



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Annual Procurement Report

1st April 2022 to 31st March 2023



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1. Introduction

The Procurement Reform (Scotland) Act 2014 (The Act) forms part of the public procurement legislation that governs how Scottish public bodies buy their goods, services and works and allows maximisation of the economic and social value brought to Scotland from effective and efficient public procurement activity.

The Act requires all public organisations obliged to publish a procurement strategy and to prepare an annual procurement report (APR) on its regulated procurements. This report covers the period from 1st April 2022 until 31st March 2023 and applies to all North Ayrshire Council (NAC) expenditure.

To comply with the Act, NAC is required to prepare a procurement strategy. A Corporate Procurement Strategy (CPS) was published in March 2021 setting out how NAC would approach its external spend on goods, services and works over the period 2021-2023. This strategy is refreshed annually and performance against the strategic objectives is reviewed every 6 months.

NAC recognises the importance and the benefits of effective procurement. The CPS sets out the strategic aims and objectives that will improve, innovate and transform how NAC procures goods, services and works. The 4 strategic aims are to:



The APR includes:

- a summary of the regulated procurements that have been completed during the year covered by the report.
- a review of whether those procurements complied with the authority's CPS.
- the extent that any regulated procurements did not comply, and a statement of how the authority intends to ensure that future regulated procurements do comply.
- a summary of any community benefit requirements delivered as part of a regulated procurement that were fulfilled during the year covered by the report.
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report.
- a summary of steps taken to reduce climate change impact.
- a summary of continuous improvement projects.
- a summary of the regulated procurements the authority expects to commence in the next two financial years.

A regulated procurement process means the seeking of offers to award a contract equal to or more than £2M for works contracts or £50,000 for goods and services (including health & social care) contracts which are governed by rules set out within the Act.

This APR relates to all regulated procurements and will report against the strategy that covered the period 2021-2023.

2. North Ayrshire Council Context

North Ayrshire has a population of around 134,000 and despite some strengths, the area has levels of unemployment, poverty, and inequality well above the Scottish average.

NAC aims to improve the North Ayrshire economy by using North Ayrshire's land and assets, including coastal assets, infrastructure and location-based sector strengths, to draw investment and stakeholder activity to create opportunities for our local business base to participate in those sectors and increase access to good jobs and fair employment opportunities.



The Council Plan

In 2019, NAC published its Council Plan titled “A Council that is Fair for All”¹ which has fairness and equity at its heart and recognises the social, economic and environmental challenges faced within North Ayrshire.

The Council Plan states that NAC:

“Will do everything within our power to be bold, innovative, and pioneering so that we can attract investment, create employment and build a North Ayrshire which makes us proud – a thriving place with a bright future.

We are determined to tackle inequalities and create a society where no one lives in poverty, where the economy is inclusive and where everyone has the same life chances to live fulfilling and healthy lives.”

To achieve the above, NAC has set priorities around People, Places and Our Council and the key priorities are:

Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and young people experience the best start in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ People enjoy good life-long health and well-being
- ▶ People and communities are safe

Inspiring Place

- ▶ Effective infrastructure and digital connectivity
- ▶ Affordable, modern and well-designed homes that meets residents' needs
- ▶ Vibrant, welcoming and attractive places
- ▶ A sustainable environment

Our Council:

- ▶ Recognises there is strength in doing things together.
- ▶ Engages with, listens to and supports communities to be active partners in what we do.
- ▶ Believes in fairness, tackles inequality and bases its decisions on these values.
- ▶ Is ambitious, determined and committed to improving North Ayrshire.

Each key priority has associated priority outcomes many of which the Corporate Procurement Unit (CPU) working with stakeholders can directly help to achieve. The CPS strategic aims contribute to the Council Plan.

Community Wealth Building Strategy

NAC recognises the social, economic, and environmental challenges that it faces and realise the answer is no longer traditional economic growth. In addition to the Council Plan, NAC has embarked on a radical approach to its economy, centered on wellbeing and inclusion called Community Wealth Building (CWB).

CWB is at the heart of the Council Plan, it uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local employment and a larger more diverse business base, ensuring wealth is locally owned and benefits local people. Anchor Institutions are large organisations that are rooted in the area, they employ significant numbers and have real buying and spending power e.g. Councils, Police, Fire and Rescue, NHS, Colleges, and large private organisations.

NAC published Scotland's first CWB strategy² in May 2020. There are five key pillars within the strategy, the first of which is procurement.

The strategy states that:

“Progressive procurement develops dense local supply chains of local enterprises, SMEs, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprises.”

The CWB procurement objective is for NAC to use spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambition. Work continues with both the CPU and the Business Development Team working with local suppliers to maximise the CWB quick quote process, provide greater

visibility of future tender opportunities and offer support and training to help local suppliers to be more competitive and therefore win a greater number of NAC contracts.

The second CWB pillar is fair employment. The strategy states:

[“We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.”](#)

NAC procurement exercises make it mandatory for all suppliers to adopt fair work practices and encourage payment of the real living wage. Community benefit clauses relating to employment and training are also included in all appropriate procurement exercises.

Environmental Sustainability & Climate Change Strategy

On 11th June 2019, NAC declared its own Climate Emergency, committing to act on climate change. The Environmental Sustainability & Climate Change Strategy (ESCCS) 2021-23³ has been developed to support the delivery of NAC’s priorities and continue to work towards a sustainable environment.

The strategy states:

[“North Ayrshire aims to be a council that is ‘Fair for All’, now and for generations to come. This vision extends to the environmental, economic and social pillars of sustainability and is considered in every decision taken relating to our actions.”](#)

The CPS strategic aim to create a more sustainable North Ayrshire supports this strategy.

Links to all plans and strategies mentioned above:

¹Link to full Council Plan [Council Plan 2019-2024](#)

²Link to CWB Strategy [Community Wealth Building Strategy 2020-2025](#)

³Link to ESCCS [Environmental Sustainability & Climate Change Strategy](#) Procurement is a significant activity across NAC and typically NAC spends between

£210m to £230m per annum on external procurement expenditure. Goods, services, and works were purchased from over 3,900 suppliers in 22-23 resulting in over 89,000 invoices requiring to be paid.

Almost 60% of the external procurement expenditure is spent with small and medium sized enterprises (SMEs) and around 26% is spent with local suppliers within the NAC boundary. NAC aspires to increase the spend with local businesses and the CPU and the Business Development Team are working together to support and develop local suppliers to be more successful in winning contracts.

This APR will provide details on performance against the CPS (2021-2023) relating to all regulated procurements and identifies any issues and areas for improvement in subsequent financial years.

The APR owner is Suzanne Quinn, Senior Manager (Corporate Procurement).

3. Summary of Regulated Procurements Completed

NAC completed 80 regulated procurements with a value of £112,073,278.50 during the period of the report. The table below shows a summary of regulated procurement activity.

Table 1 Regulated Procurement Award Summary

| Period 1 st April 2022 to 31 st March 2023 | Total |
|--|------------------|
| Total number of completed procurements | 80 |
| Estimated value of all completed procurements | £112,073, 278.50 |
| Estimated savings to be delivered from the awarded contracts | £6,827,862.11 |
| Number of light touch contracts let during the period | 0 |
| Average number of bids received | 5 |
| % of contracts awarded to SMEs | 75% |
| Average processing time for a procurement exercise | 77 hours |

Further details of each individual procurement including contract reference, contract description, contract value, supplier name(s), contract start date, contract end date and extension periods can be found in [Appendix A](#), and all current live contracts including regulated procurements are publicly available through the organisation's contracts register which can be found on the NAC website using the link below:

<https://maps-north-ayrshire.opendata.arcgis.com/datasets/contract-register/explore?showTable=true>

4. Review of Procurement Compliance

Procurements require to be progressed in accordance with NAC's CPS and all relevant legislation. Details of whether these procurements complied with the CPS and areas of development in future years are detailed below:

Deliver a high-quality procurement service.

To ensure all CPU staff are fully trained and developed to their maximum potential, thereby offering a more strategic and commercial approach to procurement activities.

Performance against Strategy

Compliant areas:

- 3-year development plans in place for Procurement Officers (PO), Assistant Procurement Officers (APO) and Team Managers/Leaders (reviewed at one to ones quarterly).
- Skills Matrix for all staff members reviewed at one to ones quarterly.
- KPIs relating to completing procurement exercises to a high standard and on time and developing staff reviewed at one to ones quarterly.
- Ongoing training, coaching and mentoring provided by Team Leaders, Team Manager and Senior Manager (all procurement exercises and other procurement activity are reviewed at key stages including contract strategy, procurement publication and outcome reporting).
- All staff attend Scottish Government and Scotland Excel training courses (including climate literacy training) ongoing.
- One staff member finalising MCIPS 2023.
- APOs and POs involved in CSM activities.
- Team Manager and Senior Manager involved in Early Buyer Engagement Activities. 11 meetings were held in the reporting period.
- Procurement Development Framework completed by all CPU staff members.

Areas of development in future years:

- One staff member starting CIPS Level 3 2023.
- One staff member starting CIPS Level 4 2023.
- Involvement in early buyer engagement activity for POs.

