determine locality based on the address from which the invoice is sent. Therefore, this can under report the true impact of procurement spend in the local area. There are many examples of businesses with a local presence, employing local people, but have a head office out with the Council area e.g. care homes, building material suppliers, supermarkets. Similarly, high value contracts often involve an element of sub-contracting in the local area. Currently this activity is not routinely captured within the spend data. Further analysis and work will be undertaken to understand the impact and reach on local spend and identify different ways to capture sub-contracting data.

- 2.7 The Council buys a vast array of supplies, service and works, the table below details the top 20 categories by value, as well as the number of suppliers used within each category.

Table 2: Categories of spend

Vendor Category	Total Spend	Number of Suppliers
Community Partnerships	£ 24,676,515.26	3
Nursing Homes	£ 15,201,502.31	58
Outsourced Building Management Service Providers	£ 12,196,848.68	1
General Builders	£ 9,353,157.00	10
Home Care Service Providers	£ 8,109,321.89	10
Roofers	£ 7,744,684.75	7
Disability & Special Needs Services Providers	£ 7,269,820.29	21
Other Social Care & Social Service Providers	£ 6,917,828.78	13
Other Financial Service Providers	£ 6,489,383.81	6
Adult Residential Care Providers	£ 5,901,290.83	41
Other Child Care Services Providers	£ 5,432,890.89	14
Housing Associations	£ 4,838,696.46	9
Sports & Leisure Centres	£ 3,789,015.87	4
Community-Based Adult Mental Health Service Providers	£ 3,478,834.96	3
Mains Electricity Suppliers	£ 3,467,654.85	8
Non-Residential Main Building Contractors	£ 3,143,739.15	7
Plumbing, Heating & AC (HVAC) Contractors	£ 2,836,902.92	8
Sectional & Portable Building Contractors	£ 2,683,449.82	3
House Builders	£ 2,452,394.98	3
Other Waste Disposal Suppliers	£ 2,417,364.93	7

- 2.8 An analysis of the spend by suppliers shows that 46 of the 4231 suppliers used, received more than £1m of business in the last year, equating to 60% of the total annual spend. At the opposite end of the spend profile 2153 suppliers had less than £1,000 spend. The top 20 suppliers by spend are listed below.

Table 3: Top 20 Suppliers by spend

Supplier Name	Total Spend
HUB SOUTH WEST SCOTLAND LTD	£ 24,661,247.26
PPP SERVICES (NORTH AYRSHIRE)	£ 12,196,848.68
MARLEY CONTRACT SERVICES	£ 7,105,028.23
HUB SOUTH WEST LARGS DBFM CO LIMITED	£ 6,402,610.04
ASHLEIGH (SCOTLAND) LTD	£ 5,159,861.43
HANSEL ALLIANCE	£ 3,984,640.24
NORTH AYRSHIRE LEISURE LIMITED	£ 3,766,765.87
RICHMOND FELLOWSHIP SCOTLAND	£ 3,337,376.29
EDF ENERGY CUSTOMERS PLC	£ 3,143,770.40
CORNERSTONE	£ 2,811,421.61
THE WEE HOUSE COMPANY	£ 2,656,060.48
CAREWATCH - NORTH AYRSH	£ 2,608,085.55
JAMES FREW LTD	£ 2,589,870.03
EMTEC GROUP LTD	£ 2,534,893.06
D MCLAUGHLIN & SONS	£ 2,243,112.18
BUCKREDDAN LODGE NURSING HOME	£ 2,194,492.47
ZURICH MUNICIPAL	£ 2,055,106.62
MCTEAR CONTRACTS LIMITED	£ 2,004,420.17
AYRSHIRE QUALITY CARE & SUPPOR	£ 1,955,774.18
CALEDONIA CARE HOME	£ 1,883,698.44

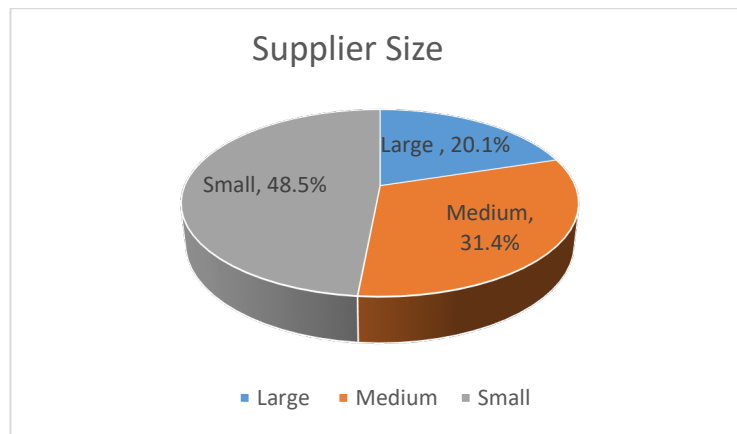
It should be noted that although spend is recorded directly against these contracted suppliers this measurement alone does not capture the true economic benefit, especially within the context of Community Wealth Building where it is recognised that local suppliers benefit from sub-contracting opportunities.

- 2.9 Spikes Cavell uses the invoice address to determine the locality of suppliers. Using this dataset, it shows that most suppliers used are Scottish. Table 4 below shows the amount spend in each of the 4 nations.

Table 4 Supplier Locality

Supplier Location	Spend	% of total
Scotland	£ 174,558,903.07	80.5%
England	£ 41,023,597.11	18.9%
N. Ireland	£ 1,076,727.71	0.5%
Wales	£ 163,718.12	0.1%
	£ 216,822,946.01	

- 2.10 The data also shows that where the size of the company is known 79.9% are SME's. The chart below shows more detail and confirms most companies used fall in the small company definition.



2.11 Third Sector Organisations (TSO) have a key role in delivering vital services for North Ayrshire citizens and during 2019-20 over £35.5m was spent with TSOs. Through the period of the pandemic response the locality based multi-agency community hub model put in place to support vulnerable communities and citizens has proven to be a highly effective way of bringing key Council, community associations and 3rd sector organisations together. The expected procurement consequence is further growth in local expenditure targeted at supporting this sustainable support network.

