



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# Procurement Strategy

## 2023 to 2026



Version 3

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# 1. Introduction

The ongoing uncertainty in the economic environment continues to impact the everyday lives of people. Many suppliers, businesses and supply chains of goods, service and works, continue to be affected, and uncertainty is ongoing for local North Ayrshire businesses. North Ayrshire Council continue to face the challenge of cost volatility and reduced purchasing power.

## Procurement Strategy

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

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

### Corporate Procurement Unit'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.**

### Corporate Procurement Unit'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.**

### Corporate Procurement Unit's Enablers

**Procurement Professionalism** - The Corporate Procurement Unit 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 Corporate Procurement Unit have a suite of robust plain English, user-friendly templates and policies, and procedures to ensure procurement professionals, internal service teams and suppliers can navigate the procurement process with ease.

**Engagement** - The Corporate Procurement Unit 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 Corporate Procurement Unit utilises Public Contracts Scotland and Public Contracts Scotland - Tender 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 Procurement Strategy are essential to ensure all strategic objectives are met.

The Procurement Strategy will also provide an understanding of how the Corporate Procurement Unit objectives align with the priorities of North Ayrshire Council and Scottish Government and how these objectives will be achieved.

## 2. The Local North Ayrshire Context

North Ayrshire is home to 134,000 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 to 2028

In 2023, North Ayrshire Council developed and published its [Council Plan 2023 to 2028](#) 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 four 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 Procurement Strategy 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 Corporate Procurement Unit continue to work closely with stakeholders achieve these aims/outcomes/principals.

## **Community Wealth Building Strategy 2024 to 2027**

North Ayrshire Council's 2024 to 2027 Community Wealth Building Strategy builds upon the pioneering approach of Scotland's first Community Wealth Building Strategy which the Council launched in 2020. The 2024 to 2027 strategy supports the Council Plan of a North Ayrshire that is 'Fair for All' and outlines the Council's next steps in creating a Wellbeing Economy. Community Wealth Building 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 such as in Councils, NHS, Colleges, and large private organisations.

There are six objectives within the strategy, one of which is Procurement. The strategy positions progressive procurement as a key mechanism to develop dense local supply chains of local enterprises, small and medium enterprises, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprises. The Community Wealth Building procurement objective is for North Ayrshire Council 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 Procurement Strategy actively supports this pillar, by supporting and developing local suppliers to help them win North Ayrshire Council contracts.

Another objective is Fair Employment and North Ayrshire Council 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 50,000 for supplies and services and 100,000 for works and fair work first requirements are included in all procurement exercises over 10,000.

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

North Ayrshire Health and Social Care Partnership 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 North Ayrshire Council, NHS Ayrshire & Arran, Third Sector Interface in North Ayrshire, and Independent Sector. The Corporate Procurement Unit support the Health and Social Care Partnership procuring essential care services and equipment to help deliver the Health and Social Care Partnership [strategies and plans](#).

## **3. Strategy Rationale and Context**

The Scottish public sector spends more than £16 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 North Ayrshire Council to publish a procurement strategy and to report annually on the success and compliance with that strategy.

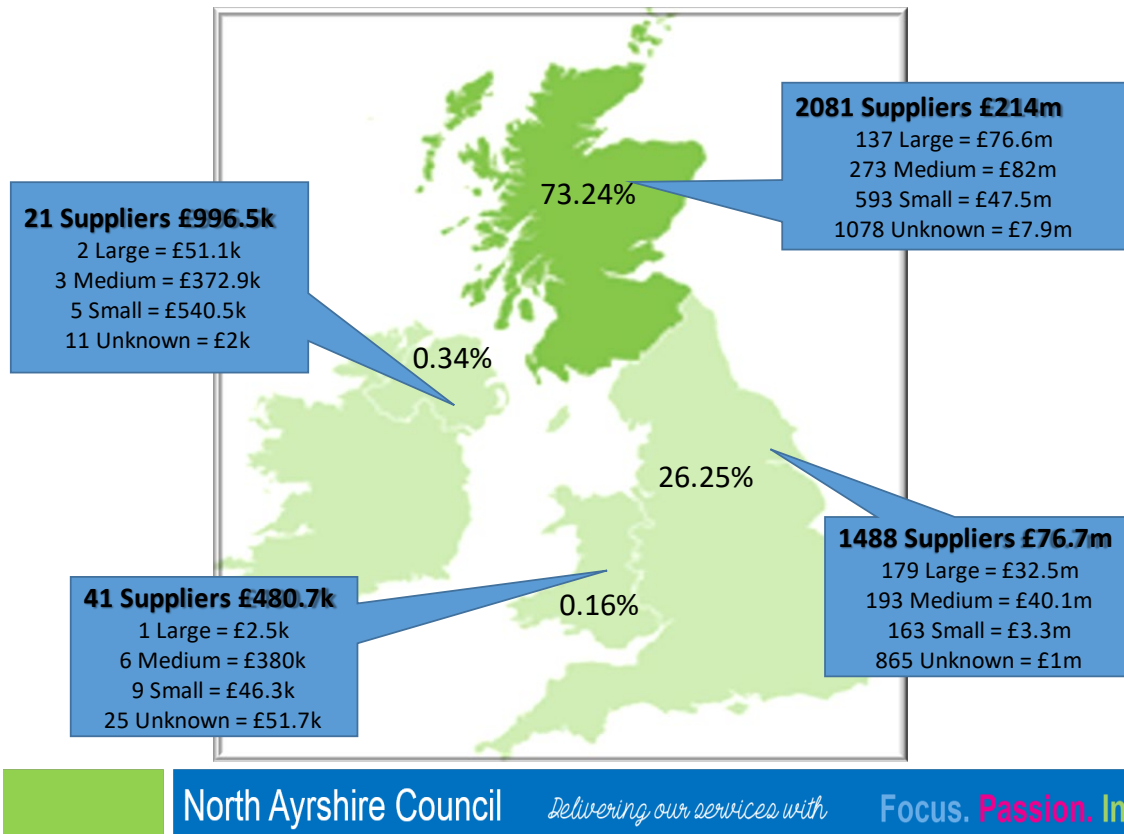
Procurement is a significant activity across North Ayrshire Council with influenceable spend of £292 million on the purchase of goods, services, works and social care during the financial year 2023 to 2024. The table below provides a breakdown of the spend by category for the year 2023 to 2024.