Deliver a high-quality procurement service.

To ensure that all procurement activity is carried out in a transparent, proportionate, non-discriminative, and accountable manner, in accordance with procurement legislation and NAC's internal governance.

Performance against Strategy

Compliant areas:

- Utilise e-Tendering and P2P systems, to advertise appropriate contracts, place orders, pay invoices and report on all procurement and spend activity.
- Provide user friendly procurement processes and plain English documentation for all NAC employees involved in the procurement process to use. A continuous improvement log is in place to document all ongoing improvements to processes and templates.
- All elements of the contract strategy and tender process are reviewed and appropriately authorised to ensure legal compliance and delivery of best value.
- Obtain Procurement Board approval for new policies, processes, strategies and reports where appropriate.
- Implemented a No PO No Pay Policy.

Areas of development in future years:

- Review current processes and documentation and develop new content when required, in response to changes or new procurement legislation or Scottish Procurement Policy Notes.

Deliver a high-quality procurement service.

CPU staff and service teams work collaboratively to ensure best economic and social value is obtained from all external expenditure.

Performance against Strategy

Compliant areas:

- Work with service teams to develop a contract strategy for each procurement exercise, the strategy should explore topics such as demand management (considering in-house delivery, repair of existing assets, and substitution opportunities), supply market analysis, potential collaborative opportunities, legislation and accreditations, sustainability, community benefits, fair work practices, insurance, information governance, ICT security, TUPE, mobilisation plans and exit strategy requirements.
- Review spend data annually and identify non-compliant spend - work with service teams to ensure contracts are put in place and all non-compliant spend is reported to the Procurement Board quarterly.

- Review and improve Purchase to Pay processes to strengthen controls, increase efficiency and provide useful and up-to-date management information. 2 suppliers have been added to e- invoicing during the reporting period.
- Continue to maintain a procurement waveplan, catalogue of rates and available framework databases utilising PowerBI for all service teams to access.
- Developed a corporate culture and status of procurement as a key feature of CWB. The CPU and Business Development Team continue to identify local suppliers to invite to Quick Quote and the value of local awards via quick quote has increased substantially during this reporting period.
- Issued a customer survey to obtain feedback and improve templates and processes where possible.

Areas of development in future years:

- Involvement in early buyer engagement activity for POs.

Deliver a high-quality procurement service.

Provide visibility to suppliers of future contracting opportunities by maintaining and publishing the contract register, future tender waveplan and Procurement annual reports.

Performance against Strategy

Fully complied.

- Contract register published on the external NAC website.
- Annual report providing details of future waveplan published on NAC external website.
- Work with service teams to maintain an accurate future tender waveplan to enable efficient allocation of procurement resources. The waveplan is shared with the Business Development Team to provide visibility of upcoming opportunities for local suppliers.

Deliver a high-quality procurement service.

To continue to improve procurement performance across NAC as measured by the Scottish Government's Procurement and Commercial Improvement Programme (PCIP).

Performance against Strategy

Fully complied:

- Procurement Board in place and continuous improvement is a standard agenda item.
- E-Invoicing project underway (7 suppliers implemented).
- Developed a PCIP improvement plan to demonstrate procurement compliance

in all relevant assessment areas.

- Continue to work with key services to prepare and undertake the next PCIP assessment in 23.

Deliver value for money.

Work with service teams to develop individual contract strategies aligned to the Council Plan, other NAC strategies and the National Performance Framework for all procurements (above £50K for supplies and services and above £500K for works) ensuring that key areas that deliver economic and social value are fully considered for whole life costs e.g. demand management, spend analysis, market analysis, cost/quality ratios, risk assessments, sustainability, innovation, TUPE, community benefits, fair working practices, and KPI's.

Performance against Strategy

Compliant areas:

- Continue to think innovatively and strategically about NAC's needs and the range of options for delivery at contract strategy stage including demand management options (aligned to the Council Plan and National Performance Framework).
- Carry out early market engagement to encourage bid participation and increase competition and obtain essential market information to help inform the specification and tender documents.
- Carry out thorough market research and end user research, where appropriate to understand the market and end user's needs. Research is carried out for all procurement above £50K for supplies and services and £500K for works.
- Consider risk, fair work practices and applicable community benefits for all procurements, where appropriate.
- Developed and improved the contract strategy template to capture essential information to reflect all future requirements.
- Undertaken more frequent benchmarking exercises to understand costs and demonstrate value for money from tender activities.

Areas of development in future years:

- Continually develop and improve the contract strategy template to capture essential information to reflect all future requirements.

Deliver value for money.

Generate value from utilising collaborative contracts with other Councils, Scotland Excel, Scottish Government and anchor institutions.

Performance against Strategy

Compliant areas:

- Rationalise existing collaborative frameworks to rationalise products, use alternative products and maximise rebates.
- Run mini competitions from Scotland Excel, Scottish Government and Crown Commercial Services frameworks.
- Seek opportunities to collaborate with neighbouring local authorities and other public sector bodies.

Areas of development in future years:

- Work with Anchors in the Community Planning Partnership to explore procurement spend, with potentially joint procurement activities.

Deliver value for money.

Work with the Procurement Board to maximise savings from national frameworks, through product rationalisation, taking advantage of rebates and utilising the best quality supplier(s) at the optimal price.

Performance against Strategy**Fully complied:**

- Discuss savings and rationalising frameworks at quarterly Procurement Board meetings.

Deliver value for money.

Carry out early supplier and end user engagement to create robust specifications that accurately reflect NAC's requirements.

Performance against Strategy**Fully complied:**

- Carry out pre-market engagement with suppliers and service users/communities to help develop contract strategies and specifications that more accurately reflect requirements.

Deliver value for money.

All officers involved in procurement understand they have a responsibility to deliver best value and are open to changing specifications, service delivery/redesign, mobilising new suppliers and robust contract and supplier management.

Performance against Strategy**Fully complied:**

- Provide Contract Standing Orders training to all individuals involved in procurement activities across NAC – online training module has been created and 505 NAC staff members have completed the training by the end of the reporting period.

- Specification development is part of the procurement process for all procurements.
- Early supplier engagement and market research carried out to help develop specifications.
- Contract and Supplier Management Policy implemented 1st April 2022 to provide a streamlined standardised process to deliver value and innovation.
- Robust mobilisation plans discussed at contract strategy stage and included in tender documents.

Deliver value for money.

Monitor, report and work with service teams to rectify non-compliant spend.

Performance against Strategy

Fully complied:

- Annual non-compliant spend analysis carried out to identify spend that should be subject to a competitive procurement exercise. Relevant procurement exercises are progressed.
- Non-complaint spend over £10K reported to Procurement Board quarterly and annually.
- Work with service teams to award compliant future contracts.

Deliver value for money.

All NAC officers to adhere to a Contract and Supplier Management (CSM) Policy to ensure the maximum economic and social value is continually driven from every contract.

Performance against Strategy

Compliant areas:

- All CPU Officers adhere to the CSM Policy, when managing Cat A and Cat B contracts and assisting service teams managing Cat C and Cat C1 contracts.

Areas of development in future years

- Encourage all service teams to adhere to the CSM Policy.

Create a more sustainable North Ayrshire.

Ensure that all external expenditure is procured sustainably and ethically whilst encouraging and influencing our suppliers, contractors and service providers to do the same.

Performance against Strategy

Fully complied:

- Ensure all contract strategies consider socio economic and environmental impact and how this can be reduced by ensuring compliance with environmental, social and employment law by issuing terms and conditions for all contracts and by requesting appropriate certification in relevant contracts to meet specific environmental, social, or other relevant characteristics.
- Consider lotting strategies for all contracts, giving cognisance to accessibility of contracts for local businesses, SMEs, Third Sector Organisations, Social Enterprises and Supported Business's.
- Utilise Scottish Governments sustainable procurement tools, prioritisation assessment, sustainability test and life cycle impact mapping.
- Apply relevant and proportionate criteria to technical scoring to ensure that environmental impacts are considered appropriately in tender exercises and include relevant selection questions.

Create a more sustainable North Ayrshire.

Support Community Wealth Building aspirations by improved engagement with local suppliers, social enterprises and supported businesses to help grow local provider capability and capacity and to promote innovation.

Performance against Strategy

Compliant areas:

- Carry out early supplier engagement to encourage local bidders, social enterprises and supported businesses to bid for future appropriate contract opportunities.
- Work with Business Development to maximise local supplier participation in the Quick Quote procurement process.
- Manage a coordinated waveplan of future procurement projects to enable local suppliers, third sector, and SMEs to have future visibility and be able to prepare to bid for future contracts.
- Encourage and support SMEs, third sector, social enterprises, supported businesses and the local business community to engage commercially with NAC and consider at the early buyer engagement stage.
- Capture detailed impact and spend information through sub-contracting or supply chain opportunities from NAC contracts.
- Participate in the CWB Procurement Working Group to maximise collaboration with the other Anchor Institutions.

Areas of development in future years:

- Work with Business Development to fully understand our local businesses and their capability and capacity to supply.
- Work with the Supplier Development Programme to arrange a webinar for local suppliers.

Create a more sustainable North Ayrshire.