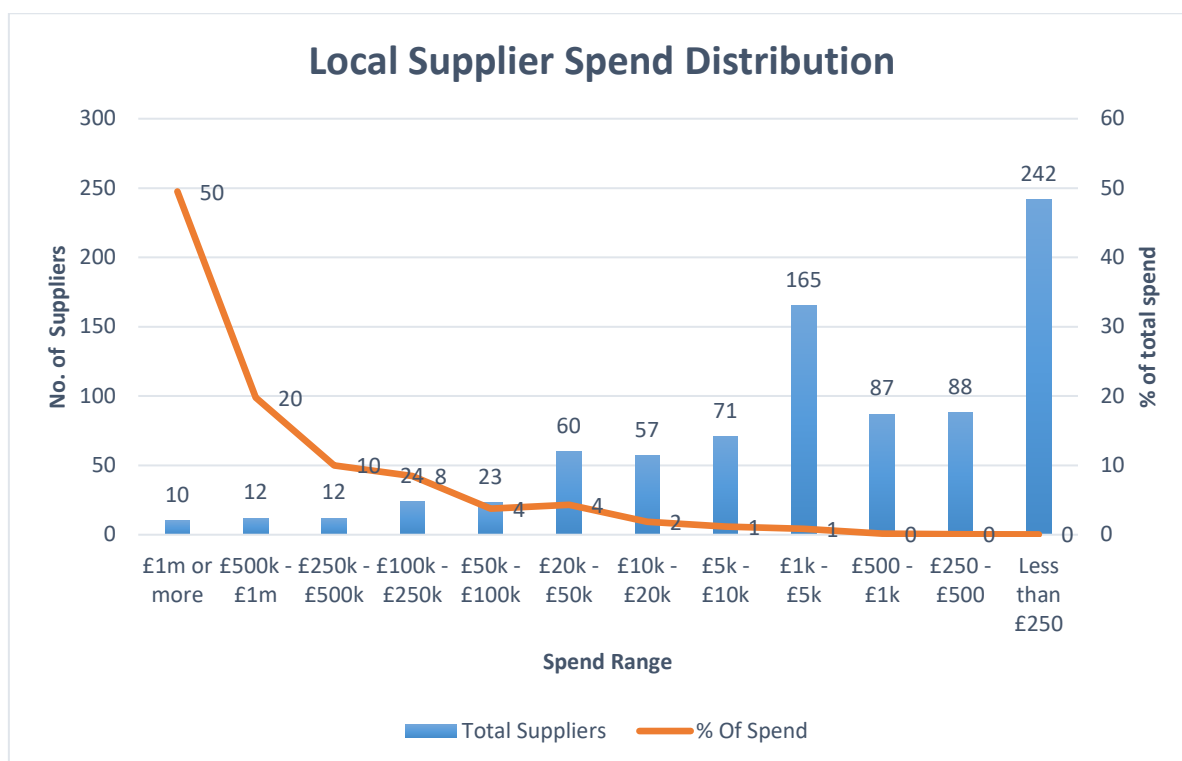
Community Wealth Building

2.12 From a Community Wealth Building (CWB) perspective, buying from local companies is a strategic priority for the Council, however procurement legislation does not permit preferential treatment for companies based on location.

In the year covered by the report 20% of the spend was with local companies. In the Council Plan a target has been set to increase this to 26% by 2024.

Achieving the new target, while remaining compliant with procurement legislation, will be challenging and will require a diverse local business base to build capacity and upskill in bidding for and winning public contracts. The Council's Business Development Team continue to engage with local suppliers to ensure they have visibility of upcoming tendering opportunities and access to specific training to maximise their success in winning Council contracts.

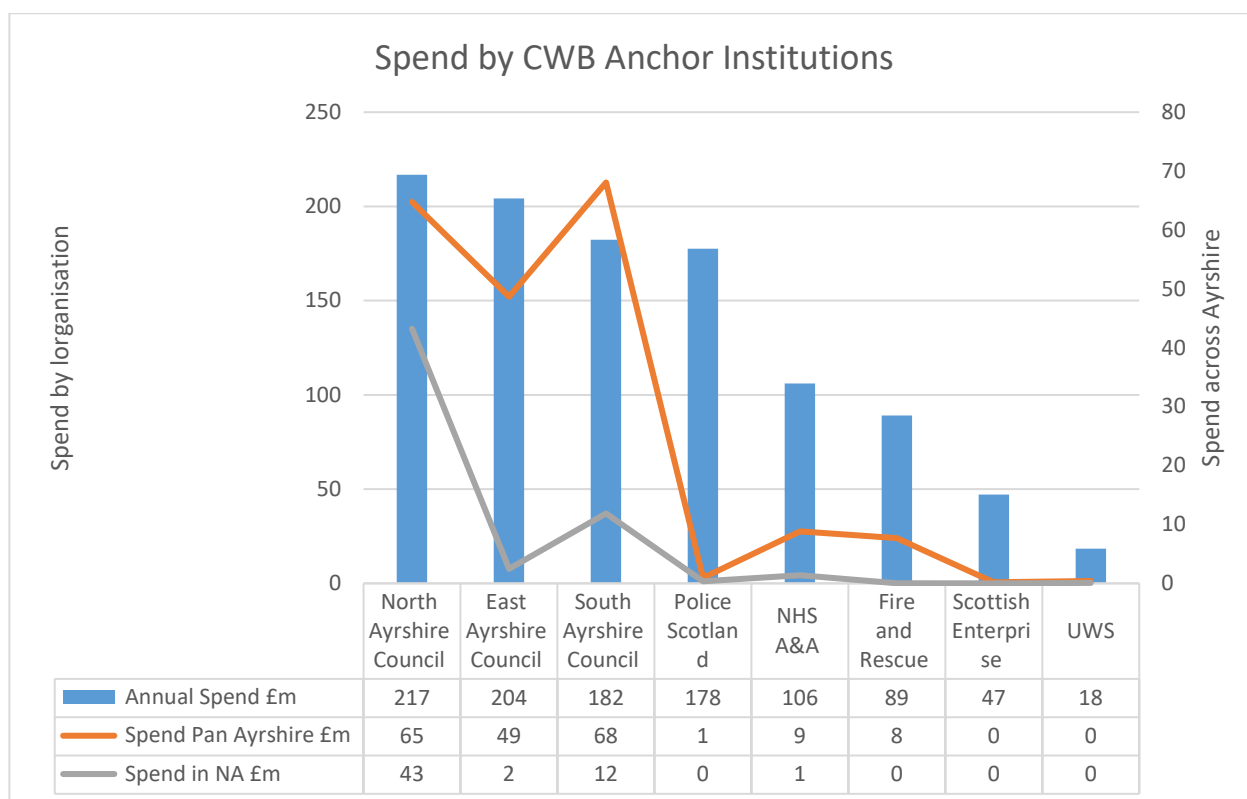
2.13 As stated above, the Council spent £43.2m with 851 local suppliers. This was an increase of £1.3m in spending and an additional 100 suppliers compared to the previous year. Of the local suppliers used the top 10 suppliers by value all received more than £1m and the total for the top 10 was £21.4m (49.5% of total spend). At the opposite end of the spend spectrum 417 suppliers received less than £1,000. The graph below shows the spend distribution across local suppliers.



2.14 For lower value procurements, between £10K and £50K for supplies and service and between £10K and £100K for works, the Council use the Quick Quote functionality. Quick Quote is an invitation only type of procurement and during 2019 the process was changed to help increase the likelihood of a local company winning contracts. The new process states that if 5 local suppliers have the capability and capacity to do the work and agree to bid then procurement will be restricted to those suppliers, therefore ensuring that a local company benefits from the contract. Again, this is a key area of focus for the Business Development team who are working with potential local suppliers to support business transition and preparedness requirements associated with public sector procurement. As part of our Community Wealth Building Strategy additional staffing resources are now in place within the Council's Economic Development and Regeneration Service to support greater linkages with Procurement activity.

