



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# Procurement Strategy 2023 - 2026



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# 1. Introduction

The ongoing volatility in the economic environment continues to severely impact the everyday lives of people throughout the world. Many suppliers and businesses and supply chains of goods, service and works, continue to be adversely affected, and uncertainty is ongoing for local North Ayrshire businesses. North Ayrshire Council (**NAC**) continue to face the challenge of managing high inflation, cost volatility and reduced purchasing power.

## Procurement Strategy

Section 15 of the Procurement Reform (Scotland) Act 2014 requires NAC's Corporate Procurement Unit (CPU) to publish a procurement strategy, and to report annually on the success and compliance with that strategy. This new strategy builds on the successes delivered through the previous strategy that covered the period 2020-2023.

The Procurement Strategy (PS) sets out the strategic procurement vision, mission and enablers and objectives for the period 2023 to 2026 and it applies to all NAC's external expenditure on goods, services, works and social care. The PS will be reviewed annually and refreshed as required to take cognisance of the challenges faced by NAC in terms of the impact of the volatile external environment, and progress against each strategic objective will be reviewed every 6 months and reported to the Procurement Board.

### CPU's vision

**To use our spending power to maximise social, environmental, and economic benefit for the people of North Ayrshire and support sustainable, diverse and local supply chains.**

### CPU's Mission

**We will utilise our procurement expertise and experience to provide solutions that support local and national objectives for inclusive, wealthier, and sustainable communities.**

### CPU's Enablers

**Procurement Professionalism** - The CPU are a team of experienced qualified procurement managers and officers, and all team members are developed/supported to encourage retention and succession planning and to ensure all staff members reach their full potential. A culture of collaboration promotes shared learning.

**Policies and Procedures** - The CPU have a suite of robust plain English, user-friendly templates and polices, and procedures to ensure procurement professionals, internal service teams and suppliers can navigate the procurement process with ease.

**Engagement** - The CPU provide channels for suppliers and internal customers to provide feedback on all procurement processes, policies, and projects with the aim of learning lessons and continually improving.

**Digital Technology** - The CPU utilises PCS and PCS-T to engage with suppliers, and creates efficiencies through use of e-catalogues, e-invoicing, and punch outs. We also gather real time data to allow us to make quick compliant decisions, share information, measure performance, analyse trends and seek out cost saving opportunities and we also utilise SharePoint to embrace agile and flexible working.

The enablers for the PS are essential to ensure all strategic objectives are met.

The PS will also provide an understanding of how the CPU objectives align with the priorities of NAC and Scottish Government and how these objectives will be achieved.

## 2. The Local North Ayrshire Context

North Ayrshire is home to 136,000 people and covers an area of 340 square miles and includes the islands of Arran and Great Cumbrae and Little Cumbrae. North Ayrshire's dramatic coastal scenery, rolling hills and long sandy beaches make it a fantastic place to visit.

The main settlements are Irvine, Kilwinning, Ardrossan, Saltcoats, Stevenston, Beith, Dalry, Kilbirnie, Largs, Dreghorn, Springside, West Kilbride, Seamill, Fairlie, Skelmorlie, Brodick and Millport. The area is proud of its history and there are many tourist attractions including the Maritime Museum, the Heritage Centre in Saltcoats, Kilwinning Abbey and Kelburn Castle. There are also 21 golf courses, centres for water sports and harboursides that offer stunning views.

However, despite these locational strengths, high levels of inequality exist in North Ayrshire, particularly poverty and the associated effects this has. North Ayrshire is one of the most deprived areas in Scotland and deprivation levels are significantly higher than the Scottish average.

### The Council Plan 2023-2028

In 2023, NAC developed and published its [Council Plan 2023-28](#) with a vision for “a North Ayrshire that is fair for all” and a mission to “work together to improve lives our people in North Ayrshire”. There are 4 strategic aims that contribute to the mission and vision:

1. Wellbeing – including a community wealth building approach to a wellbeing economy,
2. Communities and Local Democracy – to develop strong relationships with communities and partners, including third sector and voluntary sector,
3. Climate Change – to achieve net-zero by 2030,
4. A Sustainable Council – including maximising financial flexibilities to help support delivery of priorities.

These strategic aims contribute to the delivery of Scotland's 11 National outcomes under the Community Empowerment (Scotland) Act 2015, and these are published within the National Performance Framework which aims to create a more successful country with more opportunities and better wellbeing for the people of Scotland.

The PS strategic objectives clearly align with the Council Plan strategic aims and the 11 National outcomes, as well as the [Scottish Model of Procurement](#) that sets the principals of embedding sustainability, improving supplier access to public contracts, maximises efficiency and collaboration and delivering savings and benefits. The CPU continue to work closely with stakeholders achieve these aims/outcomes/principals.

### Community Wealth Building Strategy 2020-2025

NAC continue to progress the pillars of the [Community Wealth Building \(CWB\) Strategy](#), that feature throughout the Council Plan. CWB 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 of people and have real buying and spending power e.g., Councils, NHS, Colleges, and large private organisations.

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. The PS actively supports this pillar, by supporting and developing local suppliers to help them win NAC contracts.

The second pillar is employment and NAC have shown the key role that good procurement can play to support the delivery of local jobs through Community Benefits and working with suppliers to promote fair working practices, including payment of the real living wage. Community Benefit clauses (including Jobs, training and work experience) are included in all procurement exercises over 50K for supplies and services and 100K for works and fair work first requirements are included in all procurement exercises over 10K.

## **Health and Social Care Partnership Strategies and Plans**

North Ayrshire Health and Social Care Partnership (HSCP) is responsible for delivering health and social care services in North Ayrshire and they are responsible for some services across Ayrshire and Arran, including acute mental health services. The partnerships are made up of NAC, NHS Ayrshire & Arran, Third Sector Interface in North Ayrshire, and Independent Sector. The CPU support the HSCP procuring essential care services and equipment to help deliver the HSCP [strategies and plans](#).

### 3. Strategy Rationale and Context

The Scottish public sector spends more than £14 billion per annum on goods, services and works and public procurement is governed by a very complex legal landscape. Applicable legislation includes the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016.

Scottish Government also continues to expand the remit and responsibilities of public procurement through the issue of new legislation, Scottish Procurement Policy Notes and Construction Policy Notes.

The Procurement Reform (Scotland) Act 2014 requires NAC to publish a procurement strategy and to report annually on the success and compliance with that strategy.