Support and seek opportunities to collaborate with neighbouring councils and local anchor institutions.

Performance against Strategy

Compliant areas:

- Consider future collaborative opportunities when reviewing tender waveplan.
- Consider future collaborative opportunities when developing contract strategies.
- Annual collaboration workshop progressed with the POs using the wave plan annual report, considering the 2 year ahead forecast.
- Participate in the CWB Procurement Working Group as part of the CWB Commission to explore opportunities for collaboration with East and South Ayrshire Councils and other Ayrshire Anchor Institutions.

Areas of development in future years:

- For Ayrshire Growth Deal (AGD) procurements ask suppliers, how they will contribute to the AGD priorities.

Create a more sustainable North Ayrshire.

Support NAC's drive to achieve net zero carbon emissions by 2030 by ensuring that every contract strategy takes account of the potential impact on the environment and identifies ways in which the impact can be reduced aligned to our Sustainable Procurement Duty.

Performance against Strategy

Compliant Areas:

- Utilise Scottish Governments sustainable procurement tools, prioritisation assessment, sustainability test and life cycle impact mapping.
- Consider sustainability at the early buyer engagement stage and include relevant requirements in the specification. This may include:
 - Initiatives to reduce environmental impact with the redesign of the service.
 - Sourcing materials from and manufacture products within Scotland and/or the UK to

reduce carbon emissions, where possible.

- Promoting circular economy principle.
- Use selection and technical evaluation questions relating to climate change impact where appropriate, including:
 - Potential suppliers detailing how, through the delivery of the contract, they plan to reduce carbon emissions and resources (both in supply chain and embedded carbon within products):
 - Supplier to submit the annual forecasted baseline for carbon emissions generated in the delivery of the contract.
 - Supplier to detail the activities undertaken to reduce their carbon/environmental impact.
 - Supplier to detail the proportion of materials sourced in Scotland and/or UK.
 - Supplier to detail the changes or reductions in materials/resources.
 - Supplier to report on the annual saving in materials/resources through the changes.
- Created a net-zero roadmap aligned with ESCCS net-zero roadmap, demonstrating how the CPU have supported the net-zero journey.
- Completed 1 FNT2030 template for fleet, demonstrating how this spend category will achieve net-zero by 2030.

Areas of development in future years:

- Complete more FNT2030 templates for waste, ICT, food and construction.
- Consider lowest carbon version on the market, when purchasing.
- Consider whole-life costings when purchasing.
- Implement Climate Change Impact Assessments (CCIA's) for planned projects, in 2023/24 once the guidance and templates are made available through Sustainable Scotland Network. The CCIA will help to understand the way our decisions and projects impact the environment.
- Consider The Public Bodies Climate Change Duties that requires details on how we align spending plans and use of resources to contribute to reducing emissions and delivering emission reduction targets.

Create a more sustainable North Ayrshire.

Maximise opportunities for economic regeneration through the delivery of community benefits for all procurements over 50K for supplies and services and over 100K for works, using a mandatory or voluntary points-based system and monitoring delivery of community benefits every 6 months.

Performance against Strategy

Fully complied:

- Community benefit requirements requested in all procurement exercises over 50K for supplies and services and 100K for works.
- Consider community benefits and job creation at early buyer engagement stage and incorporate in specification and tender documents.
- Wishlist in operation to encourage suppliers to deliver community benefits required by the communities.
- The Community Benefits Officer monitors all community benefits delivered every 6 months.
- Refreshed the Community Benefit Policy and templates to maximise employment opportunities.

Create a more sustainable North Ayrshire.

Ensure all relevant contracts comply with the Health and Safety at Work etc. Act 1974.

Performance against Strategy

Fully complied:

- Ensure health and safety is addressed in all relevant contracts by insisting on adherence to the Health and Safety at Work etc. Act 1974, requesting ISO450001 or equivalent policies and scoring risk and health and safety practices as part of the technical evaluation.

Create a more sustainable North Ayrshire.

To procure food to improve health, wellbeing and education and promote high standards of animal welfare.

Performance against Strategy

Fully complied:

- Specify food procurements to ensure nutritional quality is addressed, seasonal products are purchased, and unnecessary use of natural resources is avoided and requesting certification relating to animal welfare standards.

Create a more sustainable North Ayrshire.

Ensure prompt payment to suppliers and sub- contractors.

Performance against Strategy

Fully complied:

- Aim to pay all suppliers within 30 days of receipt of an accurate invoice and encourage prompt payment to sub-contractors (within 30 days), using the appropriate terms and conditions and addressing via the pre-qualification and CSM process.

Tackle inequality and poverty in North Ayrshire.

Ensure all contracts promote the payment of the Real Living Wage and fair working practices for all employees engaged in the delivery of Council contracts.

Performance against Strategy

Fully complied:

- Encourage payment of the real living wage. As required by NAC and the Living Wage Scotland Accreditation.
- Score fair work first (including living wage) in all relevant contracts.
- Carry out annual review of Living Wage status of all applicable contracts and prepare action plan, if required.
- Check all suppliers Living Wage Accreditations are Genuine on the [Living Wage Scotland Employer Directory](#).
- Refer all suppliers who are not Living Wage accredited or do not pay Living Wage to all suitable staff to the Fair Work Ayrshire Team to enable them to encourage payment/accreditation status.

Tackle inequality and poverty in North Ayrshire.

To eliminate modern slavery from all Council contract supply chains.

Performance against Strategy

Fully complied:

- Include mandatory agreement to NAC's Modern Slavery and Human Trafficking code of conduct in all procurement exercises.
- Publish Modern Slavery and Human Trafficking whistle blowing process on the NAC external website.
- All CPU staff complete CIPS Ethical Supply Chain Training annually.

Tackle inequality and poverty in North Ayrshire.

Reviewing procurement process to identify and mitigate the risks associated with Serious and Organised Crime.

Performance against Strategy

Compliant Areas:

- Adhere to the Police Scotland Protocol regarding organised crime, sharing prospective bidders and responding to concerns from Police Scotland.

Tackle inequality and poverty in North Ayrshire.

Work closely with partners and providers to maximise the opportunities to tackle inequality and provide training and employment opportunities through community benefits clauses.

Performance against Strategy

- Include community benefits relating to education, training and employability opportunities in all appropriate tenders.
- The Community Benefits Officer Works with suppliers and service teams to ensure contractual community benefits promised are utilized.
- Refreshed Community Benefit Policy and templates to maximise employment opportunities.

5. Community Benefit Summary

A summary of community benefits delivered are detailed for the period of the report in Table 2 Community Benefits Delivered below.

NAC has a strong track record in delivering social and environmental benefits through its procurement activity. Community benefit clauses provide a means of achieving sustainability in public contracts.

Community benefit requirements are detailed in NAC's Community Benefit Policy and are laid out in NAC's Community Benefits Menu, which allocates points to community benefits based on the value of a contract. The menu is broken down into the following areas:

- Employment - unemployed person, modern apprentice, graduate apprentice and other.
- Employability and Skills - work experience, career and employability sessions and job fayres.
- SMEs - one to one mentoring, encouraging SME sustainability offerings.
- TSO (Third Sector Organisations) – workshops.
- Education – work experience, school projects, career and employability sessions, attendance at school career events.
- Community Wish List - delivery of community and Third Sector requests for support from the [NAC Community Benefit Wish List](#).
- Suppliers are also encouraged to sub-contract to SMEs, TSOs and Supported Businesses.

Community benefits are an important element of the sustainable procurement duty and the steps taken by NAC to include community benefit requirements demonstrates compliance with that duty.

The Act states, community benefits must be considered for all procurements at or above £4 million in value. NAC requests community benefits for all procurements from £50,000 to £499,999 for supplies and services and £100,000 to £499,999 for works on a voluntary basis and for procurements above these values on a mandatory basis. This is a lower threshold, therefore achieves significantly more community benefits across wider contracts.

Table 2 below provides details of all community benefits delivered for contracts over £50,000 for supplies and services and over £100,000 for works, and not just regulated contracts.

Table 2 Community Benefits Delivered

| Procurement Community Benefits | Total |
|---|---|
| Total value of contracts awarded | £112,073,278.50 |
| Total number of contracts awarded | 80 |
| Total contracts awarded with community benefit requirements | 35 |
| Total contracts awarded over £4 million | 4 |
| Total contracts awarded over £4 million with community benefit requirements | 3 |
| Number of jobs filled by priority groups | 2354 weeks (45 jobs) |
| Number of apprenticeships filled by priority groups | 1160 weeks (22 jobs) |
| Number of work placements for priority groups | 7 |
| Number of SME workshops | 4 |
| Number of TSO workshops | 2 |
| Number of school projects | 5 |
| Number of community projects / support for community groups | 19 |
| Number of wish list projects delivered | 32 |
| Other community benefits delivered | <ul style="list-style-type: none"> • 7 x employability sessions • 11 x employment fairs. <p>Saica Natur is also working with NAC's STEM Co-Ordinator to create curriculum</p> |

| Procurement Community Benefits | Total |
|--------------------------------|--|
| | related content in relation to recycling. Planned activities include a school resource pack and a live lesson around climate learning. |

The contracts awarded without community benefits include various single tender actions, the National Care Home Contact (NCHC) and SDS Option 2s, which would not be suitable for community benefits.