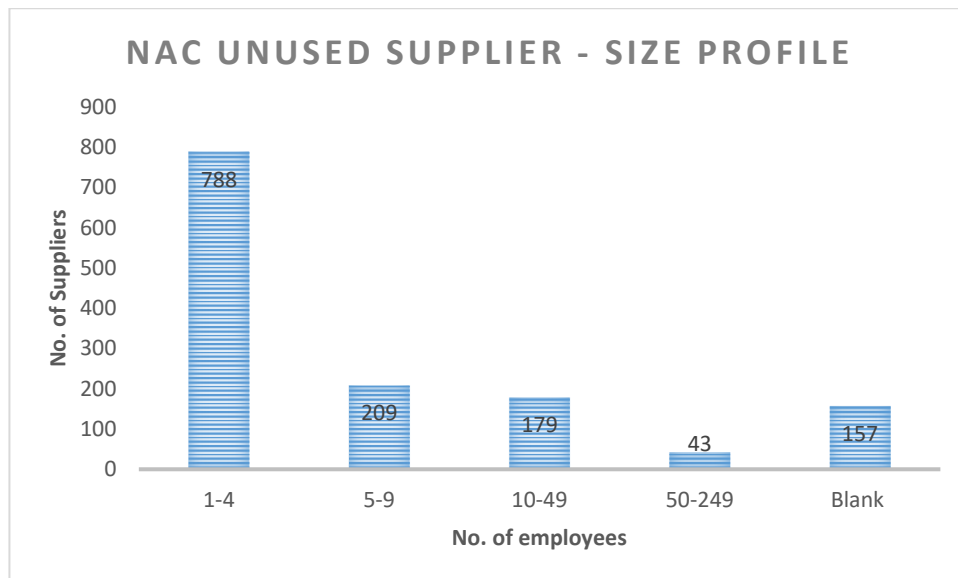
In addition to this, regular communication and engagement with Council officers involved in the procurement process is ongoing to continue to raise awareness of the local supplier base and their capability to supply the Council.

2.15 Analysis of the Spikes Cavell data for CWB anchor institutions shows that Councils have the highest annual spend and have invested the most within North Ayrshire. The combined spend for NAC, East Ayrshire Council, South Ayrshire Council, Police Scotland, NHS Ayrshire & Arran, Fire and Rescue Services and the University of the West of Scotland is over £1bn with £59m (5.7%) spent with local North Ayrshire suppliers. The graph below shows further details on each organisations total spend, spend across all Ayrshires, and spend within North Ayrshire.



An Ayrshire CWB Procurement Lead Officer Working Group has recently been established and will carry out further work across the anchor institutions to identify opportunities for more to be spent within Ayrshire. It is recognised there could be potentially significant opportunities across the other anchor institutions. The Lead Officer Group will report progress to the CWB commission.

- 2.16 To further support CWB, additional funding has allowed the 3 Ayrshire Councils to have access to additional 19-20 data from Spikes Cavell, called Grow Local. Each council has a dataset that provides information on all businesses within their own council area. The NAC Procurement team will continue to use the NAC Grow Local dataset and market intelligence from the Business Team to help identify suppliers to invite to Quick Quotes.
- 2.17 Analysis of the 1376 North Ayrshire businesses that are currently not used by the Council show a significant number are micro or very small businesses. Many are offering goods or services that the Council does not use e.g. 80 hairdressers/ beauty and tanning salons. This analysis is important to identify those businesses who do not currently transact with the Council, however, provide the types of goods or services that the Council procures and therefore presents future opportunities.



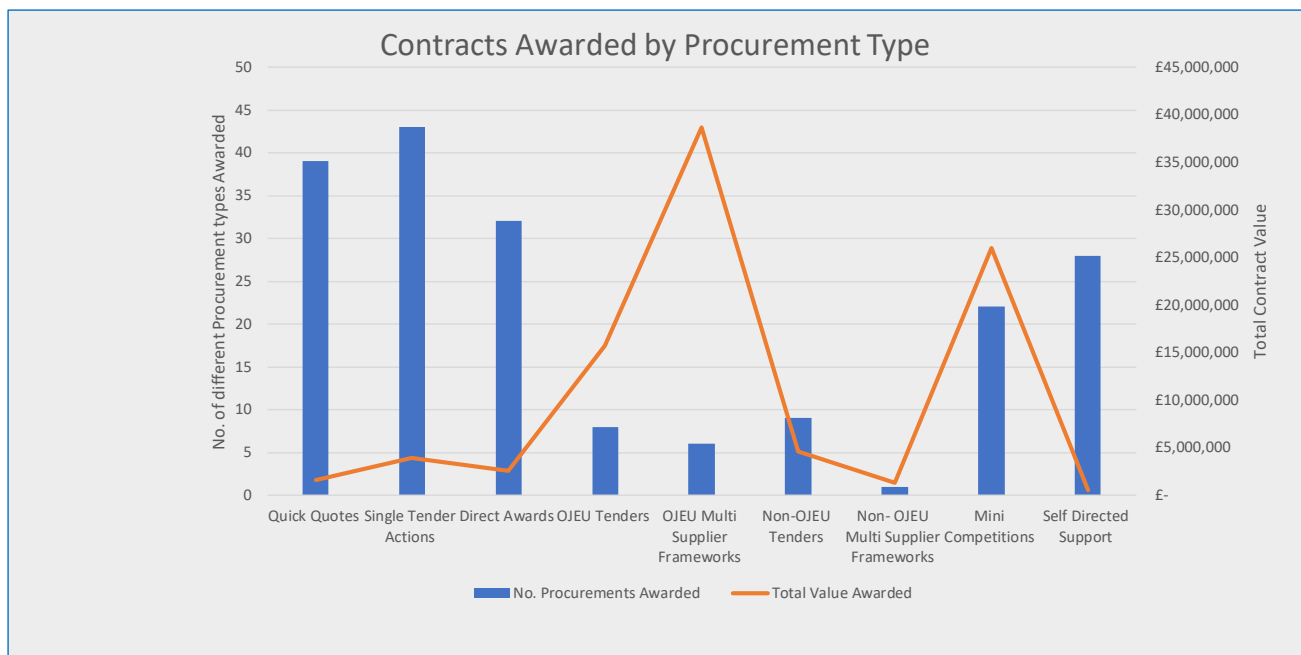
- 2.18 As part of the tendering process, community benefits are requested either on a voluntary basis or as a mandatory requirement, dependant on the value of the proposed contract. The current community benefits requirements focus on Employment, Education, Supply chain and Community Projects. The table below shows what was delivered during 19-20.

Benefit Type	Quantity
New Jobs	47 FTE
Apprenticeships	7.5 FTE
Work Placements	21
School Projects	21
SME/TSO Workshops	44
Community Projects	41

The area of community benefits is currently being reviewed and this is within the context of the Community Wealth Building Strategy. A new approach is being developed which is aligned to industry best practice and will include scoring and weighting of community benefit clauses within the procurement process and provide a more nuanced locality focussed approach to maximise outputs for the benefit of North Ayrshire, it's communities and residents.

Analysis of contracts awarded 20-21

- 2.19 Although a full analysis of spend data for 20-21 will not be available for a few months, an analysis of contracts awarded during this period has been undertaken. With a particular focus on the success of local suppliers within the context of procurement activity, the 20-21 analysis shows that 188 contracts have been awarded to 353 suppliers with a total value of £94,859,352. The contracts include differing types of procurement exercises ranging from low value Quick Quotes to high value EU tenders. The chart below shows the differing types, quantities and value of procurement exercises undertaken.



2.20 As noted earlier in the report quick quotes are invitation only and if there are 5 local suppliers with the capacity and who agree to bid, then procurement can be limited to those 5 suppliers, thus maximising the opportunities for local suppliers. As part of the quick quote process the Business Team continue to engage with local businesses to help build capacity and readiness to bid. During 20-21, 39 quick quotes with a value of £1.57m were awarded of which 9 awards with a value of £0.4m secured by local companies. Again, this data provides an initial benchmark from which future progress can be measured.

