



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Annual Procurement Report 2022-2023



Scottish Government
Riaghaltas na h-Alba
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Foreword

by the Chief Executive



I am delighted to share Forestry and Land Scotland's (FLS) fourth Annual Procurement Report (APR), which sets out the excellent work undertaken by my colleagues across FLS during a continuing period of change and challenge.

Whilst 2022/23 saw the pandemic restrictions significantly reduce, Covid has continued to impact on the business as a result of staff absences due to illness or their provision of support and care to dependants, and we have also experienced high staff turnover, resulting in increased pressures on staff and resources.

In response to the continued impact of the conflict in Ukraine and wider economic pressures including inflationary increases, we worked with our suppliers to apply exceptional price increases to our contracts where the need for these was evidenced. We also experienced difficulties in awarding some contracts over the reporting period, due to an aging and stretched supply base with a lack of new entrants and restrictions on work visas for seasonal foreign labour; we have recently set up a Contractor Capacity and Resilience Forum to look at how we might mitigate some of these impacts.

In order to enable contractual and service continuity due to these pressures, we worked with suppliers to extend or vary contracts to provide cover, until new arrangements were or can be established.

We have not completed all of the commitments in our current Procurement Strategy, however we have made great progress in key areas, including:

- establishing suites of contracts for our highest priority operations including harvesting, deer culling, roads maintenance and forest management;
- delivering concession contracts across a range of our visitor sites to assist in providing a high quality visitor experience;
- launching new Contract Management training and Standard Operating Procedures across FLS; and
- base-lining our Scope 3 emissions to inform our work on emissions reductions through our supply chains.

Despite the challenges we have faced, our ability to deliver on priority activities is evident, thanks to the efforts of our employees and suppliers who have also faced obstacles caused by the pandemic and wider economic pressures. I am hugely proud of the tremendous effort that has been, and continues to be made and I take this opportunity to again thank everyone involved for their continued dedication and commitment.

Simon Hodgson
Chief Executive

The owner of the Annual Procurement Report is:

John Mair, Director of Commercial Development
Forestry and Land Scotland Head Office, Great Glen House, Leachkin Road, Inverness IV3 8NW
Email: Procurement@forestryandland.gov.scot

Introduction

This report complies with the requirements of the [Procurement Reform \(Scotland\) Act 2014](#) by detailing our general performance and progress during the period 1st April 2022 to 31st March 2023 against our [FLS Procurement Strategy 2022-23](#).

Topics covered include:

- A summary of Regulated procurements* that have been completed during the year covered by the report;
- A review of whether those procurements complied with the FLS Procurement Strategy 2022-2023, including the extent to which any Regulated tenders did not comply, and a statement detailing how FLS will ensure that future Regulated tenders will comply;
- A summary of any Community Benefit requirements imposed as part of a Regulated tender that were fulfilled during the year covered by the report;
- A summary of any steps taken to facilitate the involvement of Supported Businesses in Regulated tenders during the report period and;
- A summary of Regulated tenders expected to commence in the next two financial years.

Our Procurement activity supports FLS' contribution to Scottish Government's National Outcomes, set out within Scotland's National Performance Framework. Although procurement is inherent in delivery of all of our Corporate Outcomes, this report sits under FLS Corporate Outcome 5: A High Performing Organisation.



FLS is recognised as a high performing, efficient and effective, financially sustainable organisation that continues to transform and adapt.

For the purpose of this report, a Regulated procurement is complete when the Contract Award Notice is published on the [Public Contracts Scotland \(PCS\) website](#). A register of our current and expired contracts is publicly available on PCS.

* a Regulated procurement is defined by the Procurement Reform (Scotland) Act 2014 as either any public contract for goods or services of £50,000 (exc VAT) or greater, or any public works contract of £2,000,000 (exc VAT) or greater.

¹ Full details of our Corporate Outcomes can be found in our [Corporate Plan](#).