Categories	Spend	Percentage
Construction	£131,063,797.77	45%
Social Care & Services	£65,319,257.53	22%
Facilities Management	£24,023,246.57	8%
Utilities & Energy	£18,175,758.28	6%
Arts, Sport & Leisure	£7,406,955.41	3%
ICT	£6,079,078.82	2%
Vehicles	£5,435,535.05	2%
Waste & Environmental Services	£5,306,076.90	2%
Healthcare	£4,640,568.37	2%
Food, Beverage & Catering	£3,571,624.61	1%
Other	£21,324,961.80	7%
<b>Total</b>	<b>£292,346,861.11</b>	<b>100%</b>

In line with the Council Plan and Community Wealth Building aspirations, North Ayrshire Council 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 23 to 24 spend data.



# Supplier Size and Location 2024



As per the above graphic, 73% of spend and 57% of suppliers are located in Scotland. Drilling down further we can then see the spend within North Ayrshire.

During the last financial year £71.5 million was spent with 873 local suppliers (24.5% of total spend). As part of Community Wealth Building there is an aspiration for local spend to increase, so a target of 27% has been set, to be achieved by 2025.

To help increase the spend with local companies' procurement actions have been agreed as part of the Community Wealth Building strategy.

Work is underway with both the Corporate Procurement Unit and the Business Support and Development Team working with local suppliers to provide greater visibility of future procurement opportunities and offer support and training to help local suppliers, to be more competitive, and therefore win a greater number of North Ayrshire Council contracts.

To successfully deliver the procurement objectives it is key that there is commitment to this Procurement Strategy and any new ways of working from all Service teams across North Ayrshire Council.

## 4. Priorities for Procurement in North Ayrshire Council

The key objectives of the Corporate Procurement Unit 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 North Ayrshire Council's vision and priority objectives.

To deliver the required outcomes of the Procurement Strategy 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 North Ayrshire Council, involved in the procurement process. The Corporate Procurement Unit will work closely with services teams to achieve the maximum economic and social value across all categories of spend.

The Corporate Procurement Unit 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, North Ayrshire Council declared a climate emergency and are committed to act now to achieve net zero carbon emissions by 2030. North Ayrshire Council implemented a Sustainable North Ayrshire Strategy in 2024. The Corporate Procurement Unit will support the net zero carbon ambition and any new requirements from the Sustainable North Ayrshire Strategy.

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 North Ayrshire Council's procurement processes and the Corporate Procurement Unit 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 Sustainable Procurement Tools are detailed below:

- The **prioritisation tool** is designed to assist early-stage strategic planning, and brings a standard, structured approach to the assessment of spend categories. North Ayrshire Council 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 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.
- **eLearning** is undertaken related to sustainable procurement developed for the public sector in Scotland.

The Corporate Procurement Unit 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 – meaning 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 Corporate Procurement Unit are creating [Sustainability case studies](#) in collaboration with internal service teams and Scottish Government to promote best practice. These case studies are published by Scottish Government. They are also monitoring 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 Corporate Procurement Unit have also created a net-zero roadmap (see Appendix 2) in collaboration with the Sustainability Team, that is aligned with the Sustainable North Ayrshire Strategy and demonstrates and reports how the Corporate Procurement Unit supports North Ayrshire Council's achievement of reduction of climate impact aims.

North Ayrshire Council 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 2022 to 2023 was submitted in November 2023.