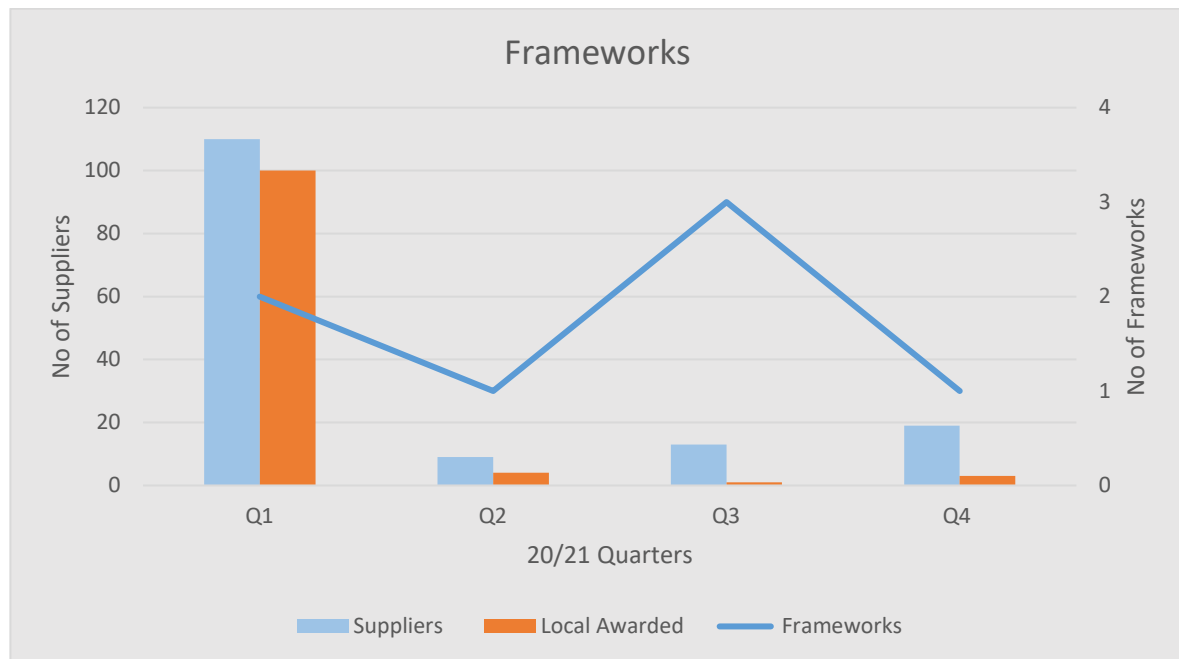
Work is also ongoing to identify market areas where local companies have been both successful and unsuccessful. The outcome of this review will identify sector gaps where there is little or no local presence bidding for contracts.

2.21 Tenders are carried out for above Quick quote threshold procurements and depending on the proposed contract values these fall into lower value Non-OJEU or higher value OJEU tenders (Official Journal of European Union). Following the UK's withdrawal from the EU, tenders started in 2021 will now need to comply with GPA (Government Procurement Agreement) rules. Tenders cannot be restricted in any way and are open to any suppliers registered on Public Contract Scotland to submit a bid.

17 tenders with a value of £20m were completed during 20-21 with one contract with a value of £0.55m being awarded to a local supplier. It is recognised however that through this procurement route further sub-contracting opportunities can benefit local companies. This activity is not routinely captured within the spend data. Further analysis and work will be undertaken to understand the impact and reach on local spend and identify different ways to capture sub-contracting data.

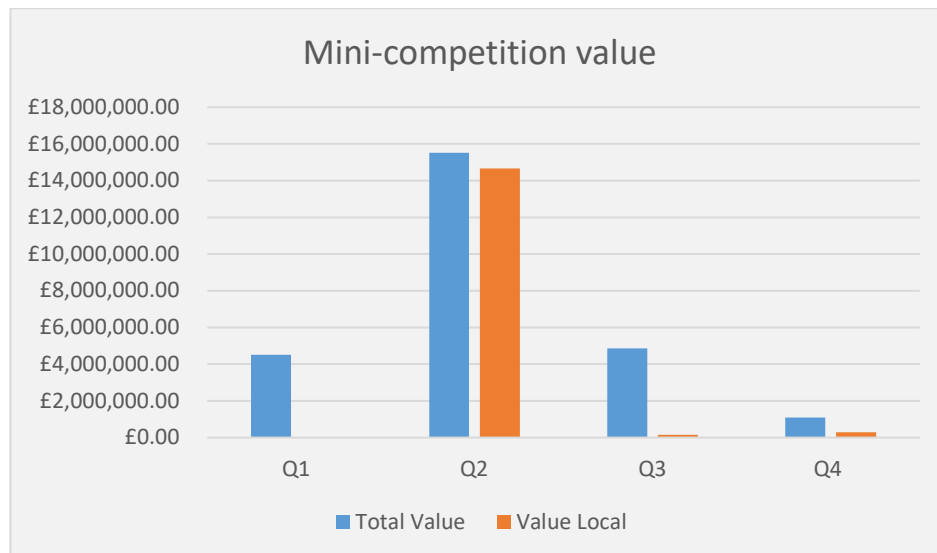
2.22 In addition to tenders referenced above for specific goods or services with a known requirement, framework agreements are also tendered. Frameworks are typically used to call-off goods and services when the need arises and these generally contain multiple different lots and can be awarded to numerous suppliers to ensure that capacity is

available when required by the Council e.g. vehicle repair, demolition, groceries, catering sundries, electrical upgrades.



7 Frameworks were put in place with a value of £39.9m, 151 Suppliers were awarded a place on a framework of which 108 were local. As frameworks are only used when required, the actual value of spend that local suppliers receive in 20-21 will be captured and reported when the spend data is analysed through the annual Spikes Cavell exercise later in the year. From this data set however, there is a strong local company presence within framework activity through 20-21. Moving forward, creating opportunities for local businesses by supporting them in developing the skills required to secure a place on procurement frameworks, will continue to be a key focus area for the Council.

2.23 Mini competition is a method that can be used to call off from a framework contract and this is only open to suppliers who have successfully been awarded a place on a framework. The mini-competition process requires suppliers to bid for specified goods or services. 22 mini competitions to a value of £25.9m were awarded to 43 suppliers, 9 local suppliers were awarded contract to the value of £15m through this process.



The high value in Q2 includes a mini competition for new house build

2.24 Although procurement legislation does not permit preferential treatment for companies based on location, there is a strong desire within the Council to enable and support local suppliers to be more successful in winning Council contracts. Further, through the Community Wealth Building Commission and the participation of the other anchor institutions, there is both the scope and opportunity for further growth in local business opportunities. All Officers involved in procuring goods and services can help achieve this ambition.

The procurement team will continue to work with Council services to maintain a waveplan of all future tendering opportunities and participate in meet the Buyer events to raise awareness of opportunities with local suppliers. Further research and analysis to enhance the understanding of local spend impact and to identify sector gaps where there is limited local presence is also important to help build local capacity.

The Business Team continues to engage with local suppliers to ensure they have visibility of upcoming quick quote and tendering opportunities, to access sector capacity and willingness to bid and provide access to specific training to maximise local supplies success in winning Council contracts.

3. Proposals

3.1 Cabinet note the contents of the report

4. Implications/Socio-economic Duty

Financial

4.1 No direct financial implications within this report, however, all progress in growing the level of local spend will continue to be set within the context of the Council's duty to secure Best Value.