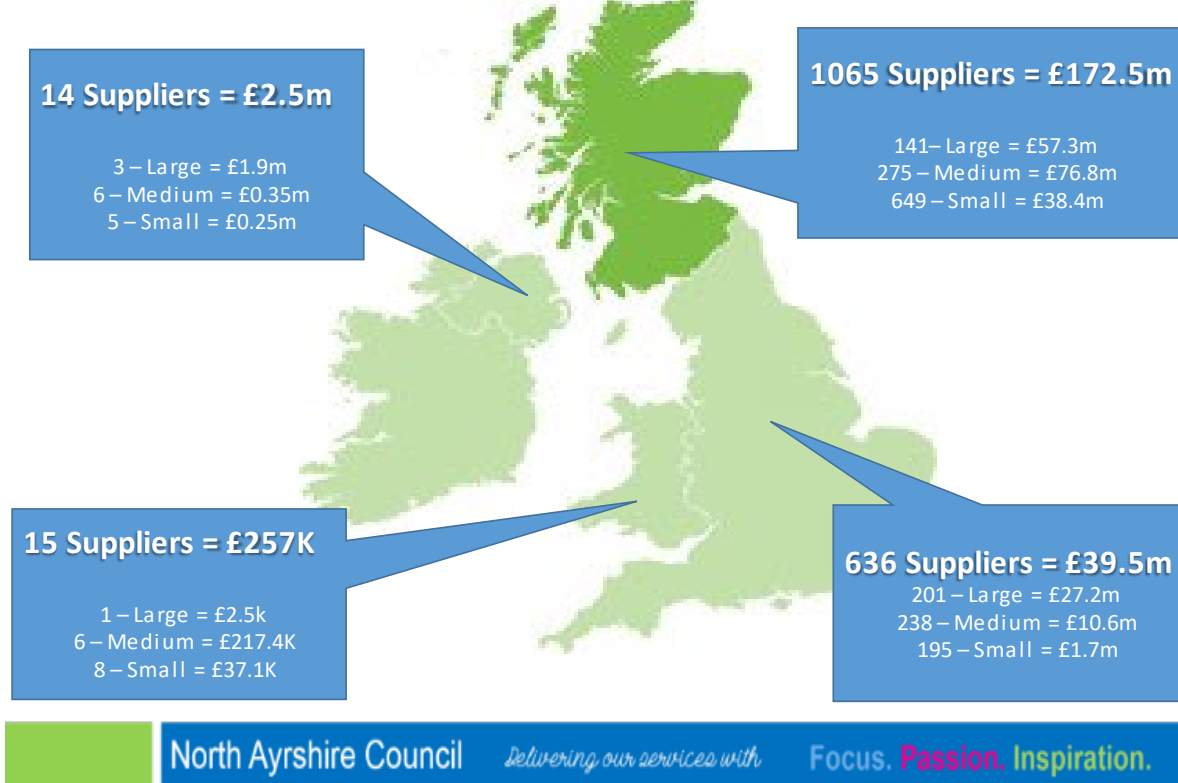
Procurement is a significant activity across NAC with influenceable spend of £221.6 M on the purchase of goods, services, works and social care during the financial year 2022/2023. The table below provides a breakdown of the spend by category for the year 2022/2023.

Category	Total Spend	% Of Total Spend
Construction	£62,301,691.63	28%
Social Care & Services	£61,021,125.04	28%
Facilities Management	£22,955,038.72	10%
Other Goods & Services	£12,629,295.80	6%
Utilities & Energy	£10,138,094.60	5%
ICT	£7,973,382.97	4%
Healthcare	£6,540,789.97	3%
Arts, Sport & Leisure	£6,047,205.57	3%
Vehicles	£3,838,384.00	2%
Travel & Accommodation	£3,371,394.62	2%
Food, Beverage & Catering	£3,171,021.88	1%
Education	£3,043,740.65	1%
Waste & Environmental Services	£2,961,686.76	1%
Human Resources	£2,700,418.80	1%
Financial Services	£1,967,651.32	1%
Security Equipment & Services	£1,932,581.14	1%
Business Support Services	£1,883,408.75	1%
Marketing & Media	£1,308,675.03	1%
Transport	£1,141,360.69	1%
Other categories	£4,721,798.47	2%
Total	£ 221,648,746.41	100%

In line with the Council Plan and CWB aspirations, NAC would prefer to retain as much of the influential spend within the local economy as is possible. Therefore it is important to understand the current geographical spend profile. The graphic below shows the supplier size and location, where known, for the 22/23 spend data.



## Supplier Size and Location (2022-2023)



As per the above graphic, 77% of spend and 62% of suppliers are located in Scotland. Drilling down further we can then see the spend within North Ayrshire.



During the last financial year £57.6m was spent with 925 local suppliers. As part of CWB there is an aspiration for local spend to increase, so a target of 27% has been set, to be achieved by 2024.

To help increase the spend with local companies procurement actions have been agreed as part of the CWB strategy including working with regional partners and anchor institutions.

Work is underway with both the CPU and the Business Support Team working with local suppliers to 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 below regulated procurement process has been adapted to be more inclusive for local North Ayrshire businesses, allowing more opportunities in North Ayrshire to compete for work within NAC.

To successfully deliver the procurement objectives it is key that there is commitment to this PS and any new ways of working from all Service teams across NAC.

## 4. Priorities for Procurement in North Ayrshire Council

The key objectives of the CPU have been created to support the delivery of the Council Plan's strategic aims, aligned to the 11 National Outcomes, while ensuring compliance with legislation. Innovative procurement and a strategic approach to procuring goods, services and works is a fundamental component in the delivery of NAC's vision and priority objectives.

To deliver the required outcomes of the PS there remains a need to implement changes and improvements to ways of working and this will require an open mind and commitment from all officers, across NAC, involved in the procurement process. The CPU will work closely with services teams to achieve the maximum economic and social value across all categories of spend.

The CPU will contribute to the priorities by providing strategic guidance and leadership on all procurement matters, focussing on and directing procurement activities over the longer term, providing a framework of policies, procedures and standards, embracing collaboration, and improvement planning.

The key procurement objectives are to:

- **Develop our team to deliver a professional procurement service,**
- **Deliver financial sustainability and optimise commercial acumen,**
- **Tackle climate change and embrace a circular economy on our net-zero journey,**
- **Create an inclusive North Ayrshire with access to fair jobs,**
- **Support sustainable resilient supply chains and optimise opportunities for local suppliers.**

## 5. Climate & Circular Economy

In 2019, NAC declared a climate emergency and are committed to act now to achieve net zero carbon emissions by 2030. NAC have reviewed the Environmental, Sustainability and Climate Change strategy (ESCCS) and a refreshed strategy was agreed in 2021. The CPU will support the net zero carbon ambition and any new requirements from the ESCCS.

There is a Climate Change Steering Group which is made up of Local leaders with a joined drive to reduce climate impact and achieve zero carbon by 2030.

The [Sustainable Procurement Duty](#) is outlined in the Procurement Reform (Scotland) Act 2014 and it requires public bodies to consider how they will improve the economic, social and environmental wellbeing of their areas in all procurement exercises.

Sustainable procurement is embedded into NAC's procurement processes and the CPU utilise the [Sustainable Procurement Tools](#) provided by Scottish Government and work closely with key stakeholders to ensure that risks are identified, and all opportunities are explored.

The **prioritisation tool** is designed to assist early-stage strategic planning, and brings a standard, structured approach to the assessment of spend categories. NAC utilise the tool annually and complete an assessment of all spend categories.

**Life cycle impact mapping** is used to identify and assess the social and environmental impacts of raw materials, manufacturing and logistics, use and disposal or end of life management.

A **sustainability test** is also completed for all relevant contracts, and this helps to identify social, economic, and environmental factors which must be considered throughout the entire procurement process. The test is completed by referencing results from the prioritisation assessment. Selection and award criteria relating to climate and circular economy is also included in procurement exercises where appropriate.

The **flexible framework assessment tool** is used to assess the current level of performance and the actions required to embed good procurement practice to realise intended sustainable outcomes.

Utilise **eLearning** related to sustainable procurement developed for the public sector in Scotland.

The CPU continuously consider **whether to buy, what to buy, how to buy and how much to buy** as per [SPPN 3/2022 Public procurement - taking account of climate and circular economy considerations](#)

**Whether to buy** – demand management is considered – i.e., can an existing asset be repaired or reused or can we bring a service in-house.

**What to buy** – Can we specify innovative or substitute goods, services and works that reduce climate impact and buy standardised goods to reduce variability.

**How to buy** – Can we include climate selection and award criteria and specify what raw material must be used and how goods will be disposed of at end of life.

**How much to buy** – again demand management is considered – can we consider reducing quantities.

The CPU are creating [climate and circular economy case studies](#) in collaboration with internal service teams to promote best practice, which are published by Scottish Government. They are also completing FNT2030 templates in collaboration with internal services team to demonstrate and monitor and report how specific categories of spend will achieve net zero by 2030.

The CPU have also created a net-zero roadmap in collaboration with the Sustainability Team, that is aligned with the ESCCS and demonstrates and reports how the CPU support NAC's achievement of reduction of climate impact aims.