Section 1:

A summary of our procurement activity in 2022/23

The following table summarises our Regulated procurements for this reporting period.

FLS completed Regulated tenders, worth £247.1 million, that established:	
1 Framework Agreement split into 3 Lots , to provide opportunity for SME bidding, and awarding 2 unique suppliers access to a framework worth £3.5 million	32 Contracts comprising 7 Regulated tenders via the Open procedure, 5 of which were lotted into 74 collective lots , awarding contracts to 28 unique suppliers worth £230.5 million over their terms. In addition we awarded 25 single supplier contracts via the Negotiated procedure where there had been tender failure, worth £13.1 million
7 of the 8 (87.5%) Regulated procurements contained new Community Benefits	
We also awarded a further £23.8 million in Regulated contracts from FLS Framework Agreements and Collaborative arrangements	
21 contracts worth £14.3 million were awarded from Collaborative Framework Agreements such as those from <u>Scottish Government</u> and <u>Scotland Excel</u>	42 contracts totalling £9.5 million were awarded from existing FLS Framework Agreements
5 Regulated contracts were awarded via Non-Competitive Actions totalling £0.56 million	

See Annex 1 for summary details of the above contracts awarded.

Section 2:

Review of Regulated Procurement Compliance

Regulated procurement in FLS is undertaken within a legal and procedural framework which ensures that each procurement is compliant and aligns with our Procurement Strategy. This framework is set out through:

- Procurement legislation,
- the Scottish Government's Public Finance Manual,
- the Scottish Government's Procurement Journey (adopted by FLS),
- our own Delegated Limits of Authority Policy,
- our Procurement Compliance and Policy Statements, along with
- our internal procurement policies and processes for Regulated procurement activity.

In carrying out this review we have specifically assessed FLS compliance against our [FLS Procurement Compliance and Policy Statements](#) which put into context the requirements of the Procurement Reform (Scotland) Act 2014 (Qualitative information is contained within Annex 2.)

Compliance

This year, the vast majority of our Regulated procurement activity has met the requirements of the legislation and the associated policies and processes that we have established to enable compliance. However five Regulated Contracts were not compliant and details of these are set out in Appendix 1.

Two of these relate to office cleaning and security at the FLS Edinburgh Office, and were necessitated due to uncertainty about the remaining term that FLS would lease and operate their Edinburgh premises. As such, two short NCAs were required to provide continued facilities support to the building until the lease expired. Tendering these contracts was not commercially viable due to their short duration. These non-compliant actions were therefore a one-off occurrence.

Two non-compliant contracts required to be awarded at speed to ensure the provision of ground preparation and tree planting services were undertaken during the planting season, following incumbent contractors declining contract extensions. FLS will continue to work on improving planning for these unusual circumstances.

Finally, a contract was awarded for car parking design services at Glen Nevis to ensure the delivery of car parking for the UCI World Championships, a one-off occurrence.

Delivery Against Procurement Strategy Aims

In addition, we have delivered against the five aims of our Procurement Strategy as follows during financial year 2022-23:

1. Business Outcomes

Our procurement activities are aligned to corporate objectives. They are planned, organised and executed safely to deliver value for money. Sustainability is embedded and innovation is embraced.