Human Resources

4.2 None

Legal

4.3 Council procurement activities complies with all relevant procurement legislation and the Council's Standing Orders

Equality/Socio-economic

4.4 None

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 None

Community Wealth Building

4.7 Procurement

- Community Benefits are requested as part of relevant tenders
- Local suppliers will be identified and invited to quick quotes and supported through tendering and framework opportunities wherever possible.

Employment – As a Living Wage Accredited Employer, the Council strongly believes that all employees should be paid the living wage. The Council encourages all bidders to pay the living wage and as part of future tendering activities, bidders will need to provide more information on their payment of Living Wage practices. This will include the number of staff who are paid and those that are not paid the living wage, with reasons for non-payment also recorded. Procurement and Business Support will use this information to work with suppliers to help them achieve payment of the living wage to all employees on future contracts.

Land and Assets – Not applicable

Financial Power – Not applicable

Democratic Ownership – Not applicable

5. Consultation

5.1 Throughout all procurement exercises there is direct involvement with all relevant Directorate teams and engagement with other anchor institutions through the Community Wealth Building Commission.

Mark Boyd
Head of Service (Finance)

For further information please contact Anne Lyndon , **Senior Manager – Corporate Procurement** , on 01294 324097.

Background Papers

Appendix 1 : Procurement Activity Report 20-21

Procurement Activity Report

2020/2021

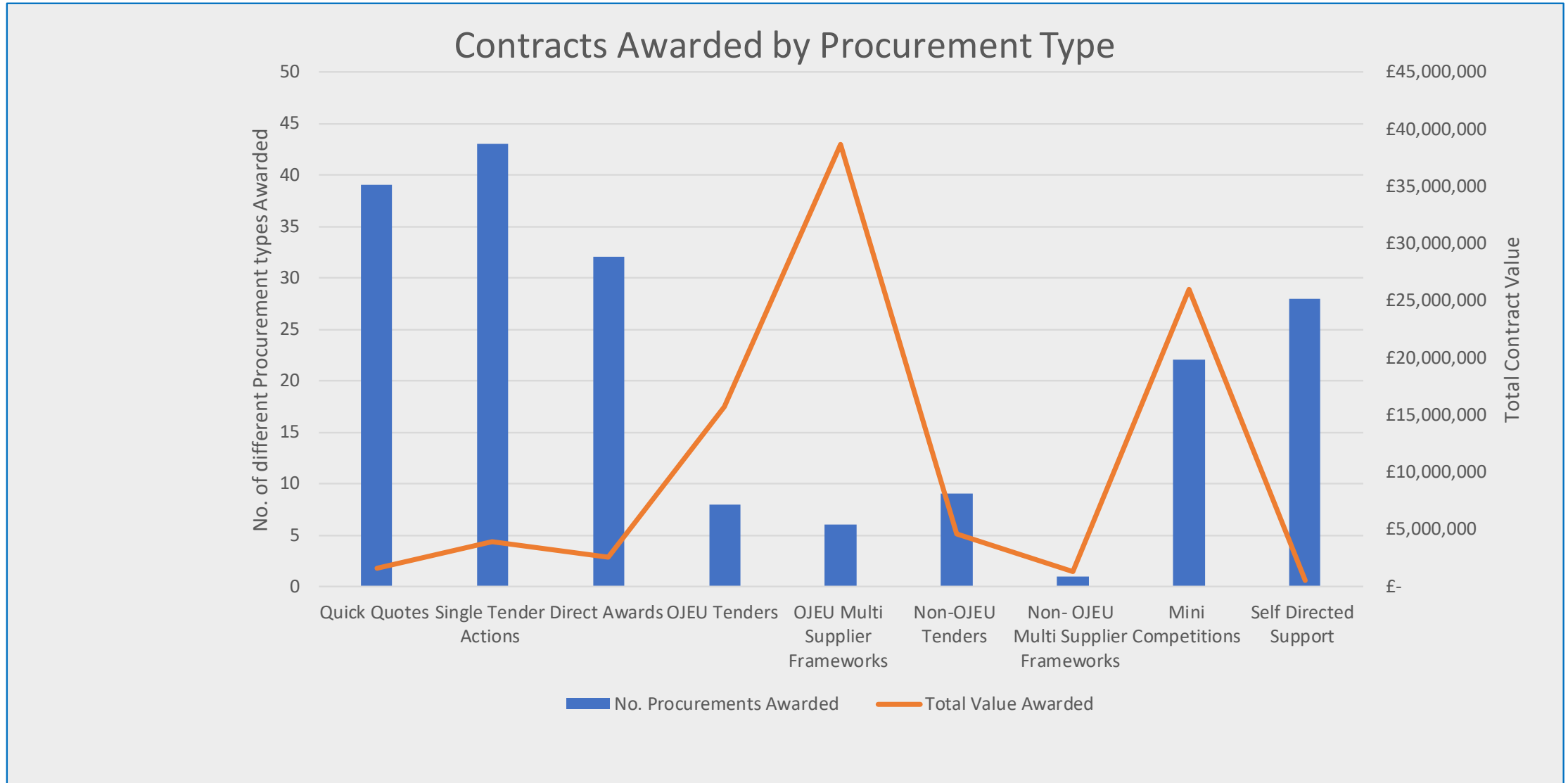


Information in Pack

Covers period 20/21

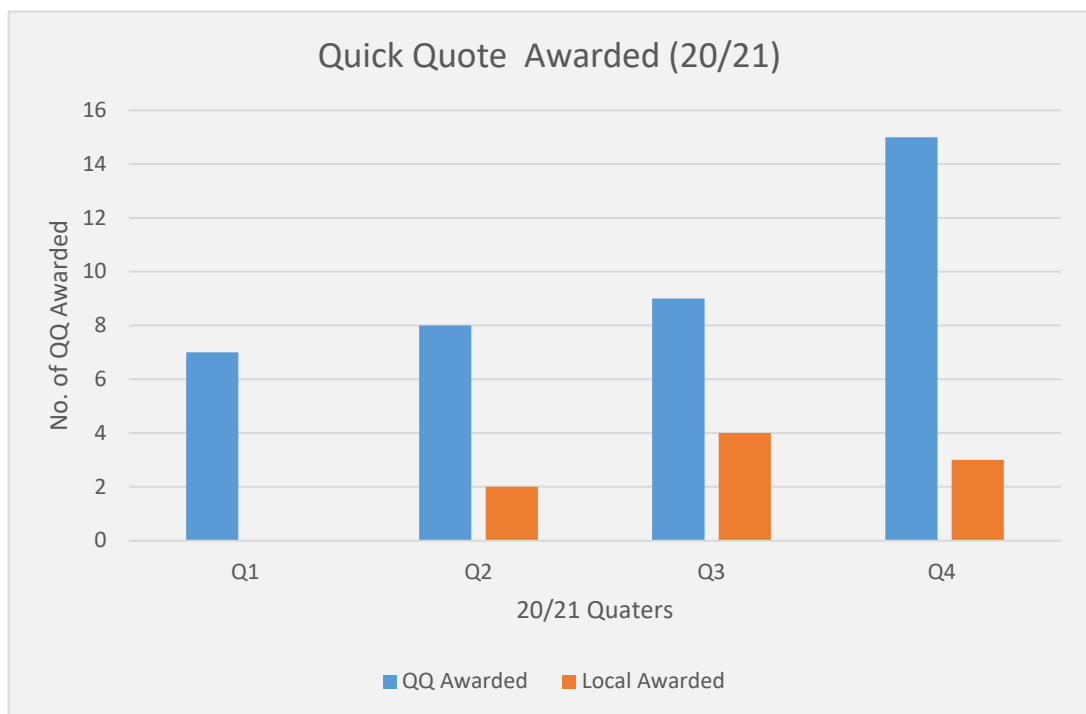
- ❖ Annual Contract volume and value by different Procurement Types
- ❖ Analysis of Quick Quote by Quarter showing Local supplier success by volume & value
- ❖ List of QQ categories of spend and local success
- ❖ Analysis of Tender by Quarter showing Local supplier success by volume & value
- ❖ Analysis of Framework - Number and suppliers awarded
- ❖ Analysis of Mini-comps - showing Local supplier success by volume & value
- ❖ Categories of spend vs successful/ unsuccessful local suppliers for all non Quick quote contracts