The Corporate Procurement Unit 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 Corporate Procurement Unit also participate in the activities noted below ongoing:

- Attend Adaptation Workshops with the Energy and Sustainability Team.
- Complete the Public Bodies Climate Change Duties report for the Energy and Sustainability Team.

## 6. Procurement Strategic Objectives

To support the delivery of the Council Plan and Community Wealth Building strategy, the Procurement Strategy has five key strategic objectives.

The strategic objectives which will improve, innovate, and transform how the Corporate Procurement Unit 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 Corporate Procurement Unit 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 North Ayrshire Council'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 the Corporate Procurement Unit 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.

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

- Develop all new and existing Corporate Procurement Unit 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 processes, and plain English, user friendly, clear precise documentation for all North Ayrshire Council 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, Procurement Strategies 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,
- 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 Procurement Commercial Improvement Programme assessment utilising a Procurement Commercial Improvement Programme 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 North Ayrshire Council strategies, the National Performance Framework and Scottish Model of Procurement for all procurements (above £50,000 for supplies and services and above £500,000 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 Corporate Procurement Unit staff in commercial acumen.
- Manage price increase requests and other negotiations.
- Monitor, report, and work with Service teams to rectify non-compliant spend.

- All North Ayrshire Council officers to adhere to a Contract and Supplier Management 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 North Ayrshire Council'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 Single Tender Action Request training to all individuals involved in procurement activities across North Ayrshire Council.
- 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 Contract and Supplier Management 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 North Ayrshire Council'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 Corporate Procurement Unit's net-zero roadmap, aligned with the Sustainable North Ayrshire roadmap to demonstrate how the Corporate Procurement Unit are supporting North Ayrshire Council'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 North Ayrshire Council contracts.
- Ensure prompt payment to suppliers and sub-contractors.
- To eliminate modern slavery from all North Ayrshire Council 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 North Ayrshire Council'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 Contract and supplier Management process.
- Include mandatory agreement to North Ayrshire Council's Modern Slavery and Human Trafficking code of conduct in all procurement exercises.
- Ask all bidders to sign a declaration to say they have taken relevant measures to ensure the supply chains are slavery proof.
- Publish Modern Slavery and Human Trafficking whistle blowing process on the North Ayrshire Council 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 Chartered Institute of Procurement and Supply 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, Third Sector Organisations, and supported businesses to promote opportunities.
- Optimise use of procurement processes to award more contracts to local suppliers.
- Collaborate with North Ayrshire Council's Business Support and Development 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 Small and Medium Enterprises, Third Sector Organisations 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 Small and Medium Enterprises, Third Sector Organisations and Supported Business's to have future visibility and be able to prepare to bid for future contracts.
- Work with North Ayrshire Council's Business Support and Development Team to maximise local supplier participation in the Quick Quote and other procurement processes.
- Consider involvement of local Small and Medium Enterprises, Third Sector Organisations and supported businesses at the early buyer engagement stage.
- Work with the Business Support and Development Team to fully understand our local businesses and their capability and capacity to supply.
- Participate in the Community Wealth Building Procurement Lead Officers group to optimise community wealth building.
- Create a local supplier database identifying levels on turnover and insurance and memberships, accreditations and qualification to identify suitable suppliers for procurements.

## 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 the Corporate Procurement Unit will be assessed through the Procurement and Commercial Improvement Programme. The next Procurement and Commercial Improvement Programme assessment is due to take place in November 2026.

The measure of success of the Procurement Strategy 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 Small and Medium Enterprises, Third Sector Organisations and Supported Businesses including local businesses

- positive Procurement and Commercial Improvement Programme assessment reflecting high levels of performance.

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

The Procurement Strategy 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 North Ayrshire Council is:

Suzanne Bignell

Senior Manager (Corporate Procurement)

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## Appendix 1 – Procurement Strategy Action Plan

Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>Develop our team to deliver a professional procurement service</b>	To ensure all Corporate Procurement Unit staff are fully trained and developed to reach their maximum potential, to offer a more strategic and commercial approach to procurement activities.	<p>Develop all new and existing Corporate Procurement Unit 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</p> <p>Business as usual</p> <p>Business as usual</p>
<b>Develop our team to deliver a professional procurement service</b>	To ensure that all procurement activity is carried out in a transparent, proportionate, non-discriminative, and accountable manner, in accordance with procurement legislation and North Ayrshire Council's internal governance.	<p>Utilise e-Tendering systems, and provide proportionate streamlined procurement processes, and user friendly, clear precise plain English documentation for all North Ayrshire Council 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-</p>	<p>Business as usual</p> <p>Business as usual</p> <p>Business as usual</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
		discrimination, legal compliance, and delivery of best value.  Respond to changes, new procurement legislation or Scottish Procurement Policy Notes as appropriate.	
<b>Develop our team to deliver a professional procurement service</b>	To provide visibility of future contracting opportunities by advertising opportunities, maintaining, and publishing a Contract Register, tender waveplan, and procurement annual reports.	Advertise all contracts electronically using Public Contracts Scotland in line with legislative requirements.  Publish Annual Reports, Procurement Strategies and Contract Register in line with legislative requirements.	Business as usual Business as usual
<b>Develop our team to deliver a professional procurement service</b>	Ensure all relevant contracts comply with the Health and Safety at Work etc. Act 1974.	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.	Business as usual
<b>Develop our team to deliver a professional</b>	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	Business as usual

Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>procurement service</b>		requesting certification relating to animal welfare standards.	
<b>Develop our team to deliver a professional procurement service</b>	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.	Business as usual
<b>Develop our team to deliver a professional procurement service</b>	To ensure Corporate Procurement Unit 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.</p> <p>Feedback facility on Connects.</p> <p>Issue supplier surveys for all high value procurements.</p>
<b>Develop our team to deliver a professional</b>	Continue to improve procurement performance across the council as measured by the Scottish Government's Procurement &	Prepare for Procurement and Commercial Improvement Programme assessment ongoing utilising a Procurement and	Last assessment date was 28 <sup>th</sup> Nov 23, achieved advanced



Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>procurement service</b>	Commercial Improvement Programme.	Commercial Improvement Programme improvement plan.	practice in 9 out of 11 areas assessed.  Next Assessment Nov 26.
<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 North Ayrshire Council 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 North Ayrshire Council'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.	Business as usual
<b>Deliver financial sustainability and optimise commercial acumen</b>	Generate value from utilising collaborative contracts with other Councils, Scotland Excel, Scottish Government and Crown Commercial Services.	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, rationalise products, use alternative products and maximise rebates.	Business as usual  Business as usual

Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>Deliver financial sustainability and optimise commercial acumen</b>	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.	Discuss saving opportunities at the Procurement Board.	Procurement Board meet Quarterly.
<b>Deliver financial sustainability and optimise commercial acumen</b>	Train all Corporate Procurement Unit 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
<b>Deliver financial sustainability and optimise commercial acumen</b>	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.	Business as usual
<b>Deliver financial sustainability and optimise</b>	Monitor, report, and work with Service teams to rectify non-compliant spend.	Provide Standing Orders Relating to Contracts training via e-Learning and recorded procurement and Single Tender	Business as usual

Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>commercial acumen</b>		<p>Action Request training to all individuals involved in procurement activities across North Ayrshire Council.</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>Reviewed quarterly. New Team Manager (Sustainability) role created to address non-compliant spend.</p> <p>Reported quarterly.</p>
<b>Deliver financial sustainability and optimise commercial acumen</b>	All North Ayrshire Council officers to adhere to a Contract and Supplier Management Policy to ensure the maximum economic and social value is continually driven from every contract.	To manage all contracts in line with the Contract and Supplier Management policy and encourage all devolved contract and supplier managers to do the same.	New Team Manager (Sustainability) role created to address compliance with the Contract and Supplier Management Policy.
<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>Business as usual</p> <p>Business as usual</p>
<b>Tackle climate change and embrace a circular</b>	Support North Ayrshire Council's drive to achieve net zero carbon emissions by 2030 by ensuring that	Ensure all contract strategies consider socio economic and environmental impact and	<p>Business as usual</p> <p>Business as usual</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>economy on our net-zero journey</b>	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>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>	Business as usual
<b>Tackle climate change and embrace a circular economy on our net-zero journey</b>	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 Corporate Procurement Unit's net-zero roadmap, aligned with the Sustainable North Ayrshire roadmap to demonstrate how the Corporate Procurement Unit are supporting North Ayrshire Council's net-zero journey.</p>	<p>Completed for Fleet, ICT, Waste and Building Services -</p> <p>Oct 23</p> <p>2 published 23/24</p> <p>Reviewed annually.</p> <p>Reported annually.</p> <p>New Team Manager (Sustainability) role created to address net-zero ambitions.</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
		Report all actions to reduce the impact of climate within our annual procurement report.	
<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 by the Community Benefits Officer and reported Annually.
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	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 North Ayrshire Council contracts.	<p>Encourage fair work practices and payment of real living wage in all relevant contracts and score as part of the quality evaluation where appropriate.</p> <p>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.</p>	<p>Business as usual</p> <p>Business as usual</p>
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	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-	Business as usual

Strategic Objective	Objectives	How our objectives will be met	Current Status
		qualification and Contract and supplier Management process.	
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	To eliminate modern slavery from all North Ayrshire Council supply chains.	<p>Include mandatory agreement to North Ayrshire Council'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 North Ayrshire Council external website.</p> <p>Ask all bidders to sign a declaration to say they have taken relevant measures to ensure the supply chains are slavery proof.</p>	<p>Business as usual</p> <p>Business as usual</p> <p>Business as usual</p>
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	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.	Business as usual
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	Ensure that all external expenditure is procured, fairly, and ethically whilst encouraging and influencing our suppliers, contractors, and service providers to do the same.	Request appropriate certification in relevant contracts to meet specific, social standards such as Fair Trade.	Business as usual