Scotland Excel will also report community benefits that have been delivered as a result of NAC spend through direct awards and mini competitions. These community benefits are not included in this report.

6. Supported Business Summary

A summary of the steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report are noted below.

- Reserving contracts to supported businesses is considered when the contract strategy is being developed and is applied if applicable.
- The Scottish Government Commodities Reserved for Supported Business Framework is published on NAC's intranet site to encourage spend through the framework where appropriate.

The total spend with supported businesses for the period covered by the APR was £75,532.48, which has more than doubled since the last reporting year.

This spend covers employee clothing and uniforms, furniture and fittings, and road signage.

7. Climate Change and Sustainable Procurement

NAC declared its own Climate Emergency on 11th June 2019, committing to act on climate change. The ESCCS has been developed to support the delivery of NAC's priorities and continue to work towards a sustainable environment. The CPS strategic aim to "create a more sustainable North Ayrshire" supports the ESCCS by utilising the Scottish Government sustainable procurement tools to ensure climate change and sustainable procurement is addressed in all procurement exercises. The tools utilised include:

- Flexible framework assessment tool
- Prioritisation tool
- Life cycle impact mapping
- Sustainability tests
- Climate literacy training eLearning

Selection and award criteria aimed at reducing climate change impact is also included in all relevant procurements.

The Climate Change Steering Group is chaired by NAC's Cabinet member for Economy and Climate Change for NAC and other group members include NAC representatives (Executive Director of Place and Head of Service for Sustainability, Corporate Property & Transport) and representatives from Ayrshire College, Police Scotland, Scottish Fire & Rescue Service, NHS Ayrshire & Arran, KA Leisure, Community Groups, Industry Sectors and youth representatives.

The remit of the groups is to:

- Act as a sounding board and critical friend to support and challenge the implementation of the North Ayrshire Environmental Sustainability and Climate Change Strategy.
- Bring ideas, lessons learned and best practice from elsewhere in the UK and internationally around climate change mitigation and adaptation.
- Advise on approach to achieving net zero carbon by 2030.
- Contribute wider policy knowledge on the sustainability and climate change agenda.
- Promote North Ayrshire's actions on climate change.
- Contribute to the review and refresh of the North Ayrshire Council
- Environmental and Climate Change Strategy as required.

The CPU created a sustainable case study in collaboration with the relevant internal service team for the contract below:

- NAC/5094 Design and Build of Solar PV Farms at Nethermains, Kilwinning and Shewalton, Irvine

And are also in the process of creating case studies for the contracts below, which will be reported in the next APR.

- NAC/QQ/5138 Design and Build of 6 Amenity Bungalows at Afton Court, Stevenston (using modern methods of construction).
- NAC/5075 Millport Flood Protection Scheme
- NAC/MC/5100 Sustainable Business Travel
- NAC/MC/5014 Electric Vehicle Charge Points

The CPU are currently working with Scottish Government to publish all case studies which can be found [here](#) when published.

The CPU have also created a net-zero roadmap in collaboration with the Energy and Sustainability Team that aligns with the ESCCS net-zero road map, which demonstrates how the CPU supports NAC to achieve its net-zero ambitions.

The CPU have also completed our first FNT2030 template in collaboration with the Transport Team for fleet that demonstrates and monitors how this category of spend will achieve its net-zero ambitions by 2030. Further templates for additional categories of spend including waste services and ICT will be completed in future years.

The contracts detailed below in Table 3 were awarded during the APR year. These projects support reduction of climate change impact and sustainable procurement and are a mixture of regulated and non-regulated procurements:

Table 3 Climate Change and Sustainable Procurement Contracts

| Contract Ref | Contract Title |
|---------------------|---|
| NAC/5075 | Millport Flood Protection Scheme Construction |
| NAC/DA/5047 | Millburn Millport Flood Protection, West Bay Road Design |
| NAC/DA/5049 | Millport Coastal Flood Protection Scheme - Construction Phase Design Support |
| NAC/MC/5100 | Sustainable Business Travel |
| NAC/MC/5101 | NEC4 ECC Project Management for Millport Coastal Flood Protection Scheme |
| NAC/STA/5166 | Grid Connection Costs for Nethermains Solar PV Farm |
| NAC/STA/5168 | Grid Connection Costs for Shewalton Solar PV Farm |
| NAC/5019 | Servicing & Maintenance of Non-Domestic Solar Photovoltaic Systems & Provision of a Remote Solar PV Monitoring System |
| NAC/5091 | Provision of Electrical Re-Wiring Contracts to Residential Properties at Various Locations within North Ayrshire |
| NAC/5134 | Supply, Delivery, Planting & Maintenance of New Woodland at Lochshore Park |
| NAC/DA/5033 | Provision of a Corporate Telematics Solution |
| NAC/MC/5082 | B714 Re-alignment Design |
| NAC/MC/5090 | Central Heating and Electrical Wiring 2nd Call off 2022-23 |
| NAC/MC/5104 | Supply & Delivery of LED Luminaires |
| NAC/QQ/5209 | Site Investigation for Proposed Woodland Creation, Cairnmount East, Irvine |
| NAC/QQ/5138 | Design and Build of 6 Amenity Bungalows at Afton Court, Stevenston |
| NAC/QQ/5172 | Supply and Installation of Solar Road Studs, Glengarnock |
| NAC/QQ/5157 | Largs Seawall - Ground Investigation Works |
| NAC/QQ/5167 | Provision of a Fleet Decarbonisation Consultant |
| NAC/QQ/5176 | Provision of an Energy Consultant to North Ayrshire Council |
| NAC/QQ/5217 | Supply and Installation of Fixed and Portable Gensets to Various North Ayrshire Council Sites |

NAC also complies with the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 which requires Public Sector Bodies to publish annual climate change reports. The report for 2021/2022 was submitted in November 2022. The CPU contribute to compliance with climate change duties by procuring and awarding contracts that reduce climate change impact, using sustainable procurement tools (detailed above) and including appropriate selection and award criteria in relevant procurements.

The CPU have also completed the activities noted below within the report period:

- Attended Adaptation Workshop with Energy and Sustainability Team.
- Completed the ESCCS Implementation Plan Monthly Update for the Energy and Sustainability Team.
- Completed the Adaptation Capability Framework Questionnaire for the Energy and Sustainability Team.
- Completed the Public Bodies Climate Change Duties report for the Energy and Sustainability Team.

8. Continuous Improvement

NAC's CPU continually assess processes, procedures, templates and ways of working, to identify lessons learned and consider ongoing improvement in relevant areas.

Suggestions for improvement are a standing agenda item at monthly CPU meetings and post projects reviews are completed for all procurement exercises undertaken. Lessons learned are recorded and remedial action is taken for future procurements to ensure continuous improvement.

A Procurement Improvement Action Plan has been created that outlines improvement activities ongoing during the reporting period. Some of the activities are detailed below:

- PCIP improvement plan
- Staff development
- Assessment bi-annually of performance against strategic aims
- Customer and supplier surveys
- Post project reviews
- Contract and Supplier Management (CSM) Policy
- No PO No Pay Policy
- Benchmarking

An improvement log has also been created to record details of improvements implemented and the impact of the changes.

New processes implemented in APR year are detailed in Table 4 below:

Table 4 Continuous Improvement Projects

| Description | Purpose |
|---|--|
| Implementation of a Contract & Supplier Management (CSM) Policy | To enable a standard approach to CSM throughout the Council, to make efficiencies and savings, take advantage of innovation, and ensure relevant information is captured to reflect performance against the National Performance Framework |
| Procurement Improvement Action Plan | To ensure continuous improvement in all aspects of procurement activity and staff development to ensure all team members reach their maximum potential. |
| Customer and Supplier Surveys | To capture essential feedback from internal customers and suppliers to record lessons learned and implement actions for continuous improvement. |
| Skills Matrix and KPIs for staff development | To measure skill gaps and performance against relevant KPIs for all staff to ensure continual development and excellent performance |
| Creation of a climate case study template | To provide a standard template to capture case study information on climate impact reduction projects and the CPUs role in supporting the project |
| Creation of an in-house vs outsource template | To provide a standard template to capture the relevant information to consider costs and the pro and cons of purchasing externally or delivering in-house |
| Implementation of a No PO No Pay Policy | To encourage good P2P practice, ensuring all orders are processed via the relevant P2P system and approved prior to placing the order. |
| Recorded evaluator training | To provide on-line training for all internal service teams and external consultants evaluating procurement exercises to ensure compliance with best practice and relevant governance. |
| Creation of a Strategic Training Plan | To clearly document all training needs, linked to the relevant strategic aims and identify relevant training supports to ensure all needs are fulfilled. |

9. Future Regulated Procurement Summary

A forward plan of anticipated regulated procurements NAC expects to commence in the next two financial years are included in [Appendix B](#).

68 contracts are anticipated to be awarded with an approximate value greater than £141M. It is also anticipated that 23 mini competitions with an approximate value of £94M will be undertaken (only suppliers included in the call-off frameworks will be invited).

This information gives suppliers notice of future opportunities in the next two years.