- Our procurement pipeline continues to reflect our category management structure, based on spend segmentation. This year we awarded a number of contracts to support core land management activities such as ground preparation; planting; deer culling and harvesting. In some cases we had to negotiate contracts where we received no tenders or a lack of suitable tenders, leading to poorer value for money demonstration. However we will continue to seek feedback from suppliers with an aim of simplifying our tenders wherever we can, and improving our processes in the year ahead, aiming to achieve better success in future tenders.
- Within the relevant tenders we included criteria related to climate change reduction measures, climate change adaptation measures, and promoting biodiversity.
- Consultation of our two year procurement pipeline was undertaken in the final quarter of this reporting period to ensure the Pipeline for the forthcoming two year period was prioritised to meet FLS business needs.
- We recently established a Contractor Capacity and Resilience Forum to identify and take action on the key supply chain risks affecting our Land Management priority activities of harvesting; roading; planting and deer management.
- Our work to develop priority Category Strategies continued to be delayed by resourcing gaps. At the end of the reporting year we reached full complement of Category Managers, so intend to recommence this work during the 2023/24 reporting period.
- We implemented new Contract Management structures, processes, Standard Operating Procedures (SOPs) and associated training modules this year.
- We engaged a consultant to assist us in baselining our Scope 3 emissions to identify high impact areas to focus upon in future tenders. The high impact areas identified were timber harvesting, civil engineering, wildlife management and plant supply; further work will be undertaken in the year ahead to look into these details and build appropriate reduction targets into new contracts in these areas.
- Our process to assess Exceptional Price Increase requests from suppliers due to inflationary pressures and the Ukraine conflict continued to be implemented. Suppliers were required to evidence their increased costs, and variations to contractual terms and conditions were made, where necessary, to allow for justified and evidenced cost increases. This process also allows for price decreases should costs fall over time.

Prompt Payment in the Supply Chain



Following the release of SPPN 2/2022 'Public Procurement – Prompt Payment in the Supply Chain' in April 2022, FLS successfully evaluated past payment performance as part of the selection stage of its Civil Engineering Roads Maintenance and Associated Services tender exercise in November 2022.

Using the updated Single Procurement Document (SPD) standardised statement, all tenderers were asked to confirm that they have systems in place to pay subcontractors throughout the supply chain promptly and effectively, and to provide evidence when requested of:

- a) their standard payment terms; and
- b) $\geq 95\%$ of all supply chain invoices being paid on time in the last financial year.

If a tenderer was unable to confirm (b), it was required to provide an improvement plan, signed by its Director, which improves payment performance.

Prior to award of the contract, six of the seven successful tenderers provided evidence of both (a) and (b), whilst one successful tenderer provided a detailed payment improvement plan, signed by its Director. All successful tenderers therefore satisfied the prompt payment requirements, which are considered an indicator of a resilient and sustainable supply chain.

2. Relationships & Culture

Our procurement relationships across FLS functions and with the supply chain and stakeholders are respectful, collaborative, impartial and mutually beneficial for all.

- An independent, external 360 degree review of FLS' procurement function was commissioned during this reporting period. The review will include benchmarking with other organisations, in addition to seeking supplier, stakeholder and staff feedback. The review will complete during the first half of financial year 23/24 with any improvement actions planned thereafter, as a result of the review's findings.
- We continued to use collaborative frameworks created by other organisations including Scottish Procurement and Scotland Excel by awarding call-off contracts from these, where this was an appropriate route to market – See Annex 1 for the collaborative call-off's we awarded during the year.
- Our new Procurement business partnering model was further embedded within our Regions and national functions, following roll-out in the previous reporting period.
- Our new contract management processes include a renewed focus on building relationships – for example, a new approach to Contract Implementation meetings for our suppliers as well as for our internal staff was introduced for new contracts.

Case Study

Contract Implementation and Handover



The Procurement Team worked collaboratively with the Health & Safety and Wildlife Management Teams to deliver Contract Implementation and Management Handover Days for the regional teams and suppliers.

The feedback received from these days was excellent and strengthens the understanding of all parties on how the new arrangements will work. This has also helped us build more positive business relationships with our suppliers from the outset of new contracts. A similar approach was recently implemented for our harvesting contracts.

A supplier said: “For me it was helpful it showed forward planning and a willingness for FLS staff to work closely with contractors which has been missing up till the last year or two.”

The Head of Wildlife Management said: “I thought the contractor handover day was excellent. It was very well received by all who attend, with two Operations Managers stating that this is exactly what is required for other contracts going forward.”