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 also participate in the activities noted below ongoing:

- Attend Adaptation Workshops with the Energy and Sustainability Team.
- Complete the ESCCS Implementation Plan Monthly Update for the Energy and Sustainability Team.
- Complete the Adaptation Capability Framework Questionnaire for the Energy and Sustainability Team.
- Complete the Public Bodies Climate Change Duties report for the Energy and Sustainability Team.
- Attend Local Heat & Energy Efficiency Strategy (LHEES) consultation workshops that are run to inform the delivery plan of how NAC will reduce energy demand and decarbonise the heat supply of buildings in the area.

## 6. Procurement Strategic Objectives

To support the delivery of the Council Plan and CWB strategy, the PS has 5 key strategic objectives.

The strategic objectives which will improve, innovate, and transform how the CPU operates are summarised in the diagram below:



The strategic objectives and associated actions are detailed in the following pages.

**Appendix 1** provides a Procurement Strategy Action Plan aligned to our key objectives.

## **Strategic Objective 1 - Develop our team to deliver a professional procurement service**

### **Objectives**

- To ensure all CPU staff are fully trained and developed to reach their maximum potential, to offer a more strategic and commercial approach to procurement activities.
- 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.
- To provide visibility of future contracting opportunities by advertising opportunities, maintaining and publishing a Contract Register, tender waveplan, and procurement annual reports.
- Ensure all relevant contracts comply with the Health and Safety at Work etc. Act 1974.
- To procure food to improve health, wellbeing and education and promote high standards of animal welfare.
- Work with service teams to develop a robust contract strategy and specification for each procurement exercise.
- To ensure CPU staff and service teams work collaboratively to ensure best economic and social value is obtained from all external expenditure.
- Continue to improve procurement performance across the council as measured by the Scottish Government's Procurement & Commercial Improvement Programme (PCIP).

### **How our objectives will be met**

- Develop all new and existing CPU staff to be multi-skilled and able to carry out procurement exercises for any categories of spend, through appropriate professional qualifications, training, secondments, and mentoring.
- Identify training needs linked to our strategic objectives detailed in our strategic training plan.
- Deliver training through buddying, coaching, and mentoring and internal and external procurement training courses including climate literacy training.
- Utilise e-Tendering systems, and provide proportionate streamlined procurement and P2P processes, and plain English, user friendly, clear precise documentation for all NAC employees involved in the procurement process to use, that is easy for suppliers to interpret to ensure common understanding.
- Ensure all elements of the contract strategy and tender process are reviewed and appropriately authorised to ensure non-discrimination, legal compliance, and delivery of best value.
- Advertise all contracts electronically using Public Contracts Scotland in line with legislative requirements.
- Publish Annual Reports, PS and Contract Register in line with legislative requirements.
- Review spend data and identify off-contract spend and work with service teams to ensure contracts are in place,
- Review and improve P2P processes to ensure prompt payment to suppliers, strengthen controls, increase efficiency, and provide useful and up-to-date reports.
- Continue to implement e-Invoicing.

- 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.
- 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.
- Work with services teams to develop a robust specification for each procurement exercise.
- Work with service teams to maintain an accurate tender waveplan to provide an overview of all contracts and supplier performance and enable efficient allocation of procurement resources.
- Work with service teams and suppliers to ensure continuous improvement, through regular meetings and using supplier and customer surveys.
- Obtain Procurement Board approval and buy-in for new policies, processes, strategies, and reports where appropriate.
- Preparing for PCIP assessment utilising a PCIP improvement plan.
- Respond to changes, new procurement legislation or Scottish Procurement Policy Notes as appropriate.

## **Strategic Objective 2 - Deliver financial sustainability and optimise commercial acumen**

### **Objectives**

- Work with service teams to develop contract strategies and specifications aligned to the Council Plan, other NAC strategies, the National Performance Framework and Scottish Model of Procurement for all procurements (above £50K for supplies and services and above £500K for works) to deliver maximum economic and social value.
- Generate value from utilising collaborative contracts with other Councils, Scotland Excel, Scottish Government and Crown Commercial Services.
- Work with the Procurement Board and internal service teams to maximise savings from national frameworks, through product rationalisation, taking advantage of rebates and utilising the best quality supplier(s) at the optimal price.
- Train all CPU staff in commercial acumen.
- Manage price increase requests and other negotiations.
- Monitor, report, and work with Service teams to rectify non-compliant spend.
- 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.

### **How our objectives will be met**

- Develop contract strategies and specifications to procure contracts to fully meet NAC's needs, considering early supplier engagement, market research, demand management, innovation and substitutes, best route to market to maximise competition and value for money, best pricing options and mechanisms and inclusion of criteria to reduce climate impact and benefit the local economy.



- Seek opportunities to collaborate with neighbouring local authorities and other public sector bodies as well as continuing to engage with Scottish Government procurement and Scotland Excel.
- Continue to use and rationalise existing collaborative frameworks to obtain further savings through mini competitions, rationalising products, using alternative products and maximising rebates.
- Discuss saving opportunities at the Procurement Board.
- Carry out regular commercial acumen workshops so officers involved in procurement understand their responsibility to deliver best value and are open to carrying out thorough market research, benchmarking, utilising indexation tools negotiating, developing specifications, and robustly managing contracts and suppliers.
- Carry out benchmarking exercises and utilise indexation tools and reports to understand market prices and negotiate price increase requests and post tender negotiations accordingly.
- Provide Standing Orders Relating to Contracts training via e-Learning and recorded procurement and STAR training to all individuals involved in procurement activities across NAC.
- Identify non-compliant spend to target spend that may be influenced by a competitive procurement exercise.
- Report non-compliant spend to the Procurement Board.
- To manage all contracts in line with the CSM policy and encourage all devolved contract and supplier managers to do the same.

### **Strategic Objective 3 - Tackle climate change and embrace a circular economy on our net-zero journey**

#### **Objectives**

- Ensure that all external expenditure is procured sustainably, whilst encouraging and influencing our suppliers, contractors, and service providers to do the same.
- 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 utilising the sustainable procurement tools.
- Collaborate with service teams to implement, monitor, and report actions to reduce climate impact and maximise circular economy opportunities.

#### **How our objectives will be met**

- Ensure compliance with environmental law by issuing terms and conditions for all contracts.
- Request appropriate certification in relevant contracts to meet specific environmental standards.
- Ensure all contract strategies consider socio economic and environmental impact and how this can be reduced utilising the sustainable procurement tools.
- Apply relevant and proportionate selection and award criteria to ensure that environmental impacts are considered appropriately in procurement exercises.

- Consider climate and circular economy considerations at the early buyer engagement stage and include relevant requirements in the specification.
- Complete FNT2030 templates with service teams to monitor and report progress against actions to reduce climate impact for relevant categories of spend.
- Create climate and circular economy case studies in collaboration with service teams and share best practice.
- Manage and monitor the CPU's net-zero roadmap, aligned with the ESCCS roadmap to demonstrate how the CPU are supporting NAC's net-zero journey.
- Report all actions to reduce the impact of climate within our annual procurement report.

## **Strategic Objective 4 - Create an inclusive North Ayrshire with access to fair jobs**

### **Objectives**

- To create employment in North Ayrshire through community benefit clauses
- Ensure all contracts promote the payment of the real living wage and fair working practices (including equality) for all employees engaged in the delivery of NAC contracts.
- Ensure prompt payment to suppliers and sub-contractors.
- To eliminate modern slavery from all NAC supply chains.
- Identify and mitigate the risks associated with serious and organised crime.
- Ensure that all external expenditure is procured, fairly, and ethically whilst encouraging and influencing our suppliers, contractors, and service providers to do the same.
- Ensure all staff are trained in supply chain ethics.