Strategic Objective	Objectives	How our objectives will be met	Current Status
<b>Create an inclusive North Ayrshire with access to fair jobs</b>	Ensure all staff are trained in supply chain ethics.	Complete Chartered Institute of Procurement and Supply 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 Community Wealth Building Procurement Lead Officers group to optimise community wealth building.</p>	<p>Business as usual.</p> <p>Attend quarterly meetings, and report local contract awards.</p> <p>As required.</p>
<b>Support sustainable resilient supply chains and optimise opportunities for local suppliers</b>	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 Small and Medium Enterprises, Third Sector Organisations and Supported Business's to have future visibility and be able to prepare to bid for future contracts.</p>	<p>Business as usual</p> <p>Business as usual</p> <p>Business as usual</p> <p>Supplier questionnaire sent out January 2025 to gather information.</p>

Strategic Objective	Objectives	How our objectives will be met	Current Status
		<p>Consider involvement of local Small and Medium Enterprises, Third Sector Organisations and supported businesses at the early buyer engagement stage.</p> <p>Create a local supplier database identifying levels on turnover and insurance and memberships, accreditations and qualification to identify suitable suppliers for procurements.</p>	
<b>Support sustainable resilient supply chains and optimise opportunities for local suppliers</b>	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 Small and medium Enterprises, Third Sector Organisations and Supported Business's.	Business as usual
<b>Support sustainable resilient supply chains and optimise opportunities for local suppliers</b>	Collaborate with North Ayrshire Council's Business Support and Development Team to grow local capability and capacity and to promote innovation.	<p>Work with North Ayrshire Council's Business Support and Development 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>Business as usual</p> <p>New posts created within the Business Support and Development Team and Corporate Procurement Unit to address community wealth building</p>

## Appendix 2 – Corporate Procurement Unit Net-Zero Roadmap

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 1 - Energy	E.1	Commissioning of two new solar farms at Shewalton, Irvine, and Nethermains, Kilwinning.	March 2025	Yes	<p>NAC/5094 Design and Build of Solar PV Farms at Nethermains, Kilwinning and Shewalton, Irvine Lot 3 - Nethermains, Kilwinning &amp; Shewalton, Irvine <b>(awarded March 2023) plus ongoing Contract &amp; Supplier Management.</b></p> <p>NAC/STA/5166 Grid Connection Costs for Nethermains Solar PV Farm <b>(awarded January 2023).</b></p> <p>NAC/STA/5168 Grid Connection Costs for Shewalton Solar PV Farm <b>(awarded January 2023).</b></p> <p>NAC/STA/5215 Energy Consultancy Support, Nethermains &amp; Shewalton Solar PV Farms <b>(awarded December 2023).</b></p>
Workstream 1 - Energy	E.2	Development of other municipal renewable energy projects, including at i3, Irvine.	Ongoing	Yes	<p>Options Appraisal (OP) being done in-house in conjunction with Economic Development and Regeneration. OP to consider inward investment potential, and consideration of wind turbine and solar farm. Potential for private sector interest and other use for land. <b>Procurement support will be dependent on the outcome of the OP.</b></p> <p><b>Procurement support also required to appoint a consultant for "renewable energy strategy work" to look at land and assets and consider the positive impacts on community organisations.</b></p>
Workstream 1 - Energy	E.3	Publish and implement the Local Heat and Energy Efficiency Strategy and Delivery Plan.	Ongoing	Yes	<p>NAC/MC/5091 LHEES Consultancy Services <b>(awarded April 2022).</b></p> <p>NAC/STA/5191 Delivery of North Ayrshire's Local Heat and Energy Efficiency Strategy and Delivery Plan <b>(awarded April 2023).</b></p> <p><b>Procurement support will be required to help procure a feasibility study for a potential heat network to support LHEES.</b></p>

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 1 - Energy	E.4	Completion of the Energy Masterplan for Ayrshire, in partnership with East Ayrshire Council, South Ayrshire Council and Scottish Enterprise.	December 2024	Maybe	East Ayrshire Council have procured the development of an Ayrshire Energy Masterplan ( <b>awarded December 2022</b> ).  <b>Procurement support may be required depending on the recommendations, which are still considered.</b>
Workstream 1 - Energy	E.5	Administration of the Community Net Zero Fund to support community energy regeneration.	Ongoing	No - will be completed in-house	None.
Workstream 1 - Energy	E.6	Administration and further development of the Energy Smart programme to provide low carbon advice and physical measures to reduce emissions and improve affordable warmth.	May 2025	Yes	NAC/DA/5071 Energy Smart Programme Works ( <b>awarded May 2024</b> ).
Workstream 1 - Energy	E.7	Develop Community Climate Actions Plans for each locality, building on the Climate Action Town Stevenston project.	Ongoing	No - will be completed in-house	None.
Workstream 1 - Energy	E.8	Support the delivery of the Carbon Neutral Islands project, and wider Arran Local Island Plan and Cumbrae Local Island Plan.	Ongoing	Yes	Area Based Scheme Energy Efficiency Works - Lot 1 – Area Based Scheme (ABS) Works ( <b>awarded March 2024</b> ).