3. Governance & Process

We have an effective and resilient operating model where delegations and risks are managed at the correct level. Our processes and tools are efficient and compliant.

- Our new Contract Management training modules and SOPs set out clear roles and responsibilities for staff across the organisation.
- Our Procurement Workforce Plan was updated during this reporting period, focussing on staff retention, succession planning and capacity to support category management, along with planned transformational work to support corporate objectives. We have had some success in securing candidates for systems transformation work; however we have continued to struggle to recruit and retain staff into key tendering and category management posts.
- We commenced work on process mapping of our procurement processes, which will enable us to simplify processes and ensure their efficiency. We have more work to do on this in the year ahead.
- Checks on our internal controls, including those for delegated procurement and contract management, were carried out six-monthly. The checks provided our Chief Executive with assurance that delegated procurement and contract management activities were carried out appropriately, with no areas of substantial concern.
- We initiated a review of our Delegated Purchasing Authority Governance and Policy. Recommendations from this review are due to be presented to our Management Board during financial year 2023/24, including introduction of a new process for gaining Delegated Procurement Authority and undertaking low value procurement activity.
- We began planning for new SOPs to cover all procurement processes and aim to substantially complete this work in financial year 23/24.
- Preparatory work for FLS' first full Procurement and Commercial Improvement Programme (PCIP) assessment began. The assessment will take place in the final quarter of financial year 23/24.

Case Study

New Terms and Conditions for Concession Contracts



In December 2022, FLS published its first tender under the Concession Contracts (Scotland) Regulations 2016, for the delivery of catering concessions at a number of its visitor sites. Previously these arrangements had been handled as lease agreements, and the change to the concessions approach was the result of a collaboration between Visitor Services, Estates and Procurement teams, with support from the FLS legal provider.

The successful supplier said: "Our food and drink service will replicate a high quality, high street associated coffee shop and quick service restaurant environment designed to maximise the catering opportunities, add value and compliment the wider FLS offer into the future."

"Working in partnership with the forest teams and partners we will support the other on-site activities to present a seamless visitor experience."

4. Professional & Technical

Procurement and commercial skills and capabilities are understood and linked to job profiles. Effective training and development is available. Everyone involved in the cycle is confident and competent for their part.

- A new framework defining the role and responsibilities of each FLS employee within the contract management hierarchy was completed and detailed within the Contract Management SOPs. This details clear escalation paths within the process.
- We launched a suite of training modules for contract management at the beginning of the reporting year and 561 staff completed these modules during the reporting period.
- The Procurement Team participated in continuous professional development (CPD) training and activities to increase knowledge and skills in topics including Forestry, Wellbeing, Key Performance Indicators and Service Levels, Value for Money, and Benefits reporting. This CPD learning will be consolidated within business as usual activities in the year ahead.
- We recruited two new Modern Apprentices to support succession planning, following the successful promotion of our first Modern Apprentice; we are working to provide our apprentices with a quality introduction to their procurement career, with interesting and varied on the job experience and training.
- Two members of the Procurement Team were successful in gaining internal promotion and we continued to use Development Opportunities to grow procurement skills internally, appointing two Procurement Support Officers via this route.
- Eight of the Procurement Team commenced or continued their professional CIPS qualifications at level 4 and 5, contributing to the professionalisation of our procurement function.

Case Study

Growing procurement talent at Forestry And Land Scotland (FLS)



Kyle being presented with his Training Matters Modern Apprentice of the Year 2022 award.

FLS has a large tendering and contract management portfolio and in a tough recruitment market, apprenticeships are helping us to grow our talent pool.

Our first Procurement Modern Apprentice, Kyle, joined us in March 2021 on a 2-year contract. Kyle worked across all areas of our team, learning on the job and completing his studies in record time, whilst also winning the Training Matters Modern Apprentice of the Year award.