### **How our objectives will be met**

- Monitor and report on delivery of employment through community benefit clauses included in procurement exercises.
- Encourage fair work practices and payment of real living wage in all relevant contracts and score as part of the quality evaluation where appropriate.
- As required by NAC's living wage accreditation, we will carry out an annual review and prepare a report of living wage status of all applicable contracts and prepare an action plan, to encourage suppliers to work towards if required.
- 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.
- 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.
- 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.
- Adhere to the Police Scotland Protocol regarding serious organised crime, sharing prospective bidders and responding to concerns from Police Scotland.

- Request appropriate certification in relevant contracts to meet specific, social standards such as Fair Trade.
- Complete CIPS ethical supply chain training.

## **Strategic Objective 5 - Support sustainable resilient supply chains and optimise opportunities for local suppliers**

### **Objective**

- Understand and promote community wealth building.
- Improve engagement with local suppliers, TSOs, and supported businesses to promote opportunities.
- Optimise use of procurement processes to award more contracts to local suppliers.
- Collaborate with NAC's Business Support Team to grow local capability and capacity and to promote innovation.

### **How our objectives will be met**

- Develop the corporate culture and status of procurement as a key feature of community wealth building.
- Senior Manager (Corporate Procurement) attends Community Wealth Building Working Group
- Carry out early supplier engagement to encourage local bidders to bid for future contract opportunities.
- Consider sub-dividing tenders into lots, giving cognisance to accessibility of contracts for local SMEs, TSOs and Supported Business's.
- Maintain a published contract register and report on future procurement projects over the next 2 years within the Annual Procurement report to enable local SMEs, TSOs and Supported Business's to have future visibility and be able to prepare to bid for future contracts.
- Work with NAC's Business Support Team to maximise local supplier participation in the Quick Quote and other procurement processes.
- Consider involvement of local SME's, TSOs and supported businesses at the early buyer engagement stage.
- Work with the Business Support Team to fully understand our local businesses and their capability and capacity to supply.
- Participate in the CWB Procurement Lead Officers group to optimise community wealth building.
- Work with the Supplier Development Programme to arrange a webinar for local suppliers.

## **7. Continuous Improvement and Measuring Success**

The action plan included in Appendix 1 will be included within future Annual Procurement Reports, providing an opportunity to report on the achievement of and compliance with our strategic objectives as well as noting actions which are yet to be completed.

To ensure continuous improvement in our procurement practices NAC will be assessed through the Procurement and Commercial Improvement Plan (PCIP). The next PCIP assessment is due to take place in November 2023.

The measure of success of the PS will be:

- increased delivery of procurement related savings and efficiency targets
- increased compliance in the use of contracts
- positive climate impact reduction
- increased delivery of jobs (including green jobs) and other education and community benefits through community benefits
- increased payment of Real Living Wage and delivery of fair work practices
- increased contract opportunities and contract awards for SMEs, TSOs and Supported Businesses including local businesses
- positive Procurement and Commercial Improvement Plan (PCIP) assessment reflecting high levels of performance.

A procurement activity report will also be reported to Cabinet on an annual basis.

The PS will be reviewed and refreshed on an annual basis and performance against the strategic objectives will be reviewed every 6 months and reported to the procurement board.

## 8. Strategy Ownership and Contact Details

The owner of this Procurement Strategy on behalf of NAC is:

Suzanne Quinn  
Senior Manager (Corporate Procurement)  
2<sup>nd</sup> Floor East  
Cunninghame House  
Irvine  
KA12 8EE

Email: [suquinn@north-ayrshire.gov.uk](mailto:suquinn@north-ayrshire.gov.uk)

## 9. Appendix 1 – Procurement Strategy Action Plan

Strategic Objective	Objectives	How our objectives will be met	Current Status
<p><b>Develop our team to deliver a professional procurement service</b></p>	<p>To ensure all CPU staff are fully trained and developed to reach their maximum potential, to offer a more strategic and commercial approach to procurement activities.</p>	<p>Develop all new and existing CPU staff to be multi-skilled and able to carry out procurement exercises for any categories of spend, through appropriate professional qualifications, training, secondments, and mentoring.</p> <p>Identify training needs linked to our strategic objectives detailed in our strategic training plan.</p> <p>Deliver training through buddying, coaching, and mentoring and internal and external procurement training courses including climate literacy training.</p>	<p>Business as usual (BAU)</p> <p>BAU</p> <p>BAU</p>
	<p>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.</p>	<p>Utilise e-Tendering systems, and provide proportionate streamlined procurement and P2P processes, and user friendly, clear precise plain English documentation for all NAC employees involved in the procurement process to use, that is easy for suppliers to interpret to ensure common understanding.</p> <p>Ensure all elements of the contract strategy and tender process are reviewed and appropriately authorised to ensure non-discrimination, legal compliance, and delivery of best value.</p>	<p>BAU</p> <p>BAU</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
		<p>Review and improve P2P processes to ensure prompt payment to suppliers, strengthen controls, increase efficiency, and provide useful and up-to-date reports.</p> <p>Continue to implement e-Invoicing.</p> <p>Respond to changes, new procurement legislation or Scottish Procurement Policy Notes as appropriate.</p>	<p>BAU</p> <p>10 suppliers added Oct 23</p> <p>BAU</p>
	<p>To provide visibility of future contracting opportunities by advertising opportunities, maintaining, and publishing a Contract Register, tender waveplan, and procurement annual reports.</p>	<p>Advertise all contracts electronically using Public Contracts Scotland in line with legislative requirements.</p> <p>Publish Annual Reports, PS and Contract Register in line with legislative requirements.</p>	<p>BAU</p> <p>BAU</p>
	<p>Ensure all relevant contracts comply with the Health and Safety at Work etc. Act 1974.</p>	<p>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.</p>	<p>BAU</p>



Strategic Objective	Objectives	How our objectives will be met	Current Status
	To procure food to improve health, wellbeing and education and promote high standards of animal welfare.	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.	BAU
	Work with service teams to develop a robust specification and contract strategy for each procurement exercise.	Work with services teams to develop a robust specification for each procurement exercise.	BAU
	To ensure CPU staff and service teams work collaboratively to ensure best economic and social value is obtained from all external expenditure.	<p>Review spend data and identify off-contract spend - work with service teams to ensure contracts are in place.</p> <p>Work with service teams to maintain an accurate tender waveplan to provide an overview of all contracts and supplier performance and enable efficient allocation of procurement resources.</p> <p>Work with service teams and suppliers to ensure continuous improvement, through regular meetings and using supplier and customer surveys.</p>	<p>Reviewed quarterly.</p> <p>Meet with teams quarterly.</p> <p>Issue customer surveys annually. Feedback facility on Connects. Issue supplier surveys for all high value procurements.</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
	Continue to improve procurement performance across the council as measured by the Scottish Government's Procurement & Commercial Improvement Programme (PCIP).	Preparing for PCI assessment in November 2023 utilising a PCIP improvement plan.	Assessment date 28 <sup>th</sup> Nov 23
<b>Deliver financial sustainability and optimise commercial acumen</b>	Work with service teams to develop contract strategies and specifications aligned to the Council Plan, other NAC strategies, the National Performance Framework and Scottish Model of Procurement for all procurements (above £50K for supplies and services and above £500K for works) to deliver maximum economic and social value.	Develop contract strategies and specifications to procure contracts to fully meet NAC's needs, considering early supplier engagement, market research, demand management, innovation and substitutes, best route to market to maximise competition and value for money, best pricing options and mechanisms and inclusion of criteria to reduce climate impact and benefit the local economy.	BAU
	Generate value from utilising collaborative contracts with other Councils, Scotland Excel, Scottish Government and Crown Commercial Services.	<p>Seek opportunities to collaborate with neighbouring local authorities and other public sector bodies as well as continuing to engage with Scottish Government procurement and Scotland Excel.</p> <p>Continue to use and rationalise existing collaborative frameworks to obtain further savings through mini competitions, rationalise products, use alternative products and maximise rebates.</p>	<p>BAU</p> <p>BAU</p>
	Work with the Procurement Board and internal service teams to maximise savings from national frameworks,	Discuss saving opportunities at the Procurement Board.	Procurement Board meet Quarterly.