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 1 - Energy	E.9	Develop a programme of Carbon Literacy Training for communities.	Ongoing	No - will be completed in-house	None.
Workstream 1 - Energy	E.10	Completion of programme of energy lessons within schools.	Ongoing	No - will be completed in-house	None.
Workstream 1 - Energy	E.11	Implementation of decarbonisation measures within our building estate as identified through the Green Growth Accelerator report.	Ongoing	Yes	<p>Initial consultant report created which is high level and gives an overview of what the council would require to spend in terms of decarbonising the building estate.</p> <p>Aim is to go further and have an additional report looking at specific buildings and energy improvement projects. <b>Engaging with a consultant to see what they can offer, and then look to go through procurement exercise.</b></p> <p><b>There would also be subsequent procurement exercises starting the first quarter 2025 onwards to then implement projects based upon report e.g. heating system upgrades, lighting upgrades, renewable energy.</b></p>
Workstream 1 - Energy	E.12	Implement a range of energy efficiency and decarbonisation measures across Council housing stock to meet EESSH2 requirements.	Ongoing	Yes	<p>PMI manage all EESSH requirements however, Sustainability support PMI through:</p> <p>NAC/MC/5124 Area Based Scheme (ABS) Energy Efficiency Managing Agent (<b>awarded September 2023</b>).</p> <p>NAC/MC/5137 Area Based Scheme Energy Efficiency Works - Lot 1 – Area Based Scheme (ABS) Works (<b>awarded February 2024</b>).</p>
Workstream 1 - Energy	E.13	Prepare proposals for external funding, e.g. Scottish Public Sector Heat Decarbonisation Fund.	Ongoing	Yes	<p>Support in terms of how funding projects can be delivered, which could lead to tenders or contract modifications.</p> <p><b>Support to date includes:</b></p> <p><b>Carbon Neutral Island - £30,000. Modification to Area Based Scheme contract to be completed by December 2024 to cover additional work required.</b></p> <p><b>ECO4 Flex - ongoing procurement support with non-procured partnerships, including market research and supplier due diligence.</b></p>

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 1 - Energy	E.14	Support local businesses on their journey to net zero and continue the implementation of the Net Zero Accelerator.	Ongoing	No - will be completed in-house	None.
Workstream 1 - Energy	E.15	Prepare a new Carbon Footprint and Project Register to manage carbon emission reduction and sequestration projects, embedding a data driven approach to the journey to our net-zero 2030 target.	Ongoing	Yes	Free tool from Scottish Government. <b>May require procurement support and input to help review the tool and consider its use and implementation.</b>  <b>Transformation has undertaken some initial testing of using the CFPR tool with simulated data, which is currently ongoing.</b>
Workstream 1 - Energy	E.16	Explore the use of Sustainable Scotland Networks' Climate Change Impact Assessment tool.	30 March 2025	No - will be completed in-house	None. <b>However, Procurement Team Manager (Sustainability) attended Scottish Climate Intelligence Service (SCIS) Launch.</b>
Workstream 2 - Nature	N.1	Complete the Local Biodiversity Action Plan review to align with forthcoming Scottish Biodiversity Strategy targets.	March 2026	No - will be completed in-house	None.
Workstream 2 - Nature	N.2	Identify and complete Nature Restoration Fund projects to support the Nature Network strategy.	Ongoing (annually in line with NRF funding)	Yes	<b>Procurement support will be required for delivery of NRF project spending.</b> NRF money is spent over the financial year. The spend in 2024 will be dependent on whether the capital money is rolled over and spent on the LA pay settlement. If so there will be no spend in the next financial year.



Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 2 - Nature	N.3	Complete a biodiversity audit for North Ayrshire.	March 2025	Yes	Help to procure the services of an ecological consultant by April 2025.
Workstream 2 - Nature	N.4	Undertake a Local Nature Conservation Sites review for Arran.	March 2026	Yes	Help to procure the services of an ecological consultant by April 2026.
Workstream 2 - Nature	N.5	Implement Nature Networks throughout North Ayrshire as far as possible.	2045	Yes	The delivery of a nature network will be a complex and long-term project. <b>Support will be required in the possible procurement of materials, equipment/machinery, contractors and consultants.</b> This would take place as the need is identified and funding allowed.
Workstream 2 - Nature	N.6	Implement the 2030 Woodlands: A tree planting strategy and engage with Scottish Forestry as part of our climate change work.	31 March 2030	Yes	NAC/5134 Supply, Delivery, Planting & Maintenance of New Woodland at Lochshore Park (awarded March 2023).  <b>Procurement support was required to assist with quotes for Milgarholm, circa 15,000. Procurement support will also be needed ongoing until 2030 to procure ground preparation works, trees, stakes and guards on a project specific basis during the term of the strategy.</b>
Workstream 2 - Nature	N.7	Complete a comprehensive study to understand the carbon sequestration capacity and future potential of our natural assets.	Yet to be assigned	Yes	How this action will be delivered has yet to be explored. The initial thought would be that the Council lacks the in-house skills to undertake this action. <b>There is the possibility that an appropriate consultant may need to be procured.</b>
Workstream 2 - Nature	N.8	Support the Local Development Plan to align with the positive biodiversity ambition of the National Planning Framework 4 (NPF4).	Ongoing	No - will be completed in-house	None.
Workstream 2 - Nature	N.9	Continue to support the increase in local food production.	Ongoing	No - will be completed in-house	None (no funding attached).