Acting in a transparent and proportionate manner is an effective way for NAC to encourage competition and achieve better value for money in its procurements. It also promotes wider participation in the public procurement process.

Appendix A Regulated Procurement Summary

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|--------------------|---|--|---------------------|---------------|---|---------------------|---|---|
| NAC/4312 | Wellbeing and Recovery College | Recovery Across Mental Health (RAMH) | Paisley | 25/03/2022 | £654,975.00 | 01/07/2022 | 30/06/2025 | 30/06/2027 |
| NAC/4314 | Provision of a Supported Living Service (Supported Accommodation) - Lot 2 - Caley Court, Stevenston | Key Housing Association Limited | Glasgow | 30/11/2021 | £5,736,610.00 | 01/06/2022 | 31/05/2025 | 31/05/2031 |
| NAC/5019 | Servicing & Maintenance of Non-Domestic Solar Photovoltaic Systems & Provision of a Remote Solar PV Monitoring System Lot 1 - Servicing & Maintenance of Solar PV Systems Lot 2 - Provision of Solar PV Monitoring System | Emtec Energy Limited & FES Support Services Limited | Hamilton & Stirling | 28/06/2022 | £250,000.00 | 29/06/2022 | 28/06/2025 | 28/06/2027 |
| NAC/5020 | Measured Term Contract for Supply, Installation and Repair to Floor Finishes Lot 1 - Non-Housing Work Lot 2 - Housing Work | Bell Decorating Group Limited & Muirgroup Interiors | Airdrie & Glasgow | 28/04/2022 | £1,772,500.00 | 06/06/2022 | 05/06/2025 | 05/06/2027 |
| NAC/5063 | Provision of a New Build Cemetery, Kilwinning | D. McLaughlin & Sons Limited t/a McLaughlin Construction | Irvine | 25/04/2022 | £1,094,668.62 | 16/05/2022 | 27/02/2023 | 27/02/2023 |
| NAC/5070 | Additional Print Services Lot 1 - Flyers, Leaflets, Posters and Pre-Paid Envelopes Lot 2 - Stickers and Bin Hangers (Vinyl) | Broadway Publishing Limited t/a Printloft, Fasprint Services (Irvine) Limited, Inc Dot Com Limited, Lexon (G.B.) Limited t/a Lexon Group, Mackay & Inglis Limited, McAllister Litho Glasgow Limited and Potts Print (UK) Limited | Various | 18/03/2022 | £124,992.00 | 04/04/2022 | 15/08/2025 | 15/08/2025 |
| NAC/5074 | Framework Agreement for the Refurbishment of Sheltered Housing Units (incorporating 1st Call-Off) | D. McLaughlin & Sons Limited t/a McLaughlin Construction, Fleming Buildings Limited, James Frew Limited, MPMH Construction Limited, Procast Building Contractors Limited and Redpath Construction Limited | Various | 21/02/2023 | £18,200,000.00 | 22/02/2023 | 21/02/2026 | 21/02/2027 |
| NAC/5075 | Millport Flood Protection Scheme Construction | Van Oord UK Limited | Small Dole | 07/12/2022 | £35,613,519.83 | 03/01/2023 | 10/07/2024 | 10/07/2024 |
| NAC/5078 | Ardrossan Marina Extension Engineering Consultancy | Ramboll UK Limited | London | 26/04/2022 | £79,211.00 | 27/04/2022 | 26/06/2023 | 26/09/2023 |
| NAC/5081 | Surface Dressing Works | Kiely Bros Limited | Birmingham | 17/04/2022 | £528,320.16 | 01/05/2022 | 31/08/2022 | 31/08/2022 |
| NAC/5083 | Loss Adjuster Services | Questgates Limited | Birmingham | 20/06/2022 | £300,000.00 | 01/07/2022 | 30/06/2025 | 30/06/2027 |
| NAC/5084 | Property Management Services | Graham + Sibbald Property Management LLP | Ayr | 03/10/2022 | £661,500.00 | 03/10/2022 | 30/09/2025 | 30/09/2027 |
| NAC/5087 | Construction of Walkway at Lochshore with Associated Landscaping Works | John McGeady Limited | Blantyre | 12/05/2022 | £971,360.00 | 16/05/2022 | 07/10/2022 | 18/11/2022 |
| NAC/5089 | Provision of Internal & External Hand / Grab Rails for North Ayrshire Mainland, Arran and Cumbrae | Acatch Environmental & Property Services Limited | Ayr | 21/09/2022 | £264,723.18 | 22/09/2022 | 21/09/2025 | 22/09/2026 |

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|-------------------------|--|--|-----------|---------------|---|---------------------|---|---|
| NAC/5090 | Framework Agreement for Painting and Decorating Works Lot 1 - Non-Domestic Properties Lot 2 – Domestic Void Properties | Bell Decorating Group Limited, Dobie and Son Limited T/A Dumbreck Decorators, Fisher Decorating Services Limited and Mitie Property Services (UK) Limited | Various | 06/03/2023 | £2,720,000.00 | 07/03/2023 | 06/03/2025 | 06/03/2027 |
| NAC/5091 | Provision of Electrical Re-Wiring Contracts to Residential Properties at Various Locations within North Ayrshire (Incorporating the 1st Call-off) | City Gate Construction (Scotland) Limited, G D Chalmers Limited, Green Home Systems Limited & McTear Contracts Limited | Various | 25/10/2022 | £3,348,998.00 | 26/10/2022 | 31/03/2024 | 31/03/2026 |
| NAC/5091 (1st call-off) | Initial Works Package of Electrical Re-Wiring to Residential Properties at Various Locations within North Ayrshire | McTear Contracts Limited | Wishaw | 25/10/2022 | £445,567.65 | 26/10/2022 | 31/03/2023 | 01/04/2023 |
| NAC/5092 | Access Services to fulfil Statutory Obligations | The Key Centre Limited | Irvine | 12/08/2022 | £109,017.60 | 22/08/2022 | 21/08/2025 | 21/08/2025 |
| NAC/5093 | Supported Living Service for Adults with Enduring Mental Health Problems | The Richmond Fellowship Scotland Limited | Stepps | 12/10/2022 | £3,352,938.00 | 08/12/2022 | 07/12/2025 | 07/12/2029 |
| NAC/5095 | Installation and Maintenance of Network Cabling and Related Services | Thomson Alarm & Communication Systems Limited | Dalry | 09/08/2022 | £480,000.00 | 15/08/2022 | 31/07/2025 | 31/07/2026 |
| NAC/5098 | The Provision of Self-Harm Support Services | Penumbra | Edinburgh | 09/09/2022 | £239,888.04 | 01/10/2022 | 30/09/2025 | 30/09/2028 |
| NAC/5103 | Ground Investigation Works for B714 Upgrade | Raeburn Drilling & Geotechnical Limited | Hamilton | 10/11/2022 | £779,990.93 | 21/11/2022 | 01/05/2023 | 01/05/2023 |
| NAC/5111 | Graphic Design and Digital Media Services Framework Lot 1 - Graphic Design (Branding, Material – Online and Print, Animation, and Illustration) Lot 2 - Film Making and Virtual Tours | Advertisingworks Scotland Limited, Bread and Butter Creative Limited, Bruce Macaulay t/a 6274.scot, Civic Computing Limited, Comharra Solutions Limited, David McColm t/a Visualise This, Heehaw Limited, Nicola Vallane t/a Rockpool Graphic Design, Paul Hartley t/a Ingenious Creative, Solutions on Demand Limited, We Do Fruition Limited & Whitewall Marketing Limited | Various | 01/02/2023 | £420,000.00 | 01/02/2023 | 31/01/2025 | 31/01/2026 |
| NAC/5112 | MTC Inspection, Servicing and Repairs to Fire Suppression Systems | FES Limited | Stirling | 21/02/2023 | £300,000.00 | 26/02/2023 | 25/02/2026 | 25/03/2028 |
| NAC/5134 | Supply, Delivery, Planting & Maintenance of New Woodland at Lochshore Park | RTS Forestry Limited | Crieff | 09/03/2023 | £72,637.65 | 14/03/2023 | 13/03/2028 | 13/03/2028 |
| NAC/DA/5029 | Physical Mail Services - Direct Award against the Scottish Government Postal Services Framework (SP-19-035) | Royal Mail Group Limited | London | 05/04/2022 | £185,618.24 | 18/04/2022 | 17/04/2026 | 17/04/2026 |
| NAC/DA/5033 | Provision of a Corporate Telematics Solution - Direct Award against the Crown Commercial Services RM6143 Vehicle Telematics Hardware and Software Solutions Framework Lot 1 - Supply of Vehicle Telematics Hardware, Software and Associated Products | INSEEGO UK Limited | Leeds | 18/02/2022 | £307,525.00 | 29/04/2022 | 28/04/2027 | 28/04/2027 |
| NAC/DA/5040 | Provision of Childcare Voucher Scheme, Employee Benefits Portal and Cycle to Work Scheme - Direct Award against Crown Commercial Services Framework - RM6133 Lot 1 - Employee Benefits | Edenred (UK Group) Limited | London | 01/07/2022 | £100,000.00 | 01/07/2022 | 30/06/2025 | 30/06/2026 |