Strategic Objective	Objectives	How our objectives will be met	Current Status
	through product rationalisation, taking advantage of rebates and utilising the best quality supplier(s) at the optimal price.		
	Train all CPU staff in commercial acumen	Carry out regular commercial acumen workshops so officers involved in procurement understand their responsibility to deliver best value and are open to carrying out thorough market research, benchmarking, utilising indexation tools negotiating, developing specifications, and robustly managing contracts and suppliers.	Carried out annually
	Manage price increase requests and other negotiations.	Carry out benchmarking exercises and utilise indexation tools and reports to understand market prices and negotiate price increase requests and post tender negotiations accordingly.	BAU
	Monitor, report, and work with Service teams to rectify non-compliant spend.	<p>Provide Standing Orders Relating to Contracts training via e-Learning and recorded procurement and STAR training to all individuals involved in procurement activities across NAC.</p> <p>Identify non-compliant spend to target spend that may be influenced by a competitive procurement exercise.</p> <p>Report non-compliant spend to the Procurement Board.</p>	<p>BAU</p> <p>Reviewed quarterly.</p> <p>Reported quarterly.</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
	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.	To manage all contracts in line with the CSM policy and encourage all devolved contract and supplier managers to do the same.	BAU
<b>Tackle climate change and embrace a circular economy on our net-zero journey</b>	Ensure that all external expenditure is procured sustainably, whilst encouraging and influencing our suppliers, contractors, and service providers to do the same.	<p>Ensure compliance with environmental law by issuing terms and conditions for all contracts.</p> <p>Request appropriate certification in relevant contracts to meet specific environmental standards.</p>	<p>BAU</p> <p>BAU</p>
	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 utilising the sustainable procurement tools.	<p>Ensure all contract strategies consider socio economic and environmental impact and how this can be reduced utilising the sustainable procurement tools.</p> <p>Apply relevant and proportionate selection and award criteria to ensure that environmental impacts are considered appropriately in procurement exercises.</p> <p>Consider climate and circular economy considerations at the early buyer engagement stage and include relevant requirements in the specification.</p>	<p>BAU</p> <p>BAU</p> <p>BAU</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
	Collaborate with service teams to implement, monitor and report actions to reduce climate impact and maximise circular economy opportunities.	<p>Complete FNT2030 templates with service teams to monitor and report progress against actions to reduce climate impact for relevant categories of spend.</p> <p>Create climate and circular economy case studies in collaboration with service teams and share best practice.</p> <p>Manage and monitor the CPU's net-zero roadmap, aligned with the ESCCS roadmap to demonstrate how the CPU are supporting NAC's net-zero journey.</p> <p>Report all actions to reduce the impact of climate within our annual procurement report.</p>	<p>Completed for Fleet, ICT, Waste and Building Services - Oct 23</p> <p>5 completed Oct 23</p> <p>Reviewed annually.</p> <p>Reported annually.</p>
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	To create employment in North Ayrshire through community benefit clauses.	Monitor and report on delivery of employment through community benefit clauses included in procurement exercises.	Monitored every 6 months or more frequent and reported Annually.
	Ensure all contracts promote the payment of the real living wage and fair working practices (including equality) for all employees engaged in the delivery of NAC contracts.	Encourage fair work practices and payment of real living wage in all relevant contracts and score as part of the quality evaluation where appropriate.	BAU  BAU

Strategic Objective	Objectives	How our objectives will be met	Current Status
		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.	
	Ensure prompt payment to suppliers and sub-contractors.	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.	BAU
	To eliminate modern slavery from all NAC supply chains.	<p>Include mandatory agreement to NAC's Modern Slavery and Human Trafficking code of conduct in all procurement exercises.</p> <p>Publish Modern Slavery and Human Trafficking whistle blowing process on the NAC external website.</p>	<p>BAU</p> <p>BAU</p>
	Identify and mitigate the risks associated with serious and organised crime.	Adhere to the Police Scotland Protocol regarding serious organised crime, sharing prospective bidders and responding to concerns from Police Scotland.	BAU
	Ensure that all external expenditure is procured, fairly, and ethically whilst encouraging and influencing our	Request appropriate certification in relevant contracts to meet specific, social standards such as Fair Trade.	BAU

Strategic Objective	Objectives	How our objectives will be met	Current Status
	suppliers, contractors, and service providers to do the same.		
	Ensure all staff are trained in supply chain ethics.	Complete CIPS ethical supply chain training.	Completed annually.
<b>Support sustainable resilient supply chains and optimise opportunities for local suppliers</b>	Understand and promote community wealth building.	<p>Develop the corporate culture and status of procurement as a key feature of community wealth building.</p> <p>Senior Manager (Corporate Procurement) attends Community Wealth Building Working Group.</p> <p>Participate in the CWB Procurement Lead Officers group to optimise community wealth building.</p>	<p>BAU</p> <p>Attend quarterly meetings, and report local contract awards.</p> <p>As required.</p>
	Improve engagement with local suppliers, social enterprises, and supported businesses to promote opportunities.	<p>Carry out early supplier engagement to encourage local bidders to bid for future contract opportunities.</p> <p>Maintain a published contract register and report on future procurement projects over the next 2 years within the Annual Procurement report to enable local SMEs, TSOs and Supported Business's to have future visibility and be able to prepare to bid for future contracts.</p>	<p>BAU</p> <p>BAU</p> <p>BAU</p>



Strategic Objective	Objectives	How our objectives will be met	Current Status
		<p>Consider involvement of local SME's, TSOs and supported businesses at the early buyer engagement stage.</p> <p>Work with the Supplier Development Programme to arrange a webinar for local suppliers.</p>	To be arranged
	Optimise use of procurement processes to award more contracts to local suppliers.	Consider sub-dividing tenders into lots, giving cognisance to accessibility of contracts for local SMEs, TSOs and Supported Business's.	BAU
	Collaborate with NAC's Business Support Team to grow local capability and capacity and to promote innovation.	<p>Work with NAC's Business Support Team to maximise local supplier participation in the Quick Quote and other procurement processes.</p> <p>Work with the Business Support Team to fully understand our local businesses and their capability and capacity to supply.</p>	<p>BAU</p> <p>Ongoing project underway.</p>

## 10. Appendix 2 – CPU Net-Zero Roadmap

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
Affordable Warmth	Reduce number of households in fuel poverty	Implement additional phases of domestic solar PV installations	Yes	Mar-23	Procurement of contractor to undertake Phase 1 and Phase 2 of 500 property project.	Contract awarded 2017 (installations 2018 - 2021). Contract awarded 2020 (installations 2020 - 2023).
		<p>a) Implement external wall insulation for domestic properties, to reduce carbon emissions and provide energy savings</p> <p>b) Investigate the potential for and funding sources to develop our approach to affordable net zero energy retrofits</p>	No (almost awarded, expected 2023)	Mar-27	Procurement of Energy Efficient Scotland: Area Based Scheme (EES:ABS) Contractor.	<p>NAC/MC/1068 Installation of Domestic Rooftop Solar PV Systems (awarded 2018)</p> <p>NAC/MC/5038 Provision of Solar PV for Domestic Properties (awarded 2020)</p> <p>NAC/MC/5124 Area Based Scheme (ABS) Energy Efficiency Managing Agent (awarded 2022)</p> <p>CPU working on tender for third generation contract, currently being evaluated, and will hopefully commence before the end of 2023.</p>
		Develop and implement an overarching Local Heat and Energy Efficiency Strategy (LHEES) for North Ayrshire, to remove energy efficiency as a driver for fuel poverty	No (expected before end of 2023)	Dec-23	Procurement support to appoint LHEES Consultant.	NAC/STA/5191 Delivery of North Ayrshire's Local Heat and Energy Efficiency Strategy and Delivery Plan (awarded 2023).