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 2 - Nature	N.10	Continue to support food provenance and maximise the use of locally grown food through the actions within the North Ayrshire Food Growing Strategy.	Ongoing	No - will be completed in-house	None (no funding attached).
Workstream 2 - Nature	N.11	Support the repurposing of vacant and derelict sites through the Repurposing Property Grant Fund and Communities and Place Fund.	Ongoing	No - will be completed in-house	None.
Workstream 2 - Nature	N.12	Maximise the potential for sustainable regenerative and nature based tourism opportunities as part of the Ayrshire Regional & Visitor Economy Strategy and the Council's annual Visitor Management Plans.	Yet to be assigned	Yes	<b>This process may involve a combination of in-housework and input from an appropriate consultant. There is no current timeframe on this action.</b>
Workstream 3 - Transport	T.1	Progress the Council's fleet decarbonisation route map.	31 March 2030	Yes	<b>Help to procure electric vehicles, as and when required and subject to available budgets.</b> Could be through Scotland Excel, Crown Commercial Services or Open Tender. Procurement currently working on a 'commodity strategy' for electric vehicles.  NAC/QQ/5167 Provision of a Fleet Decarbonisation Consultant <b>(awarded May 2022)</b> .

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 3 - Transport	T.2	Install additional workplace chargers to further electrify the Council's fleet.	31 March 2025	Yes	<p>Help to procure workplace chargers (roughly 300,000 one off, plus 100,000 per year ongoing). Most like to be procured against the Scotland Excel Electric Vehicle Charging Infrastructure Framework.</p> <p>NAC/MC/2093 Electric Vehicle Charge Points (awarded February 2019).</p> <p>NAC/STA/1065 Electric Vehicle ChargePoint Maintenance (awarded September 2019).</p> <p>NAC/MC/5014 Electric Vehicle Charge Points (awarded March 2020).</p> <p>NAC/DA/5089 Replacement Rapid and Relocation of EV Chargers in Arran (awarded October 2024).</p> <p>NAC/STA/5240 Maintenance, Warranty and Data Sim Contract for EV Charge Points (awarded October 2024).</p>
Workstream 3 - Transport	T.3	Consider use of Hydrotreated Vegetable Oil (HVO) in heavy fleet to reduce emissions.	31 March 2025	Yes	Procure: Supply and Delivery of HVO Fuel. Award expected December 2024.
Workstream 3 - Transport	T.4	Progress Ayrshire EVCI Pathfinder project to support a just transition to EVs.	31 March 2025	No	Procurement support not required. Collaboration between 3-Ayrshires and is being led by East Ayrshire Council.
Workstream 3 - Transport	T.5	Undertake a review of EV Strategy with reference to the Ayrshire EVCI pathfinder.	Ongoing	No - will be completed in-house	None.
Workstream 3 - Transport	T.6	Progress Community Transport pathfinder proposals.	Yet to be assigned	TBC	TBC

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 3 - Transport	T.7	Achieve 2km (2,000 metres) of active travel infrastructure per year in North Ayrshire.	Ongoing	Yes	<p><b>Support to procure consultant services to carry out feasibility and detailed designs for Active Travel Routes via Scotland Excel Technical Consultancy Framework or via NAC's Professional Services Framework</b>, including:</p> <p>NAC/DA/5080 CDM, Technical Surveys and Principal Design Duties for LUF River Irvine (<b>awarded September 2024</b>).</p> <p>NAC/DA/5081 CDM, Technical Surveys and Principal Design Duties for LUF Heatherhouse Road, Irvine (<b>awarded October 2024</b>).</p> <p><b>Support to procure geotechnical surveys to inform detailed designs of Active Travel Routes</b>, including:</p> <p>George Street Bridge, Stevenston &amp; Valefield Bridge, Kilbirnie</p> <p>Quick Quotes:</p> <p>NAC/QQ/5034 Fairlie Coastal Path Construction (<b>awarded October 2020</b>).</p> <p>NAC/QQ/5260 Fairlie Coastal Path Construction – Phase 3 (<b>awarded December 2023</b>).</p>
Workstream 3 - Transport	T.8	Consider the ongoing role of digital technology in contributing to the avoidance of travel journeys.	Ongoing	TBC	To be confirmed. Project is still in its infancy, but ongoing discussions are taken place with NAC's Digital Renewal Manager.
Workstream 4 - Waste	W.1	Develop the new Zero Waste Strategy in line with Scottish Government route map.	31 March 2025	Maybe	Procurement support not required at the development stage but may be required at the implementation stage of the new strategy.