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|--------------------|---|---|--------------|---------------|---|---------------------|---|---|
| NAC/DA/5041 | Health and Safety Incident Reporting System - Direct Award against the Crown Commercial Service G-Cloud 12 Framework Agreement (RM1557.12) | Evotix Limited | Glasgow | 31/10/2022 | £117,960.00 | 31/10/2022 | 30/10/2024 | 30/10/2026 |
| NAC/DA/5042 | Contact Centre Telephony Services - Direct Award against the Crown Commercial Service G-Cloud 12 Framework Agreement (RM1557.12) Lot 2 – Cloud Software | Netcall Technology Limited | Bedford | 23/11/2022 | £264,960.00 | 13/10/2022 | 12/10/2024 | 12/10/2026 |
| NAC/DA/5043 | B714 OBC Work Package - Direct Award against SXL Engineering & Technical Consultancy Framework (SXL 08-20) Lot 2 Transportation & Traffic | SYSTRA Limited | London | 13/07/2022 | £173,500.00 | 14/07/2022 | 31/03/2023 | 31/03/2023 |
| NAC/DA/5044 | Renewal of Microsoft Unified Advanced Support - Direct Award against the Crown Commercial Service G-Cloud 12 Framework Agreement (RM1557.12) | Microsoft Limited | Reading | 22/11/2022 | £120,770.00 | 30/12/2022 | 29/12/2024 | 29/12/2024 |
| NAC/DA/5045 | Sheriff Officer and Diligence Services for Legal Services - Direct Award against SXL 06-19 Sheriff Officers | Stirling Park LLP | Glasgow | 15/12/2022 | £330,000.00 | 03/01/2023 | 02/01/2026 | 02/01/2028 |
| NAC/DA/5047 | Millburn FPS, West Bay Road Design - Direct Award against SXL 08-20 Scotland Excel Engineering and Technical Consultancy Framework Lot 5 - Drainage and Flooding | RPS Consulting Services Limited | Abingdon | 27/01/2023 | £67,900.00 | 30/01/2023 | 09/01/2024 | 09/01/2024 |
| NAC/DA/5049 | Millport Coastal Flood Protection Scheme - Construction Phase Design Support - Direct Award against the Scotland Excel Engineering & Technical Consultancy Framework (SXL 08-20), Lot 7 Coastal & Maritime | HaskoningDHV UK Limited | Peterborough | 07/02/2023 | £78,500.00 | 03/01/2023 | 30/09/2023 | 30/09/2023 |
| NAC/DA/5051 | Supply & Delivery of School Uniforms - Direct Award against ESPO Framework 144_19 Personal Protective Equipment & Clothing, Lot 4.1 School Clothing & Footwear | Workwear Uniform Group Limited | Oldbury | 15/02/2023 | £85,000.00 | 15/02/2023 | 31/10/2023 | 31/10/2023 |
| NAC/MC/5007 | Demolition of 5High Rise Flats and Concierge Station at Fullarton Street, Irvine - Mini-Competition against the Scotland Excel Demolition and Deconstruction Framework (Reference: 1119) - Lot 2 Demolition and Deconstruction Works On or Over £50,000 | Dem-Master Demolition Limited | West Lothian | 14/06/2022 | £2,649,659.75 | 01/08/2022 | 31/07/2023 | 31/07/2023 |
| NAC/MC/5070 | Demolition of Flats at Beith, Dalry & Kilbirnie - Mini-Competition against the Scotland Excel Demolition and Deconstruction Framework (SXL 11-19) - Lot 2 - Demolition and Deconstruction Works On or Over £50,000 | JCJ (Demolition & Construction) Limited | Glasgow | 23/06/2022 | £194,290.00 | 01/08/2022 | 30/01/2023 | 30/01/2023 |
| NAC/MC/5082 | B714 Re-alignment Design - Mini-Competition against the Scotland Excel Engineering and Technical Consultancy Framework (08-20) Lot 1 Roads and Structures | Aecom Limited | Glasgow | 07/04/2022 | £914,847.11 | 08/04/2022 | 31/03/2024 | 31/03/2024 |
| NAC/MC/5087 | Cash in Transit Services - Mini-Competition against the Scotland Excel Security Services and Cash Collection Framework (SXL 07-19) Lot 4 – Cash Collection | G4S Cash Solutions (UK) Limited | Sutton | 29/03/2022 | £198,116.06 | 01/04/2022 | 31/03/2027 | 31/03/2029 |
| NAC/MC/5089 | Supply and Installation of Play Equipment at Inland and Coastal Play Parks - Mini-Competition against the Scotland Excel framework 02-15 Outdoor Play Equipment and Artificial Surfaces, Lot 6 Installation | Hawthorn Heights Limited | Eglington | 27/06/2022 | £431,260.00 | 28/06/2022 | 27/06/2023 | 27/06/2023 |

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|--------------------|---|--|-----------------------|---------------|---|---------------------|---|---|
| NAC/MC/5090 | Central Heating and Electrical Wiring 2nd Call off 2022-23 - Mini Competition against NAC/5004 Framework Agreement for the Provision of Central Heating / Combined Central Heating & Electrical Wiring / Electrical Wiring Installations to Residential Properties at various locations within North Ayrshire | McTear Contracts Limited | Wishaw | 23/06/2022 | £1,725,309.45 | 11/07/2022 | 31/03/2023 | 31/03/2023 |
| NAC/MC/5093 | Outdoor Bench Seats and Picnic Bench Sets with Wheelchair Access - Mini-Competition against the ESPO 615_21 Street Furniture Framework Lot 1 – Picnic Bench Seats Lot 2 – Picnic Bench Seats with Wheelchair Access | Wybone Limited | Gateshead | 21/06/2022 | £56,487.85 | 22/06/2022 | 22/11/2022 | 22/11/2022 |
| NAC/MC/5095 | Asbestos Consultancy Services in Non-Domestic Properties within North Ayrshire - Mini-Competition against SXL 24-18 Asbestos Related Works and Services - Lot 1 Asbestos Surveys | Derek Espie t/a Asbestos Analytical Services & Life Environmental Services Limited | Prestwick & Glasgow | 01/02/2023 | £200,000.00 | 06/02/2023 | 05/02/2025 | 05/02/2027 |
| NAC/MC/5098 | Supply & Delivery of Bulk Blown Biomass Pellets and Ash Removal for Largs Campus - Mini-Competition against the Crown Commercial Services National Fuels 2 Framework Lot 3: Solid Fuel and Biomass Fuel | AMP Clean Energy Services Limited | Fort William | 10/06/2022 | £170,500.00 | 14/06/2022 | 31/03/2023 | 31/03/2023 |
| NAC/MC/5100 | Sustainable Business Travel - Mini-Competition against Crown Commercial Services Public Sector Vehicle Hire Solutions Framework Lot 7: UK Car Share (RM6013) | Enterprise Rent -A-Car t/a Enterprise Car Club | Surrey | 19/09/2022 | £400,000.00 | 04/10/2022 | 03/10/2025 | 03/10/2026 |
| NAC/MC/5101 | NEC4 ECC Project Management for Millport Coastal Flood Protection Scheme - Mini-Competition against the Scotland Excel Engineering & Technical Consultancy Framework (SXL 08-20), Lot 9 Project & Commercial Management | Turner & Townsend Project Management Limited | Leeds | 08/12/2022 | £614,142.00 | 03/01/2023 | 03/01/2025 | 03/01/2025 |
| NAC/MC/5103 | Supply & Delivery of Play Equipment for Winton Circus Play Park, Saltcoats - Mini-Competition against the SXL Outdoor Play Equipment & Artificial Surfaces Framework (SXL 02-15), Lot 10 Supply & Delivery – Outdoor Play Equipment | KOMPAN Scotland Limited | Livingston | 23/05/2022 | £109,288.04 | 01/06/2022 | 03/08/2022 | 03/08/2022 |
| NAC/MC/5104 | Supply & Delivery of LED Luminaires - Mini-Competition against Scotland Excel Street Lighting Materials Framework (SXL 26-17) - Lot 1 LED Lanterns Lot 1 - LED Luminaires Lot 2 - Post Tops Lot 3 - Side Entry LED Luminaires | Orangetek Limited | Barton Under Needwood | 17/11/2022 | £185,147.87 | 12/12/2022 | 31/03/2024 | 31/03/2024 |
| NAC/MC/5105 | Supply and Delivery of Sugar Free Iced Drinks and Free on Loan Iced Drinks Machines to North Ayrshire Council Schools and Cafes - Mini-Competition against SXL 16-18 Supply, Delivery & Installation of Hot Beverage Machinery and Supplies Framework Lot 1, Sub Lot 1.3 - Associated Consumables | Karing International Limited | Glasgow | 20/10/2022 | £62,700.00 | 01/11/2022 | 31/10/2024 | 31/10/2026 |