Kyle said: “My apprenticeship has been absolutely instrumental to the success of my career so far. I started with Forestry and Land Scotland (FLS) back in March 2021 in the middle of the pandemic. My apprenticeship has given me work based experience to help me deliver tangible results for the business, whilst also learning at the same time. I was also fortunate enough to win Modern Apprentice of the Year 2022, so I think overall this has been a great success.”

Just a year after starting, Kyle gained promotion to Procurement Support Officer, delivering low to medium risk procurements and supporting some higher risk exercises.

5. Information and Technology

Use of technology is optimised to enable effective tendering, contracting, purchasing and payment. Systems facilitate data capture, monitoring and reporting. Delegations are automated and value is captured and measured.

- We continued to develop and plan our future processes for improved automation on purchase to pay. In the coming year our project team will continue to work with our systems implementer to introduce new, more efficient ordering to payment processes during 2024.
- A tender was advertised for new finance, procurement and business planning software and support. Contract Award is expected during the next reporting cycle.
- We continue to use an online project management tool to assist with Pipeline management and reporting.
- We continued to explore how we could make better use of technology to streamline our data gathering and reporting needs, to make this more efficient.

FLS Procurement Performance Indicators

Progress made against the FLS Procurement Strategy Performance Indicators during the reporting period is as follows:

Performance Indicator	Target	RAG Status	Commentary
Category strategies developed and approved	Prioritised, resourced plan with timings developed and approved for all categories with marked progress made on development of top priority categories		Progress was set back during this reporting period due to ongoing recruitment and retention issues. Category strategy work is recommencing, and it is hoped to report more positively in the next reporting cycle.
Savings-tracking undertaken on key contracts	Actuals against targets reported in Annual Procurement Report for 22/23		<p>During 19/20 we embedded the Scottish Government's Procurement Benefits Reporting Guidance into our processes and templates.</p> <p>During 20/21 we put in place a system to measure delivered savings from 19/20 onwards.</p> <p>During 22/23 we have continued to track delivered benefits.</p> <p>Our approach continues to need to be strengthened. This will continue to be implemented over the next reporting period.</p>
Reduce unplanned contract extensions and variations	Reduction in volume and value compared with previous year		<p>A total of 15 contracts or Frameworks had unplanned extensions or variations applied. As many of these were multi-lot and multi supplier, this resulted in a total of 163 individual supplier extensions or variations. This is an increase from 72 in 21/22.</p> <p>The reasons for these were to enable contractual and service continuity due to a combination of tender failures; tender delays (caused by staffing constraints, illness, substantial clarifications and competing priorities across all FLS teams); and in some instances an initial under-estimate of contract budget and programme volumes. This resulted in a need to extend or vary contracts to provide cover until new arrangements could be established.</p> <p>We are in the process of undergoing a 360-degree review of procurement, which will provide recommendations for improvement actions in this area.</p>
Reduce number of non-competitive actions	Year on year reduction based on benchmark data from previous year		During this reporting period FLS awarded five Regulated contracts following NCA approvals. Their combined value was £0.56 million. The number has increased from four in the previous year. However, as per Section 2, these were all one-off occurrences and do not represent an increasing trend in the use of Regulated NCAs.

Section 3:

Community Benefits Summary

We considered Community Benefits in our Regulated procurement tendering strategies and seven of the eight (87.5%) new Regulated tenders awarded required Community Benefits to be delivered. Of these seven, two were for contractual agreements below the Procurement Reform (Scotland) Act's £4 million threshold.

For the one contract that did not request Community Benefits, the value was below the £4 million threshold and it was considered disproportionate to require suppliers to provide Community Benefits.