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 4 - Waste	W.2	Building on the new Zero Waste strategy, support businesses to enhance innovation and reduce waste through working with partners to develop a circular economy approach.	Ongoing	No - will be completed in-house	None.
Workstream 4 - Waste	W.3	Implement actions within new Waste Strategy.	TBC	TBC	TBC - Zero Waste Strategy and the implementation action plan that will accompany it will be developed once the Scottish Government publish their new waste route map, which is expected to be published by the end of 2024. NAC's Zero Waste Strategy is therefore unlikely to be drafted and approved until spring 2025.
Workstream 4 - Waste	W.4	Continue to implement the Single Use Plastic Strategy.	Ongoing	Yes	<b>Procurement support required in identifying what single-use plastics are no longer purchased, or still need a sustainable alternative product.</b>
Workstream 4 - Waste	W.5	Investigate the feasibility of a green hydrogen generation project using landfill gas, through the Energy Technology Partnership.	31 March 2025	Yes	NAC/STA/5215 Energy Consultancy Support, Nethermain & Shewalton Solar PV Farms (incorporates green hydrogen generation) <b>(awarded December 2023)</b> .  NAC/STA/5043 University of Strathclyde Partnership <b>(awarded December 2020)</b> .
Workstream 5 - Adaptation	A.1	Implement Adaptation Scotland's Framework for a Climate Ready Public Sector.	Ongoing	Yes	Framework is not mandatory however the plan is to complete annually. <b>Procurement will be required to feed into its completion.</b>  <b>Procurement contributed to the 23 to 24 assessment. Support not required until 2025 now.</b>
Workstream 5 - Adaptation	A.2	Undertake actions identified through annual assessments.	Ongoing	No - will be completed in-house	None.

Workstream	Action Ref	Action	Estimated Completion Date	Procurement Support Required	What Procurement Support
Workstream 5 - Adaptation	A.3	Develop and deliver the Flood Protection Scheme for Great Cumbrae.	July 2024	Yes	<p>NAC/STA/5042 Millport Coastal Flood Protection Scheme (Detailed Design including Preparation of Main Contract Documentation) <b>(awarded 2020)</b>.</p> <p>NAC/QQ/5063 Millport Coastal Flood Protection Scheme - Landscape Architect Services <b>(awarded 2021)</b>.</p> <p>NAC/DA/5023 Additional Consultancy for Millport Coastal Flood Protection Scheme <b>(awarded 2022)</b>.</p> <p>NAC/DA/5036 Design Consultancy for Millport Flood Prevention Scheme - Phase 3 <b>(awarded 2021)</b>.</p> <p>NAC/MC/5101 NEC4 ECC Project Management for Millport Coastal Flood Protection Scheme <b>(awarded 2022)</b>.</p> <p>NAC/STA/5165 Purchase of CEMAR Software, Millport Coastal Flood Protection Scheme <b>(awarded 2022)</b>.</p> <p>NAC/DA/5049 Millport Coastal Flood Protection Scheme - Construction Phase Design Support <b>(awarded 2022)</b>.</p> <p>NAC/5075 Millport Flood Protection Scheme Construction <b>(awarded January 2023)</b>.</p> <p>NAC/DA/5072 Millport Flood Prevention Scheme (FPS) Associate Support – Secondment <b>(awarded January 2024)</b>.</p>
Workstream 5 - Adaptation	A.4	Develop and deliver the Mill Burn Flood Alleviation Scheme in Millport.	TBC	Yes	Procurement of construction phases. Procurement expected to commence 2025.
Workstream 5 - Adaptation	A.5	Undertake coastal studies for Stevenston and Irvine beaches, to identify soft engineering methods to manage coastal erosion as promoted by the Shoreline Management Plan.	August 2024	Yes	NAC/MC/5139 Provision of Erosion Management and Improved Accessibility Study at Stevenston and Irvine Coast <b>(awarded December 2023)</b> .

## Appendix 3 – Version Control

Date	Versions	Page/Paragraph/Section	Revision Type	Revision Details
Not applicable	Not applicable	Not applicable	Addition Amendment deletion	Updated section 1 thresholds
December 2023	V1	Not applicable	Not applicable	Not applicable
December 2023	V2	Page 31	Addition of Appendix 2 - CPU Net-Zero Roadmap	Strategy updated to include CPU Net-Zero Roadmap.
November 2024	V3	Not applicable	Removing acronyms  Updating statistics  Adjusting strategic actions/current status	Removing acronyms to make the document accessible.  Updating statistics for spend.  Adjusting strategic actions/ current status to address new Sustainability Team Manager role and local database creation.  Updated net-zero roadmap.