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|--------------------|---|--|----------------|---------------|---|---------------------|---|---|
| NAC/MC/5106 | Cumbræ Ferry Access Detailed Design - Mini-Competition against the Professional Services Framework (NAC/2158) - Lot 3 Transport Planning | RPS Consulting Services Limited | Glasgow | 10/08/2022 | £139,461.14 | 17/08/2022 | 31/03/2023 | 01/04/2024 |
| NAC/MC/5107 | Supply, Support and Maintenance of Oracle SPARC Servers - Mini-Competition against the Crown Commercial Services Technology Products & Associated Services Framework (RM6068), Lot 2 - Hardware & Associated Services | Insight Direct (UK) Limited | Hamilton | 12/08/2022 | £97,667.74 | 14/11/2022 | 13/11/2025 | 13/11/2025 |
| NAC/MC/5108 | Supply and Delivery of Two 32T Hook Loader Vehicles and Two 12T Refuse Collection Vehicles - Mini-Competition against SXL Heavy & Municipal Vehicles Framework (SXL 03-21), Lot 1 Chassis Lot 1 Supply & Delivery of Two 32T Hook Loader Vehicles Lot 2 Supply & Delivery of Two 12T Refuse Collection Vehicles | Motus Group (UK) Limited t/a Motus Commercials | High Wycombe | 08/11/2022 | £636,716.00 | 09/11/2022 | 08/11/2024 | 08/11/2024 |
| NAC/QQ/5155 | Provision of a Device Booking System for 14 Public Libraries, North Ayrshire | Insight Media Internet Limited | Hyde | 06/04/2022 | £54,836.27 | 06/04/2022 | 06/04/2022 | 31/03/2027 |
| NAC/QQ/5180 | Provision of Arboricultural Services | Tivoli Group Limited | Stoke-on-Trent | 11/08/2022 | £55,446.00 | 01/09/2022 | 28/02/2023 | 31/03/2023 |
| NAC/QQ/5194 | Lighting Column Structural Safety Inspections, North Ayrshire | Inspectorate Limited t/a Roch ndt Services | Chinnor | 18/08/2022 | £50,644.00 | 01/11/2022 | 06/01/2023 | 06/01/2023 |
| NAC/SDS/0015 | SDS Option 2 Agreement with North Ayrshire Council | Rainbow Care Services | Ayr | 22/04/2022 | £83,646.56 | 22/04/2022 | 21/04/2023 | 21/04/2023 |
| NAC/SDS/0019 | SDS Option 2 Agreement with North Ayrshire Council | The Mungo Foundation | Glasgow | 04/04/2022 | £76,745.76 | 04/04/2022 | 03/04/2023 | 03/04/2023 |
| NAC/STA/5093 | All Ayrshire Delivery of a Stroke Support Service | Chest Heart and Stroke Scotland | Edinburgh | 25/03/2022 | £242,151.00 | 01/04/2022 | 31/03/2023 | 31/03/2025 |
| NAC/STA/5122 | Provision of a Specialist Huntington's Service | The Scottish Huntington's Association | Paisley | 06/06/2022 | £537,025.00 | 07/06/2022 | 31/03/2025 | 31/03/2027 |
| NAC/STA/5126 | Supported School Transition Services, Largs Locality | Aberlour Child Care Trust | Stirling | 07/06/2022 | £112,000.00 | 20/06/2022 | 19/06/2023 | 19/06/2023 |
| NAC/STA/5127 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | Robert Wynn t/a R&S Cars | Kilwinning | 29/04/2022 | £104,913.12 | 03/05/2022 | 30/06/2027 | 30/06/2027 |
| NAC/STA/5132 | Waste Management ICT System | Whitespace Work Software Limited | Godalming | 09/05/2022 | £129,601.00 | 26/04/2022 | 25/04/2025 | 25/04/2025 |
| NAC/STA/5137 | Signs of Safety Implementation for Children and Families HSCP staff | Leigh Taylor Limited | Edinburgh | 14/06/2022 | £72,900.00 | 20/04/2022 | 30/04/2024 | 30/10/2024 |
| NAC/STA/5138 | Renewal of ESRI Enterprise License Agreement (ELA) | ESRI UK | Aylesbury | 21/07/2022 | £93,873.00 | 01/07/2022 | 30/06/2025 | 30/06/2025 |
| NAC/STA/5142 | Hosting and Support for the Contensis Content Management System | Zengeti Limited | Ludlow | 04/07/2022 | £58,925.50 | 05/07/2022 | 01/07/2025 | 01/07/2025 |
| NAC/STA/5143 | Free School Meal Provision, Food Vouchers | Sodexo Motivation Solutions UK Limited | Milton Keynes | 01/07/2022 | £600,000.00 | 04/07/2022 | 31/03/2023 | 31/03/2024 |
| NAC/STA/5144 | Supply and Delivery of Coated and Uncoated Roadstone | Hillhouse Group | Troon | 19/07/2022 | £300,000.00 | 01/07/2022 | 30/09/2022 | 30/12/2022 |
| NAC/STA/5147 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | Samuel Stephens t/a S&S Taxis | Springside | 02/09/2022 | £212,040.00 | 05/09/2022 | 30/06/2030 | 30/06/2030 |
| NAC/STA/5150 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | Robert Wynn t/a R&S Cars | Kilwinning | 31/08/2022 | £155,610.00 | 01/09/2022 | 30/06/2031 | 30/06/2031 |

| Contract Reference | Contract Description | Company Name | Town | Date of Award | Total Contract Value (£NET incl extensions) | Contract Start Date | Original Contract End Date (excluding extensions) | Contract End Date (incl max extensions) |
|---------------------|---|---|------------|---------------|---|---------------------|---|---|
| NAC/STA/5152 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | David Mclelland t/a Mclelland Taxis | Kilwinning | 16/09/2022 | £183,370.00 | 20/09/2022 | 30/06/2033 | 30/06/2033 |
| NAC/STA/5153 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | Alan Hamilton t/a Viking Taxi | Ochiltree | 17/11/2022 | £167,200.00 | 21/11/2022 | 30/06/2030 | 30/06/2030 |
| NAC/STA/5154 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | John Bennett t/a Bennetts of Kilwinning | Kilwinning | 06/10/2022 | £68,400.00 | 10/10/2022 | 30/06/2025 | 30/06/2025 |
| NAC/STA/5158 | Emergency Children's Residential Placement – Greenview, Phoenix Abbey, Kilwinning | Phoenix Abbey Limited | Kilwinning | 14/03/2023 | £213,200.00 | 15/03/2023 | 14/03/2024 | 14/03/2024 |
| NAC/STA/5164 | Support Service for Child Sexual Abuse/Exploitation | The Notre Dame Centre | Glasgow | 18/11/2022 | £80,000.00 | 21/11/2022 | 30/10/2024 | 30/10/2024 |
| NAC/STA/5166 | Grid Connection Costs for Nethermain Solar PV Farm | Scottish Power Energy Networks Holdings Limited (on Integra as SP Distribution Limited) | Glasgow | 05/01/2023 | £487,730.36 | 06/01/2023 | 30/04/2024 | 30/04/2024 |
| NAC/STA/5168 | Grid Connection Costs for Shewalton Solar PV Farm | Scottish Power Energy Networks Holdings Limited (on Integra as SP Distribution Limited) | Glasgow | 09/01/2023 | £597,610.82 | 10/01/2023 | 31/10/2024 | 31/10/2024 |
| NAC/STA/5172 | Provision of Statutory Transport Journeys to Mirren Park School, Paisley | Cumbræ Contracts Limited | Millport | 28/02/2023 | £125,521.20 | 28/02/2023 | 30/06/2027 | 30/06/2027 |
| NAC/STA/5173 | Provision of Statutory Transport Journeys to Lockhart Campus, Stevenston | Taxi Call (Irvine) Limited | Irvine | 01/03/2023 | £125,697.00 | 03/03/2023 | 30/06/2027 | 30/06/2027 |
| SXL 01-00 (Various) | Care Home Services for Older People let against the National Care Home Contract | The Abbeyfield Irvine and District Society (Abbeyfield House Care Home), Woodbay Limited (Abbotsford Nursing Home), Enhance Healthcare Limited (Arran View Care Home), Buckreddan Care Centre Limited (Buckreddan Care Centre), Woodbay Limited (Burnlea Care Home), H&H Care Homes Limited (Caledonian Care Home), Guthrie Court Limited a member of Four Seasons Healthcare Group (Cumbræ Lodge Care Home), HC One No.1 Limited (Fullarton Care Home), Haylie House Trust Limited (Haylie House Residential Care Home), Hutton Park Limited (Hutton Park Care Home), Moorburn Manor Limited (Moorburn Manor Care Home), ZA Care Limited (Shalom Care Home), Church of Scotland t/a Crossreach (South Beach House Care Home), Scotcare LLP (Thistleknowe Care Home) and Holmes Care Group Scotland Limited (Three Towns Care Home) | Various | 06/04/2021 | £17,945,448.00 | 11/04/2022 | 04/05/2022 | 09/04/2023 |