Total Number of Contracts Awarded	8
Total Number of Contracts Awarded with Community Benefit Requirements	7
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	5

Some of the tenders required mandatory community benefits set by FLS, others allowed suppliers to propose Community Benefits. Community Benefits to be delivered include:

C0236 Civil Engineering Roads Maintenance and Associated Services		
Lot	Supplier	Community Benefits
2	G.S. Campbell (Contractors) Limited	Trainee job opportunity for an individual from a priority group.
3	CR Contractors (Tain) Limited	1 x FTE apprenticeship for a young individual. 1 x trainee operator opportunity for an individual. 1 x FTE job opportunity, directly delivering the service, and fully related to the contract for the service period.
4	Alasdair MacGregor trading as CASTLEVIEW PLANT	One of the following: An apprenticeship for an individual from a priority group; or Trainee job opportunity for an individual from a priority group; or A job opportunity that includes engagement in a training programme.
5	CR Contracting North Ltd	A trainee job opportunity for an individual from a priority group (unemployed people and young people not in employment, education or training (e.g. school-leavers or graduates)).
6	G.S. Campbell (Contractors) Limited	Trainee job opportunity for an individual from a priority group.
7	G.S. Campbell (Contractors) Limited	Trainee job opportunity for an individual from a priority group.

C0236 Civil Engineering Roads Maintenance and Associated Services

Lot	Supplier	Community Benefits
8	McFadyens Contractors (Campbeltown) Limited	An apprenticeship for an individual from a priority group. A trainee job opportunity for an individual from a priority group.
9	Alasdair MacGregor trading as CASTLEVIEW PLANT	One of the following: An apprenticeship for an individual from a priority group; or Trainee job opportunity for an individual from a priority group; or A job opportunity that includes engagement in a training programme.
10	GTR Contracts Limited	Offer a young person not in employment a trainee job position.
11	GTR Contracts Limited	Employ an agriculture engineering apprentice and support them to serve their apprenticeship over the next three to four years.
12	M.A.M. Contracting Limited	An apprenticeship for an individual from a priority group, (or equivalent).

C0206 Mechanised Harvesting Operations and Associated Services

Lot	Supplier	Community Benefits
1	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
2	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
3	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
4	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
5	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
6	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
7	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.
8	Dick Brothers Forestry Ltd	One new entrant to the organisation and/or to the forestry industry.

C0174 Lone/Hazardous Working Safety System

Lot	Supplier	Community Benefits
-	Skyguard Ltd	Delivery of a remote workshop with a local school. Donation of £1,000 to "Branching Out" – an initiative that delivers mental health awareness. Donation of £304 to Trees for Life for a corporate tree grove. CV help and career talks for those from disadvantaged groups.

C0224 Deer & Other Wildlife Management Services

Lot	Supplier	Community Benefits
1	James L Scobie Deer Management Ltd	Sub-contracting opportunities; work observations and longer-term paid work experience for students studying Gamekeeping and Wildlife Management at North Highland College. Vocational Training opportunities for students (manual handling, EFAW+F and DSC1). Provision of equipment/contribute towards equipment and sporting activities in the local community.