Contracts Awarded



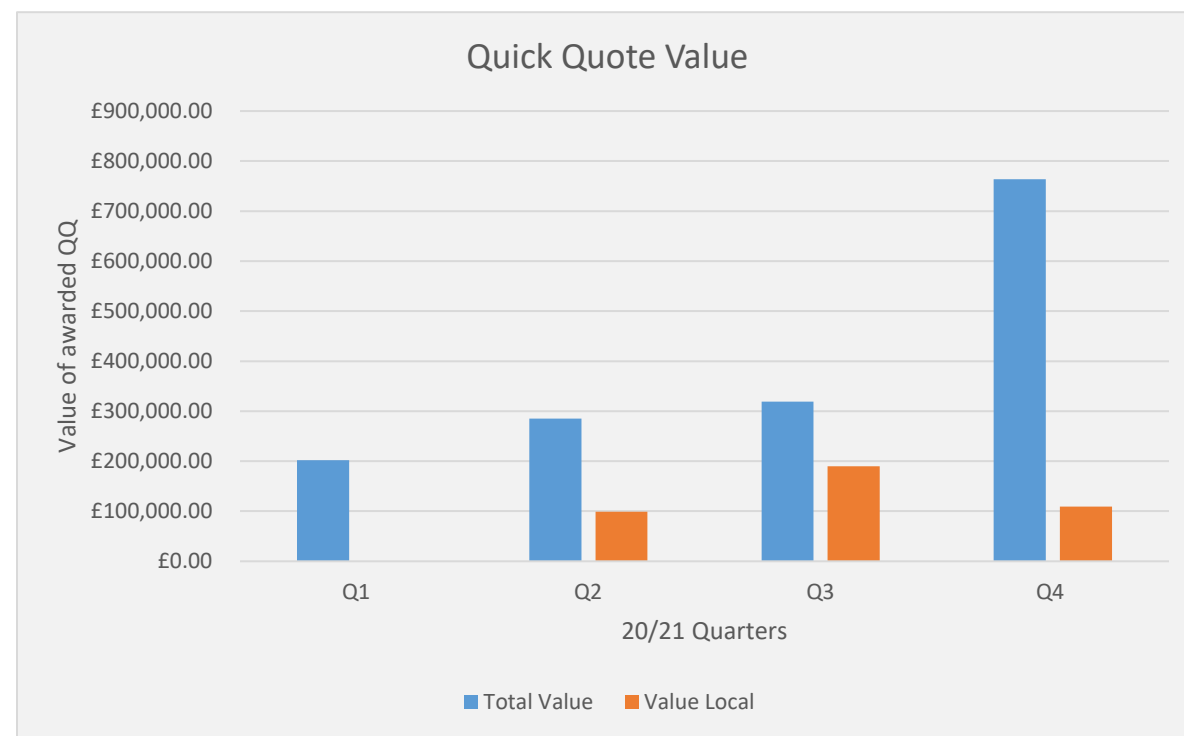
188 Contracts awarded - Value £94,859,352

Quick Quote - 20/21 Analysis



39 Quick Quotes completed
9 Awarded to Local Suppliers (24%)

£1.57 m value of all QQ
£0.398m awarded locally (25%)



Quick Quotes are invitation only procurement exercises.

If 5 Local suppliers with capacity and are willing to bid, then all non- local suppliers excluded

QQ - Local supplier success by Category 20/21

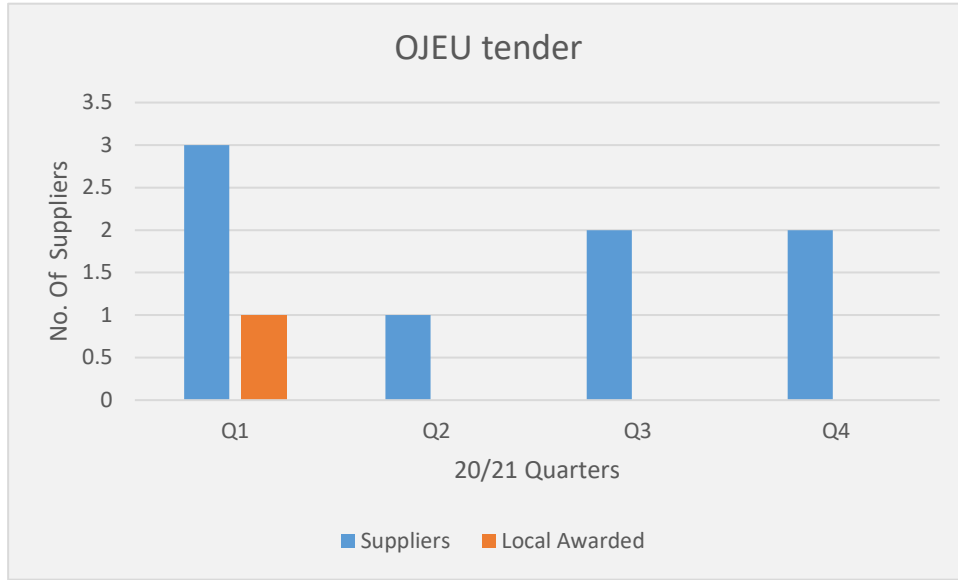
Local suppliers Successful

- ❖ Civil Engineers
- ❖ Computer Hardware
- ❖ Concrete cutting, drilling & maintenance contractors
- ❖ Electricians
- ❖ Joiners & Carpenters
- ❖ Surveyors & Inspectors
- ❖ Tree Work contractors

Local suppliers unsuccessful

- ❖ Accountants
- ❖ Agricultural chemicals
- ❖ Architects & Design consultants
- ❖ Car & Van Dealers
- ❖ Construction project Management Consultants
- ❖ Counselling Service Providers
- ❖ Environmental Consultants
- ❖ Fire Protection System Providers
- ❖ Gardening Equipment Suppliers
- ❖ Installed software providers
- ❖ Laboratory & Scientific Testing Service Providers
- ❖ Market Analysts
- ❖ Metal Stockholders & Distributors
- ❖ Other construction contractors
- ❖ Other financial service providers
- ❖ Other Information Service Providers
- ❖ Other Technical Consultants
- ❖ Outdoor Lighting Suppliers
- ❖ Property Letting & Estate Agents
- ❖ Road Construction & Maintenance Contractors
- ❖ Sports & Play Area Surfacing Contractors
- ❖ Window & Door Installers