Appendix B Future Regulated Procurement Summary

| Contract Description Project Title | New, extended or re-let | Estimated Total Contract Value £NET includes extensions | Expected Notice Dates | Expected Award Date | Expected Contract Start Date |
|--|-------------------------|---|-----------------------|---------------------|------------------------------|
| Delivery of Work Experience Programme and Employer Engagement Services | Retender | £200,000.00 | 03/08/2023 | 21/09/2023 | 01/10/2023 |
| Maintenance, Monitoring & Repair of Security Systems | Retender | £1,500,000.00 | 25/10/2023 | 25/02/2024 | 27/04/2024 |
| Decriminalised Parking Enforcement (DPE) Services | New | £800,000.00 | 15/07/2023 | 26/09/2023 | 01/11/2023 |
| For the Provision of Aluminium Door and Window Repairs | New | £101,314.03 | 15/08/2023 | 15/09/2023 | 15/10/2023 |
| Inspection and Maintenance of Indoor Gym and Sports Equipment | Tender | TBC | 15/07/2023 | 01/08/2023 | 01/09/2023 |
| Managing Agent to Deliver Home Energy Efficiency Programmes | Re-tender | £362,913.00 | 15/07/2023 | 28/08/2023 | 11/09/2023 |
| Supply and Delivery of UPVC Materials | Retender | £50,000.00 | 31/08/2023 | 15/10/2023 | 31/10/2023 |
| Pan-Ayrshire Contract for the Provision of Staff Occupational Health and Welfare Services | Retender | £3,586,942.33 | 12/08/2023 | 12/06/2024 | 12/08/2024 |
| Business Support Consultancy | New | £300,000.00 | 01/10/2023 | 01/12/2023 | 12/02/2024 |
| Great Harbour - Marine Facilities | New | TBC | 14/08/2023 | 14/12/2023 | 14/01/2024 |
| Great Harbour - Wharf Design and Repair | New | TBC | 14/08/2023 | 14/12/2023 | 14/01/2024 |
| Window Cleaning Services for Non-Domestic Properties | New | TBC | 15/09/2023 | 17/11/2023 | 01/12/2023 |
| Lone Worker Protection Services | New | £650,000.00 | 01/09/2023 | 30/12/2023 | 30/01/2024 |
| Provision of Electrical Re-Wiring Contracts to Residential Properties (inc. the 1st Call-off) | New | £3,348,998.00 | 01/09/2025 | 28/02/2026 | 01/04/2026 |
| Advice & Support Service for Individuals on the Autism Spectrum (CR states: Community Based Support Service for Individuals on the Autism Spectrum) | Retender | £90,825.00 | 01/09/2023 | 01/02/2024 | 01/04/2024 |
| NPS Software (Revenues and Benefits & Info @ Work) | New | TBC | 03/10/2023 | TBC | TBC |
| Framework Agreement for Provision of Ad hoc Vehicle Repairs & Maintenance Services | New | £900,000.00 | 08/10/2023 | 08/02/2024 | 08/04/2024 |
| Bow top Fencing | Retender | £210,000.00 | 23/10/2023 | 23/01/2024 | 25/03/2024 |
| Telecare Call Monitoring and Alarm Receiving Centre | Retender | £1,069,860.00 | 28/10/2023 | 01/02/2023 | 02/05/2023 |
| Vehicles Recovery and Repair | New | £400,000.00 | 01/10/2023 | 01/12/2023 | 15/12/2023 |
| Employability and Skills Framework Lot 1-4 | New | £12,000,000.00 | 01/01/2024 | 01/06/2024 | 01/08/2024 |
| Provision of Care at Home Services Framework | Retender | £26,411,296.00 | 15/09/2023 | 01/11/2023 | 01/12/2023 |
| Supply of Glazing Materials | Retender | £50,000.00 | 30/01/2024 | 01/03/2024 | 01/04/2024 |
| Housing Advice, Advocacy, and Education Service | Retender | £227,253.00 | 01/02/2024 | 01/05/2024 | 01/07/2024 |
| Measured Term Contract 2019-2022 for the Inspection, Servicing and Repairs of Fire Fighting Equipment | Retender | £750,000.00 | 02/02/2024 | 30/04/2024 | 25/06/2024 |
| Scottish Housing Quality Standards Surveys | Retender | £275,000.00 | 07/04/2024 | 07/06/2024 | 07/06/2024 |
| Delivery of Modern Apprenticeships to North Ayrshire Council | Retender | £159,600.00 | 14/04/2024 | 31/05/2024 | 21/08/2024 |
| Combined Framework for Replacement of Central Heating/Combined Central Heating & Electrical Wiring Installations and electrical rewiring to Residential Properties | Retender | £7,403,900.00 | 01/06/2024 | 02/10/2024 | 02/11/2024 |

| Contract Description Project Title | New, extended or re-let | Estimated Total Contract Value £NET includes extensions | Expected Notice Dates | Expected Award Date | Expected Contract Start Date |
|--|-------------------------|---|-----------------------|---------------------|------------------------------|
| Provision of Banking & Merchant Services (2 lots) | Retender | £805,000.00 | 01/07/2024 | 01/01/2025 | 01/02/2025 |
| Professional Services Framework | New | £23,346,000.00 | 11/07/2024 | 11/02/2025 | 11/05/2025 |
| Water Quality Management Services | Retender | £750,000.00 | 01/08/2024 | 21/02/2025 | 01/04/2025 |
| Wellbeing and Recovery College | Retender | £654,975.00 | 01/10/2024 | 01/06/2025 | 01/07/2025 |
| CCTV Maintenance & Repairs | New | £250,000.00 | 25/10/2023 | 25/02/2024 | 27/04/2024 |
| Mobile Voice Contract against Scottish Governments Mobile Voice and Data Services Framework 2020 (SP-19-002) | Retender | £756,000.00 | 01/11/2024 | 01/03/2025 | 01/04/2025 |
| 3 - Ayrshire First Aid Training Framework | Retender | £234,600.00 | 03/01/2025 | 03/03/2025 | 03/05/2025 |
| Flexible Framework for Early Learning and Childcare Funded Entitlement | New | £18,000,000.00 | 15/08/2023 | 15/09/2023 | 15/10/2012 |
| Provision of Self-Directed Support, Information and Advice | Retender | £488,670.00 | 01/02/2025 | 29/04/2020 | 01/08/2020 |
| CCTV Maintenance Works | New | £377,040.80 | 08/02/2025 | 08/05/2025 | 08/07/2025 |
| Additional Print Services | Retender | £124,992.00 | 16/02/2025 | 16/06/2025 | 16/08/2025 |
| Print Services Framework | Retender | £280,000.00 | 16/02/2025 | 16/06/2025 | 16/08/2025 |
| Access Services to fulfil Statutory Obligations | Retender | £109,017.60 | 22/02/2025 | 30/06/2024 | 22/08/2024 |
| Provision of Property Management Services (Industrial Estate Portfolio) | Retender | £661,500.00 | 15/05/2025 | 15/09/2025 | 01/10/2025 |
| Provision of Cashless Catering, Online Payments and Kitchen Management Software | Retender | £470,274.99 | 01/06/2025 | 01/08/2025 | 01/10/2025 |
| Self-Harm Support Services | Retender | £231,097.04 | 15/06/2025 | 01/08/2025 | 01/10/2025 |
| Pan Ayrshire Framework - Election Services & Postal Vote Management System | Retender | £200,000.00 | 12/08/2025 | TBC | TBC |
| Framework Agreement for the Refurbishment sheltered housing units | New | £25,000,000.00 | 25/08/2025 | TBC | TBC |
| Provision of Treasury Management Services | Retender | £60,000.00 | 06/10/2025 | 31/10/2020 | 03/01/2021 |
| Mental Health Peer Support Service within North Ayrshire | Retender | £320,000.00 | 02/10/2026 | 31/03/2023 | 30/04/2023 |
| Void Clearance/Special Cleans | New | £100,000.00 | Late 2023 | TBC | TBC |
| Mist system maintenance | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Alzheimer's Day Care Service | New | £1,111,760.00 | 2023-2024 | 2023-2024 | 2023-2024 |
| Ash dieback survey | New | £100,000.00 | 2023-2024 | 2023-2024 | 2023-2024 |
| Dalry PS Floor screed repair works | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Demolition Works - Millport Pier | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Demolition Works - Recreation Park | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Early Years Training Providers | New | £90,000.00 | 2023-2024 | 2023-2024 | 2023-2024 |
| EV Charging Points Installation | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Extraction of Gas from Landfill Site (Shewalton) | Retender | TBC | 2023-2024 | 2023-2024 | 2023-2024 |

| Contract Description Project Title | New, extended or re-let | Estimated Total Contract Value £NET includes extensions | Expected Notice Dates | Expected Award Date | Expected Contract Start Date |
|--|-------------------------|---|-----------------------|---------------------|------------------------------|
| Goldcraigs Depot Refurbishment | New | £800,000.00 | 2023-2024 | 2023-2024 | 2023-2024 |
| Irvine Royal Academy Boiler Replacement | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Irvine Royal Fabric Repairs | New | £718,000.00 | 2023-2024 | 2023-2024 | 2023-2024 |
| Skelmorlie Roofing | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Universal Free School works (ramps) | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| Vikingar Re-roofing | New | TBC | 2023-2024 | 2023-2024 | 2023-2024 |
| AGD Cumbrae Marina - Principal Design Team | New | £120,000.00 | 2023-2024 | 2023-2024 | 2023-2024 |