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		<p>a) Develop heat networks where appropriate</p> <p>b) Work towards renewable / zero carbon heat networks</p>	No	Aug-24	<p>CPU to help procure Afton Court which includes air source heat pumps.</p> <p>CPU to procure the construction and design of Ardrossan Campus which includes an air source heat pump.</p> <p>Morgan Sindall recently appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design submission and Financial Close in August 24.</p>	<p>NAC/QQ/5138 Design and Build of 6 Amenity Bungalows at Afton Court, Stevenston (awarded 2022)</p> <p>NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).</p>
		Investigate potential use of battery storage for homes	No	Mar-23	Procurement of Consultant.	Service checking status of live, and will confirm accordingly.
		Identify fuel poverty alleviation projects through partnership working	N/A to Procurement	Ongoing	N/A	N/A
		<p>a) Develop EV charging programme to facilitate domestic infrastructure, in both new and existing properties</p> <p>b) Incorporate in the programme: bike storage, eBike charge points and low carbon transport infrastructure which encourage reducing car use</p>	No	Mar-23	Procurement support to procure EV charge points.	Housing will soon be putting EV charging points into new build developments however these will be incorporated into the main construction contracts and at present these will be limited to individual dwellings so no need for additional O&M contracts. Currently considering approach to communal charging – no decisions have been made but this may require CPU input – this work is at the early stages.

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Raise awareness of low carbon behaviours at home	N/A to Procurement	Ongoing	N/A	N/A
		<p>a) Ensure that affordable, energy efficiency homes built under the council's housing development programme are built to the Greener Standard or equivalent, maximising renewable energy and heat network capability</p> <p>b) Establish minimum standard for heating and local renewable supply where possible</p> <p>c) Seek to prioritise building new properties to a high energy efficiency (e.g. Passivhaus and EnerPHit Standards)</p>	No	Ongoing	Support call-offs from SXL new build framework which supports greener standards.	This action is ongoing and CPU are already supporting projects on a site by site basis. Housing do this work before we get to tender stage and the sustainability route / heating systems will be noted in the main contractor tenders – Housing undertake an individual energy and heating study for each site currently.
Green Economy	Reduced area wide carbon emissions (by percentage)	Deliver the innovative £500,000 Green Jobs Fund to support a just transition in North Ayrshire	Ongoing (Procurement not involved)	Mar-24	N/A	CG workstream is ongoing and will be driven by regional economic strategy, no resource is anticipated from Procurement.

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Through the Green Jobs Fund and wider Community Wealth Building approach, support green local supply chain initiatives and supplier development to improve the resilience of the local business base	No	Aug-24	<p>CPU include community benefit clauses in all procurements over 50K for supplies and services and £100K for works requesting support for local SMEs and TSOs and encouraging sub-contracting opportunities to local suppliers.</p> <p>The Community Wealth Building Quick Quote process is utilised to invite local suppliers only to guaranteed award locally.</p> <p>Ardrossan Campus - Community Benefits to encourage sub-contracting to local supplier.</p>	<p>Business as usual</p> <p>QQs awarded locally:</p> <p>20/21 330K 21/22 660K 22/23 2.7M</p> <p>NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).</p>
		Deliver the £8.8 million Investment Fund to support Community Wealth Building, infrastructure investment and tackle climate change including utilising our land and property assets to help develop low carbon and renewable energy schemes and environmental activity to support our green transition.	No	Aug-24	<p>CPU are procuring design and construction of Ardrossan Campus which is delivering a low carbon energy scheme and renewable energy. Morgan Sindall appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design submission and Financial Close in August 24.</p> <p>CPU procured the design, construction, operation and maintenance of two Solar PV Farms to generate renewal energy and an income to the council.</p>	<p>NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).</p> <p>NAC/5094 Design and Build of Solar PV Farms at Nethermains, Kilwinning and Shewalton, Irvine (awarded 2023)</p>

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Deliver the Community Wealth Building Procurement Objective of using our spend to 'actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions'	Ongoing	Ongoing	The Community Wealth Building Quick Quote process is utilised to invite local suppliers only to guaranteed award locally.	QQs awarded locally: 20/21 330K 21/22 660K 22/23 2.7M
		Position North Ayrshire and the wider Ayrshire region as region for investment in circular economy and renewable energy net zero technologies, including through participation in the Ayrshire Regional Economic Partnership 'Clean Growth' workstream	Ongoing (Procurement not involved)	Mar-24	N/A	CG workstream is ongoing and will be driven by regional economic strategy, no resource is anticipated from Procurement.
		Progress the Ayrshire Regional Skills Investment Plan and Ayrshire Growth Deal Regional Skills Fund to identify the 'green skills' required as we move to net zero and support communities to upskill and reskill	No	Mar-24	Procuring a training framework to develop skills.	RPA to be submitted. Grants will be utilised for some training and a Pan-Ayrshire framework will be set up for residual training.
		Undertake a feasibility study to outline options and recommendations for the potential scope of a repair economy and 'remakery' project(s) in North Ayrshire that aligns to the principles of Community Wealth Building and builds on existing community and business remake and reuse activity	Yes (Procurement not involved)	Mar-23	N/A	N/A

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Building on the Zero Waste Strategy, develop a circular economy approach to enhance innovation and reduce waste through working with partners including Zero Waste Scotland	Yes (Procurement not involved)	Mar-23	N/A	Grant funded project awarded to Eco Savvy for a feasibility study to see if they could carry out waste composting on Arran. Eco Savvy instructed Mabbet to do the work.
		Promote the Hunterston Strategic Development Area as a site of national significance which includes £18 million of Ayrshire Growth Deal investment from the UK Government	Yes	Mar-23	Procurement of a consultant to undertake the natural capital account of the Hunterston Strategic Development Area.	NAC/QQ/5124 Natural Capital Account of the Hunterston Strategic Development Area (awarded 2021)
		Deliver the ambitious Regeneration Delivery Plan, including a specific focus on environmental priorities and effective digital connectivity, recognising changes in the way we live and work.	No	Aug-24	The CPU are procuring design and construction of Ardrossan Campus which will deliver 1gb connectivity to Ardrossan.  Ardrossan Campus is also part of the regeneration of Ardrossan Coastal Quarter.  Morgan Sindall appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design submission and Financial Close in August 24.	NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).
		Continue to participate in the Centre for Local Economic Strategies (CLES) research project exploring the use of Community Wealth Building Strategy techniques for local energy transition and developing practical guidance to support this.	N/A to Procurement	01/03/2023, then ongoing	N/A	N/A



Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Use the forthcoming Local Heat and Energy Efficiency Strategy (LHEES) to identify projects to support local businesses.	No (ongoing)	Mar-24	May require procurement of consultants, depending on the outcome of the report.	TBC.
		Continue to implement the Ayrshire CWB Anchor Charter which includes a 'sixth CWB pillar' of 'Environment and Climate Action' to ensure commitment and action from Anchor Institutions in the region to achieving net zero and delivering a more inclusive economy	Ongoing (procurement involved unlikely)	Mar-23	N/A	N/A
		Work with Highlands and Island Enterprise, Scottish Government and island communities and businesses to deliver the Island Recovery and Renewal Pilot, including the development of ambitious 10 year plans for Arran and Cumbrae that support an inclusive and green economic recovery	No	Mar-26	Procurement of consultants.	NAC/STA/5088 North Ayrshire 10-Year Island Plans, Islands Engagement (awarded 2021)  NAC/STA/5118 Island Green Programme – Accelerating the Path to Net-Zero Islands – Provision of On-Island Delivery Service (awarded 2022)  A two year extension from Feb 2024-Feb 2026 has been agreed to continue to work with Highlands and Island Enterprise, Scottish Government and island communities and businesses to continue delivery and further strengthen the Island Recovery and Renewal project moving from a pilot to a mainstream activity, including the delivery and refresh of ambitious 10 year plans for Arran and Cumbrae that support an inclusive and green economic recovery.