C0224 Deer & Other Wildlife Management Services

Lot	Supplier	Community Benefits
2	R K McHardy	Recruitment of one new assistant who will be trained to complete all ranger duties. Establish a partnership with three local schools (Ederton, North Highland College and Golspie High School) to offer work experience for two students. Guided larder tours; career information and classroom seminars for deer management; 10 days of voluntary time per year to support local community groups. Running one fund raising event per year for a local charity and matching any funds raised (up to £500) with a company donation. Donation of three days guided stalking on private ground to a value of £1,500 with proceeds to Dornoch Cathedral.
3	Stuart Symmers	Subcontracting opportunities. Provision of training sessions for trainees with shadowing sessions. Talks at local schools. Charitable donation to a local charity that supports conservation.
4	Groom Wildlife and Environmental Limited	Subcontracting opportunities; supporting a local wildlife group and art venture who teach local children and adults about wildlife and nature by provide materials; educational opportunities with Borders College.
5	BWK Ranger Services	A trainee placement for each contract year. Subcontracting opportunities. Disadvantaged group employment. £1,000 annual donation to a local primary school in the contract area specifically for eco-friendly products such as planting and tidying up the countryside. Provision of a resource pack for the head teacher to educate pupils on our national forests and deer management including booklets, activity sheets and tangible resources such as antlers and cones.
6	BWK Ranger Services	A trainee placement for each contract year. Subcontracting opportunities. Disadvantaged group employment. £1,000 annual donation to a local primary school in the contract area specifically for eco-friendly products such as planting and tidying up the countryside. Provision of a resource pack for the head teacher to educate pupils on our national forests and deer management including booklets, activity sheets and tangible resources such as antlers and cones.
7	Colin Sloss Deer Control	Subcontracting opportunities. Assistance at local events. Educational croft visit for schools to see croft operation and deer management equipment.
8	Colin Sloss Deer Control	Subcontracting opportunities. Assistance at local events. Educational croft visit for schools to see croft operation and deer management equipment.
9	Stuart Shanks t/a Clifton Fieldsports	Aim to train and recruit 10% of workforce from disadvantaged groups annually. Work with two local further education colleges to offer private sector wildlife management locations for education visits. Every member of deer controller staff will deliver one classroom talk and participate in at least one pre-arranged community council meeting annually. 1% of contract turnover to be spent on education and training of disadvantaged groups.
10	MG Services	Offer of employment to an individual from a disadvantaged group (aged between 17-25). This will include work experience, training and all certification paid for by the contractor. Assistance to Police Scotland for any RTCs that occur within the lot area to reduce humane dispatch time.

C0203 Ground Preparation and Mechanised Establishment Operations

Lot	Supplier	Community Benefits
9	Molplant Construction Ltd	The employment of an operator. Provide training for new recruits in-house.
10	Molplant Construction Ltd	The employment of an operator. Provide training for new recruits in-house.
11	Molplant Construction Ltd	The employment of an operator. Provide training for new recruits in-house.

C0209 Forest Management Operations and Invasive Vegetation Control

Lot	Supplier	Community Benefits
1	Andy Stewart (Forest & Estate Services) Ltd	Fully funded training for employees that will develop their career in the forestry sector.
2	Fyfe Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
4	Fyfe Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
7	Michael Ramage Forestry	Fully funded training for employees that will develop their career in the forestry sector.
8	Sword Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
9	Eric Boyd Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
10	Eric Boyd Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
11	SM Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
12	Andrew Duncan	Fully funded training for employees that will develop their career in the forestry sector.
13	Reed Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
16	Michael Ramage Forestry	Fully funded training for employees that will develop their career in the forestry sector.
17	Michael Ramage Forestry	Fully funded training for employees that will develop their career in the forestry sector.
18	Michael Ramage Forestry	Fully funded training for employees that will develop their career in the forestry sector.
19	Michael Ramage Forestry	Fully funded training for employees that will develop their career in the forestry sector.
20	Galloway Forest Conservation	Fully funded training for employees that will develop their career in the forestry sector.
21	Galloway Forest Conservation	Fully funded training for employees that will develop their career in the forestry sector.

C0209 Forest Management Operations and Invasive Vegetation Control

Lot	Supplier	Community Benefits
22	Eric Boyd Forestry Ltd	Fully funded training for employees that will develop their career in the forestry sector.
25	Michael Ramage Forestry	Creation and maintenance of an employment opportunity (full time contract, this being as an: apprenticeship; new start or retraining opportunity) with associated training provision.
26	Eric Boyd Forestry Ltd	Creation and maintenance of an employment opportunity (full time contract, this being as an: apprenticeship; new start or retraining opportunity) with associated training provision.
27	Eric Boyd Forestry Ltd	Creation and maintenance of an employment opportunity (full time contract, this being as an: apprenticeship; new start or retraining opportunity) with associated training provision.
30	Michael Ramage Forestry	Creation and maintenance of an employment opportunity (full time contract, this being as an: apprenticeship; new start or retraining opportunity) with associated training provision.