Tender - 20/21 Analysis

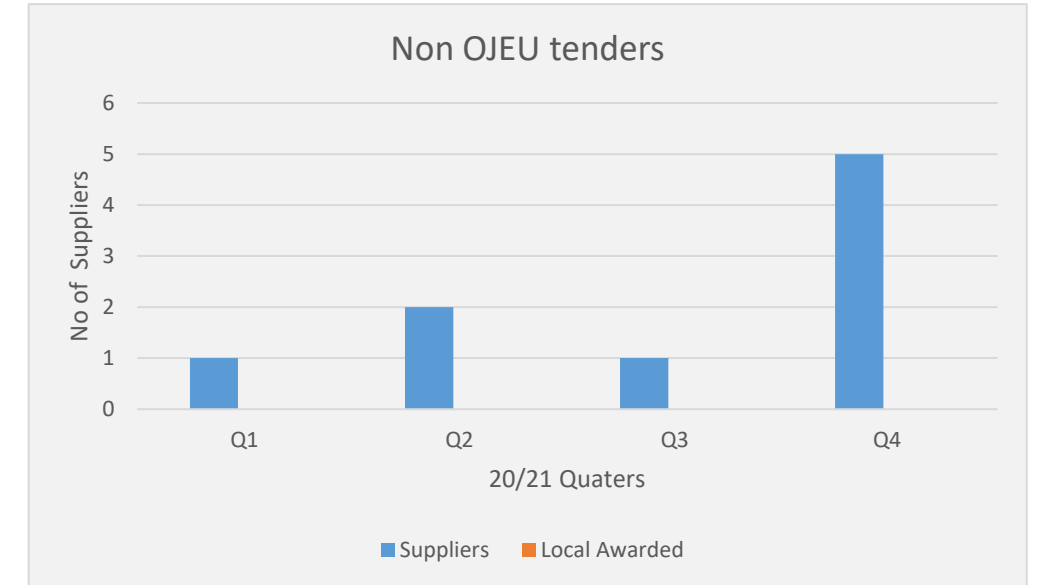


Each Tender only has one supplier

8 Tenders completed 20/21
1 Awarded to Local Suppliers (13%)

Value	Q1	Q2	Q3	Q4
Total Value	£14,209,645	£275,000	£612,173	£643,004
Value Local	£554,907	£0	£0	£0

£15.74 m value of all OJEU Tenders
£0.555m awarded locally (4%)

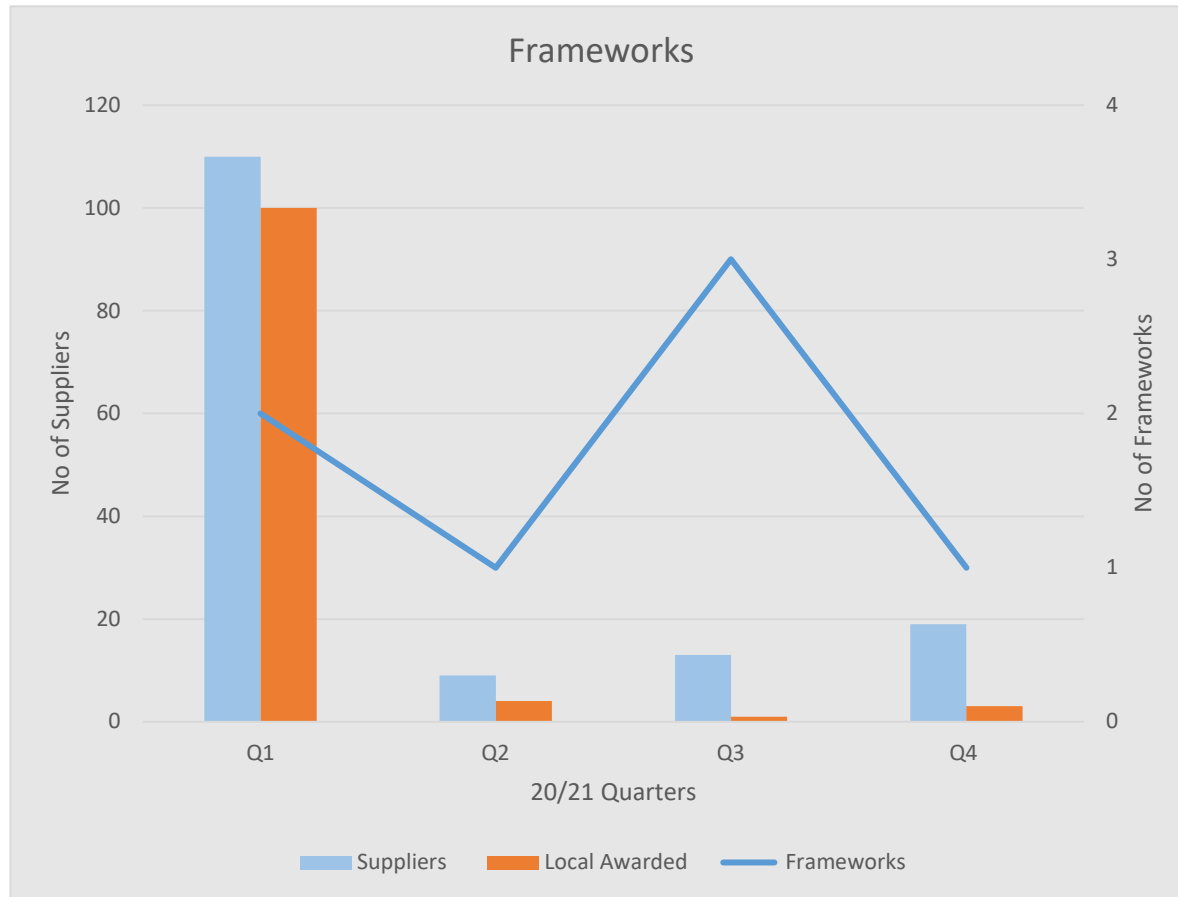


9 Tenders completed 20/21
0 Awarded to Local Suppliers (0%)

Value	Q1	Q2	Q3	Q4
Total Value	£93,013	£774,280	£1,190,000	£2,575,071
Value Local	£0	£0	£0	£0

£4.63 m value of all OJEU Tenders
£0 awarded locally (0%)