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Publish an Inclusive Economy Dashboard learning from the Doughnut Economics tool which proposes an economy with a social foundation we cannot fall below and environmental limits that should not be exceeded	No	Mar-24	None	Service are currently working with a company called Metro Dynamics to refresh/create a new Inclusive Economy Dashboard. This is paid for through their membership of the Inclusive Growth Network who contract directly with Metro Dynamics and therefore no procurement support is required.
Transport and Travel	Increased number of electric charge points in North Ayrshire	Apply for Switched on Towns and Cities Funding to install 36 charge points in Irvine* (*identified in the Energy Saving Trust's EV Feasibility Report)	Cancelled (consolidated with Transport Scotland Path Finder)	Mar-22	N/A	N/A
		Develop solar charging hubs in North Ayrshire	Yes	Mar-23	N/A	The hubs as part of the Ardrossan Low Carbon Hub are now complete.  Recently been awarded more UK Government funding and the project will include an element of EV charging so some procurement action will be required, but as part of a much wider commission.
		a) Install Workplace Chargers to further electrify the Council's fleet to ensure transition of fleet to EV (strategic positioning of charging facilities).  b) Review transition of services where possible to lower carbon emissions e.g. light commercial vehicles for deliveries etc.	No	Aug-24	Procure design and construction of Ardrossan Campus (Workplace chargers to be installed at Ardrossan Campus 1 in 10 place)s with flexibility to increase to all spaces.  Morgan Sindall appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design submission and Financial Close in August 24.  Consultant to develop a public	NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).  NAC/MC/5014 Electric Vehicle Charge Pointed (awarded 2020)  NAC/DA/5033 Provision of a Corporate Telematics Solution (awarded 2021)  NAC/DA/5037 Public Electric Vehicle Charging Business Case, Ayrshire (awarded 2022)  NAC/QQ/5167 Provision of a Fleet Decarbonisation Consultant (awarded 2022)

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
					electric vehicle charging business case to be procured, along with the installation of charging points and associated works / services.	
		Implement actions from the Electric Vehicle (EV) Strategy	No (expected to complete March 24)	Mar-23	Procurement of Electric Vehicle Charge Points.	NAC/MC/5014 Electric Vehicle Charge Points (awarded 2020) NAC/STA/1065 Electric Vehicle Chargepoint Maintenance (awarded 2019)
		Work with government agencies and external partners to increase the number of publicly available charging points in North Ayrshire	No	Aug-24	PMI are working with SFT and Chargeplace Scotland Workplace chargers to be installed at Ardrossan Campus 1 in 10 places with flexibility to increase to all spaces. Morgan Sindall appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design submission and Financial Close in August 24.	NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).
	Reduced miles driven by percenta	a) Deliver the Trinity Active Travel Hub and Travel Smart Campaign to encourage more sustainable travel choices	a) ongoing b) almost complete c) ongoing	Annually until Mar 23	a) Procurement assistance will be required as we progress and as contracts need renewed.	NAC/2157 Proposed Internal Alterations to Trinity Church, Irvine (awarded 2018) NAC/QQ/1229 Framework for the Supply of

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		<p>b) Deliver the Ardrossan Low Carbon Hub</p> <p>c) Identify the ways to utilise assets to support active and low carbon local travel networks e.g. all school pupils and community to have an easily accessible active travel routes to schools, health services, shopping, leisure etc.</p>			<p>b) Project nearing completion on site. No further action expected.</p> <p>c) Again this a fairly ongoing action. It is likely some of our future projects, active travel paths etc will fall under this and we'll use existing frameworks to deliver as far as possible. Some new contracts may be required.</p>	<p>eBikes to NAC (awarded 2019)</p> <p>NAC/STA/5162 Delivery of Cycle Training Services for Trinity Active Travel Hub (awarded 2022)</p> <p>In addition, the following NAC frameworks were utilised for additional works / services.</p> <p>NAC/2063 Professional Consultancy Services Civil Engineering</p> <p>NAC/2031 Provision of Mechanical and Electrical Consultancy Services</p> <p>NAC/2068 Provision of Civil and Structural Engineering Services</p> <p>NAC/2075 CDM Advisor to the Principal Designer</p> <p>NAC/1096 Installation &amp; Maintenance of Network Cabling &amp; Related Services</p>
		Implement actions from the Fleet Sustainability Review	Ongoing (Procurement not involved)	Mar-24	None	Transport have advertised for a Project Manager to take the actions from the study forward, no procurement support is anticipated.
		<p>a) Embed better use of technology in the new North Ayrshire Council Digital Strategy to help reduce travel and carbon emissions.</p> <p>b) Develop new ways of working through the 'Our Future Working Environment' project to help reduce travel and carbon emissions.</p>	No	Ongoing	<p>The CPU are procuring design and construction of Ardrossan Community Campus encouraging active travel - electric bike charge points, close to bus links.</p> <p>Morgan Sindall appointed to develop PCSA for Ardrossan Campus. Procurement support required for completion of RIBA stage 4 detailed design</p>	NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
					submission and Financial Close in August 24.	
Natural Environment	Secure, clean and biologically diverse natural environment monitored through Scottish performance indicators*	Support supplementary guidance to enhance the adopted Local Development Plan for North Ayrshire	Cancelled	Cancelled	N/A	This action is not complete, and has been deleted from the new ESCCS.
		Undertake a Local Nature Conservation Site review to ensure decisions which may have an impact on local habitats are based on an up-to-date understanding of the value of such sites to North Ayrshire's biodiversity	Yes (Procurement not involved)	Mar-23	Procurement support to appoint consultant to undertake review.	Value was below 5K therefore procured directly by Planning Services.
		Deliver biodiversity awareness to schools and young people	N/A to Procurement	Mar-23	N/A	N/A
		Implement the Local Biodiversity Action Plan	N/A to Procurement	Ongoing	N/A	N/A
		Continue to support the increase in local food production (including community and school gardens and allotments; local businesses and plural forms of ownership including social enterprises, cooperatives, community enterprises)	No	Ongoing	3 town growers - continue partnership with Campus on new site to grow food.  Morgan Sindall appointed to develop PCSA for Campus. Objective will be realised once construction complete. Development of Stakeholder Reference Group and 3 Towns Growers form part of that group.	N/A

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Continue to support food provenance and maximise the use of locally grown food through the actions within the North Ayrshire Food Growing Strategy	TBC	Ongoing	N/A	N/A
Sustainable Operations	Reduced council estate and area wide emissions (by percentage)	Design and install our first solar photovoltaic farm in North Ayrshire	No (contract is still live)	Mar-22	Procurement of 2 Solar PV Farms, and associated services / works.	<p>NAC/MC/5076 Provision of a Principal Designer at Nethermains Solar PV Farm (awarded 2021)</p> <p>NAC/STA/5104 Planning Application for Nethermains Solar PV Farm (awarded 2022)</p> <p>NAC/QQ/5176 Provision of an Energy Consultant to North Ayrshire Council (awarded 2022)</p> <p>NAC/STA/5148 Planning Application for Shewalton Solar PV Farm (awarded 2022)</p> <p>NAC/STA/5166 Grid Connection Costs for Nethermains Solar PV Farm (awarded 2023)</p> <p>NAC/STA/5168 Grid Connection Costs for Shewalton Solar PV Farm (awarded 2023)</p> <p>NAC/5094 Design and Build of Solar PV Farms at Nethermains, Kilwinning and Shewalton, Irvine (awarded 2023)</p> <p>Currently assisting with the appointment of a Design Guardian and Clark of Works.</p>
		Establish a North Ayrshire Council Climate Change Steering Group	Yes (Procurement not involved)	Mar-22	N/A	N/A

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Produce a carbon budget for North Ayrshire and use the SCATTER tool to plan carbon reduction works and scenarios	No (delayed until next strategy)	TBC in next Strategy	N/A	N/A
		Develop an Energy Systems model for North Ayrshire	Ongoing (Procurement not involved)	Mar-22	Lead by East Ayrshire Council.	N/A
		Review the Corporate Performance Framework data set to reflect the journey to net-zero carbon	Yes (Procurement not involved)	Mar-22	N/A	N/A
		Utilise academic partnerships to identify, explore and enhance large scale low carbon projects, for example the North Shore, i3 and new housing development	Ongoing	Mar-23	Procurement of partnerships / consultants.	NAC/STA/5043 University of Strathclyde Partnership (awarded 2020)
		Develop and implement an operational plan to: <ul style="list-style-type: none"> <li>improve energy efficiency of non-domestic buildings within the Council's estate</li> <li>ensure best practice buildings and systems so that the energy efficiency performance gap is eliminated</li> </ul>	No	Ongoing	Ardrossan Community Campus, which will deliver energy efficiency through Passivhaus design.  Morgan Sindall appointed to develop PCSA for Campus. Operational energy efficiency will be evident once completed. Design to Passivhaus Classic standards.	NAC/5129 Ardrossan Community Campus (Main Contractor) (awarded 2023).
		Investigate potential use of battery storage for non-domestic buildings	Yes	Mar-23	Procurement of Energy Consultant.	NAC/QQ/5176 Provision of an Energy Consultant to North Ayrshire Council (awarded 2022)
		Deliver a consistent and effective Low Carbon Behaviour campaign	Yes (Procurement not involved)	Mar-23	N/A	N/A
		Investigate feasibility for islands becoming net zero carbon communities	Yes (Procurement not involved)	Mar-23	N/A	N/A

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Implement the Zero Waste Strategy	No (strategy won't be ready until next spring - Procurement not involved)	Ongoing	N/A	N/A
Carbon Absorption	Increased number of trees planted in North Ayrshire	Develop a strategic options appraisal for delivery of a tree planting initiative	TBC	Mar-22	N/A	N/A
		Implement a tree planting initiative	No (RPA expected soon)	Mar-24	Appoint a contractor for a new tree planning / woodland creation site.	Service will shortly submit an RPA to appoint a contractor for a new tree planning / woodland creation site.
	Reduced area wide carbon emissions (by percentage)	Identify opportunities to support carbon capture and storage technology	Ongoing (Procurement not involved)	Ongoing	N/A	N/A
		Maintain up to date knowledge and awareness of carbon capture opportunities and technologies for application in North Ayrshire	Ongoing (Procurement not involved)	Ongoing	N/A	N/A
Climate Change Adaptation	Completed Adaptation Scotland' s Framework for a Climate Ready Public Sector	<p>Implement Adaptation Scotland's Framework for a Climate Ready Public Sector with specific focus given to the following:</p> <p>a) Understand what the future climate means for North Ayrshire</p> <p>b) Identify what can be done to build resilience to cope with this change</p>	Yes (Procurement not involved)	Mar-23	N/A	N/A



Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		<p>c) Increase the resilience of our buildings, services and infrastructure</p> <p>d) Understand the vulnerabilities of our community and our businesses in relation to climate change and helping our community and business to build climate resilience</p>				
	Enhanced flood and coastal resilience monitored through the Local Flood Risk Management Plan Indicators	Develop and deliver required flood protection scheme for the Upper Garnock Valley	Yes	Mar-23	Procure construction of a flood protection scheme for the Upper Garnock Valley, and associated services and works.	<p>NAC/DA/2006 Direct Award for the Detailed Design of Upper Garnock Valley Flood Protection Scheme (awarded 2018)</p> <p>NAC/STA/5009 Upper Garnock Flood Protection Scheme – Supplementary Mining Investigation (awarded 2020)</p> <p>NAC/DA/5007 Direct Award for the Upper Garnock Flood Protection Scheme (awarded 2020)</p> <p>NAC/2120 Upper Garnock Valley Flood Protection Scheme Works (awarded 2020)</p> <p>NAC/QQ/5041 Property Condition Surveys for the Upper Garnock Valley Flood Protection Scheme (awarded 2020)</p> <p>NAC/STA/5029 Upper Garnock Valley Flood Protection Scheme - Purchase of CEMAR Project Management Software (awarded 2020)</p> <p>NAC/STA/5175 Land Agent Extension - Upper Garnock Flood Protection Scheme (awarded 2023)</p>

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Develop and deliver required flood protection schemes for Millport	Yes	Mar-23	Procure construction of a flood protection scheme for Millport, and all associated works and services.	<p>NAC/STA/5042 Millport Coastal Flood Protection Scheme (Detailed Design including Preparation of Main Contract Documentation) (awarded 2020)</p> <p>NAC/QQ/5063 Millport Coastal Flood Protection Scheme - Landscape Architect Services (awarded 2021)</p> <p>NAC/DA/5023 Additional Consultancy for Millport Coastal Flood Protection Scheme (awarded 2022)</p> <p>NAC/DA/5036 Design Consultancy for Millport Flood Prevention Scheme - Phase 3 (awarded 2021)</p> <p>NAC/MC/5101 NEC4 ECC Project Management for Millport Coastal Flood Protection Scheme (awarded 2022)</p> <p>NAC/STA/5165 Purchase of CEMAR Software, Millport Coastal Flood Protection Scheme (awarded 2022)</p> <p>NAC/DA/5049 Millport Coastal Flood Protection Scheme - Construction Phase Design Support (awarded 2022)</p> <p>NAC/5075 Millport Flood Protection Scheme Construction (awarded 2022)</p>

Workstream	Objective	Action / How we will achieve this objective?	Action Complete (Yes / No)	Timescale When the action should be completed by?	What Procurement support is required?	Progress Update / Status for an activity or other element of the action/project
		Complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy and Action Plan	TBC	Ongoing	<p>The following flood studies are planned to be completed by mid-2028:</p> <p>Surface Water Management Plan Actions. The Council led actions in the SASK Surface Water Management Plan are programmed for after 2025. This requires partnership working with Scottish Water.</p> <p>Irvine Natural Flood Management (NFM) Study, which will be taken forward as part of the Stevenston &amp; Irvine Coastal Erosion and Accessibility Study.</p> <p>Brodick NFM Study, which is programmed after 2025.</p> <p>Lamlash NFM, which is programmed after 2025.</p> <p>Whiting Bay Flood Study, which is programmed to be awarded in the 24/25 financial year.</p>	<p>Three towns flood study, which was awarded on the 03/08/2023 via the Engineering and Technical Consultancy Framework Contract as a direct award.</p> <p>Kilbirnie &amp; Glengarnock Flood Study. The first phase was awarded on the 23/10/2023 via the Engineering and Technical Consultancy Framework Contract as a direct award.</p>
		Strengthen scientific evidence and awareness building of current and future coastal change along Ayrshire's coast through the actions within the Ayrshire Shoreline Management Plan	TBC	Ongoing	<p>Irvine &amp; Stevenston Coastal Adaptation Study.</p> <p>An application was submitted to the Coastal Change Adaptation Programme for capital funding for a coastal study at Whiting Bay Village Green. If successful, this work will be delivered in 24/25.</p>	<p>Irvine &amp; Stevenston Coastal Adaptation Study (in procurement; award anticipated in December 2023).</p>

## 11. Appendix 3 – Version Control

Date	Versions	Page/Paragraph/Section	Revision Type	Revision Details
			<i>Addition Amendment deletion etc.</i>	<i>Updated section 1 thresholds etc.</i>
December 2023	V1			
December 2023	V2	Page 31	Addition of Appendix 2 - CPU Net-Zero Roadmap	Strategy updated to include CPU Net-Zero Roadmap.