Frameworks - 20/21 Analysis



❖ 6 OJEU frameworks

❖ 1 Non- OJEU frameworks

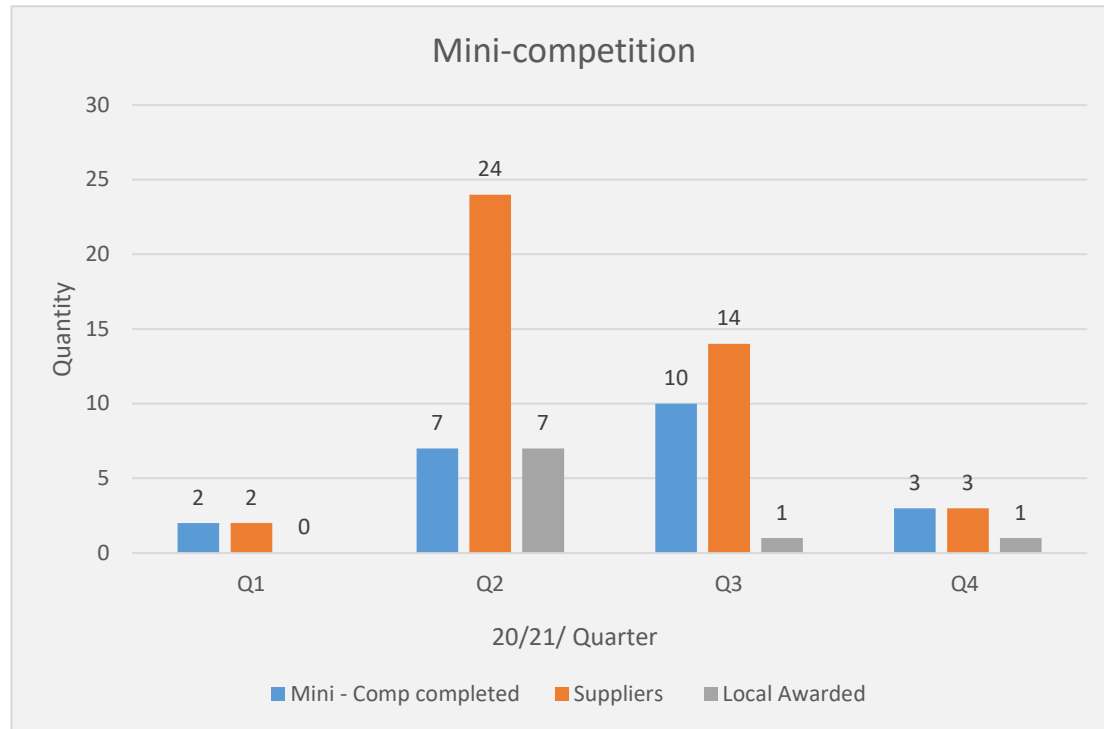
❖ Total Value £39,963,740

❖ 151 Suppliers awarded to 7 frameworks

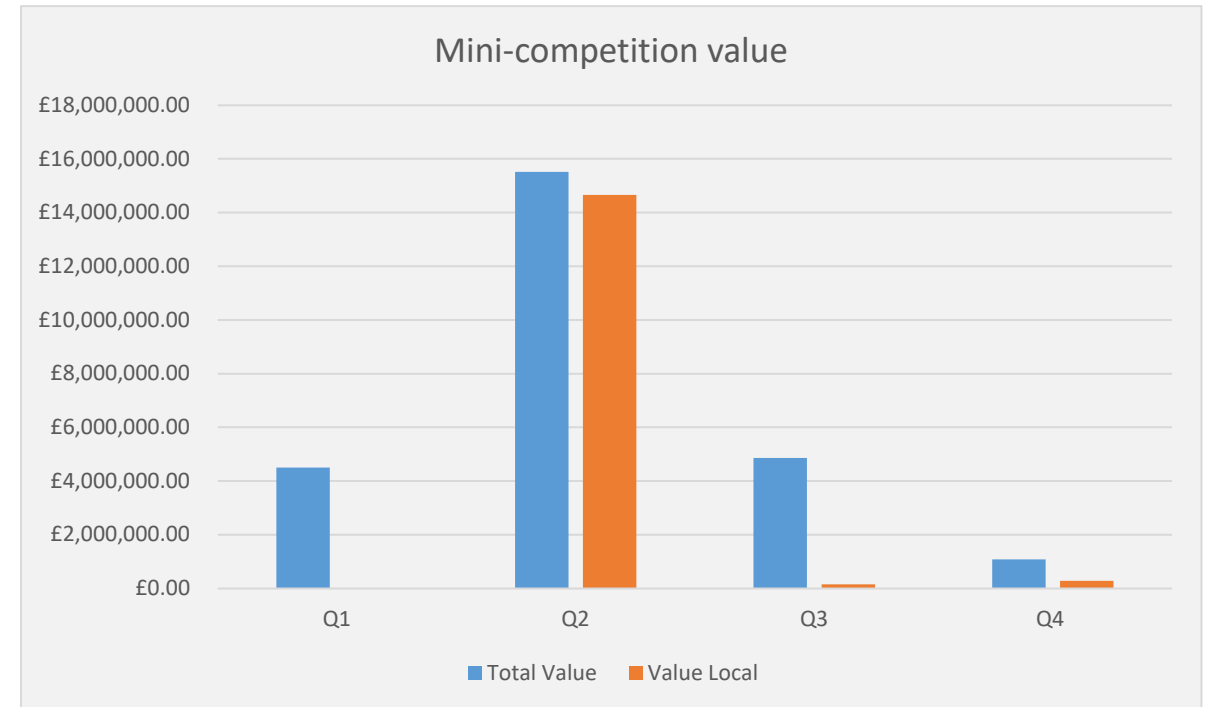
❖ 108 Local suppliers awarded to 7 frameworks

With a framework you are unable to say what value will be spent locally - until local suppliers are used and actual spending occurs.

Mini-competitions - 20/21 Analysis



Mini-comps are only open to suppliers that are awarded to the original framework that is used for the Mini-comp.



High value in Q2 relates to M/C for New Build House Build

Non QQ Contracts - Local supplier success by Category 20/21

Local suppliers Successful

- ❖ Adult Education Service Providers
- ❖ Civil Engineers
- ❖ Electrical Engineers
- ❖ Fixed Disability Equipment Suppliers
- ❖ Fleet Management Agencies
- ❖ Home Care Service Providers
- ❖ Independent Family Support Service
- ❖ Nursing Homes
- ❖ Other Business Services Providers
- ❖ Other Community Healthcare Services Provider
- ❖ Other Construction Contractors
- ❖ Other Education Services Providers
- ❖ Other Social Care & Social Service Providers
- ❖ Other Technical Consultants
- ❖ recycling service providers
- ❖ Software Developers
- ❖ Travel

Non QQ contracts - Local supplier success by Category 20/21

Local suppliers unsuccessful

- ❖ Adult Education Service Providers
- ❖ Audio & Visual Equipment Suppliers
- ❖ Coastal and waterways management providers
- ❖ Community Based Adult Mental Health Service Providers
- ❖ Computer Hardware Suppliers
- ❖ Computer Systems Integrator
- ❖ Construction Project Management Consultants
- ❖ Debt Collectors
- ❖ Electrical Engineers
- ❖ Electricians
- ❖ Energy efficient product & service providers
- ❖ Energy Management solutions providers
- ❖ Fleet management agencies
- ❖ Fuel Card providers
- ❖ Gardeners
- ❖ House Builders
- ❖ Independent Family Support Service Providers
- ❖ Infrastructure Planning Consultants
- ❖ Installed software providers
- ❖ IT hardware and software
- ❖ Mains Utility multiple service providers
- ❖ Mains Water suppliers
- ❖ Managed & Outsourced Business Services Providers
- ❖ Mobile Communications Service Providers
- ❖ Network security providers
- ❖ Non-Residential Main Building Contractors
- ❖ Nursing Homes
- ❖ Other construction consultants
- ❖ Other construction materials suppliers
- ❖ Other financial service providers
- ❖ Other public bodies
- ❖ Other recruitment agencies & service providers
- ❖ Other Social Care & Social Service Providers
- ❖ Other social care and services
- ❖ Other Technical Consultants
- ❖ Other Waste Disposal Suppliers
- ❖ Outdoor Lighting suppliers
- ❖ Partitions, Dry Lining & Suspended Ceiling Suppliers
- ❖ Plumbing, Heating & AC (HVAC) Contractors
- ❖ Printer, copiers and MFD suppliers
- ❖ recycling service providers
- ❖ Sewerage and Drainage Service Providers
- ❖ Software as a Service Providers
- ❖ Solar energy equipment providers
- ❖ Sportswear & Equipment Suppliers
- ❖ Surveyors and Inspectors