FW0074 Framework Agreement for Soil Surveys

Lot	Supplier	Community Benefits*
1	The James Hutton Institute	Support for a school project involving local school pupils. School or college site visits, participating in schools or college careers days. Support for a community project involving local people and reflecting local priorities. A workshop delivered to FLS about the importance of maintaining healthy soils, and use of soils as carbon sinks. FLS may extend this to the supply base. A workshop delivered to other bodies about the importance of maintaining healthy soils, and use of soils as carbon sinks.
	Andy Kennedy	On-site training and advice to students at the Scottish School of Forestry in Inverness. Support to the Knoydart Foundation, providing training events and advice on forest soils and silviculture. Training and advice to FLS and Scottish Forestry on peatland restoration projects and soil protection via good cultivation practices.
2	The James Hutton Institute	Support for a school project involving local school pupils. School or college site visits, participating in schools or college careers days. Support for a community project involving local people and reflecting local priorities. A workshop delivered to FLS about the importance of maintaining healthy soils, and use of soils as carbon sinks. FLS may extend this to the supply base. A workshop delivered to other bodies about the importance of maintaining healthy soils, and use of soils as carbon sinks.
	Andy Kennedy	On-site training and advice to students at the Scottish School of Forestry in Inverness. Support to the Knoydart Foundation, providing training events and advice on forest soils and silviculture. Training and advice to FLS and Scottish Forestry on peatland restoration projects and soil protection via good cultivation practices.
3	The James Hutton Institute	Support for a school project involving local school pupils. School or college site visits, participating in schools or college careers days. Support for a community project involving local people and reflecting local priorities. A workshop delivered to FLS about the importance of maintaining healthy soils, and use of soils as carbon sinks. FLS may extend this to the supply base. A workshop delivered to other bodies about the importance of maintaining healthy soils, and use of soils as carbon sinks.

*applicable only when spend exceeds £100,000 within the Lot.

Section 4: Supported Businesses Summary

A supported business' primary aim is the social and professional integration of disabled or disadvantaged persons. At least 30 per cent of the employees of those businesses should be disabled or disadvantaged.

Every Regulated tender strategy considered how we might encourage Supported Businesses to bid. We encourage consideration of Supported Businesses as part of our tender processes to allow us to consider ring-fencing contracts for Supported Businesses.

Our spend with Supported Businesses during financial year 22/23 is highlighted below:

Supported Business	About	Mechanism	Net Spend FY22-23
Dovetail Enterprises Ltd/ City Building (Contracts) Ltd	FLS purchased office furniture from these organisations, which provide employment and training opportunities for disabled and disadvantaged members of society, securing long term employment and training. They offer work placements to enable people to move into full-time employment.	Scottish Government Supported Business Framework	£23,052.25
Scotland's Bravest Manufacturing Company	FLS signed a contract with Scotland's Bravest Manufacturing Company in February 2021. Part of the Royal Legion Industries, this innovative company provides employment opportunities to ex-service personnel. The firm will be supplying a considerable amount of signage over this time, including site safety and temporary notices.	Scottish Government Supported Business Framework	£54,499.81

Section 5:

Future Regulated Procurements Summary

FLS intends to progress the following regulated procurements over the following two financial years. Our Pipeline is subject to change from time to time to meet operational requirements, therefore up to date information can be found on the [FLS website](#).

Subject matter	New Extended or Re-let	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract value (£)
All Waste including chemical, organic, general, sanitary, paper, WEEE, fly tipping and specialist waste etc.	New	Late 2023	Early 2024	Early 2024	2,000,000
Building Compliance Works (Hard FM)	Re-let	Early 2023	Mid 2023	Mid 2023	3,874,000
Buildings Maintenance Services	Re-let	Early 2025	Mid 2025	Mid 2025	8,500,000
Capital Vehicle Purchase (ULEV)	New	Early 2023	Mid 2023	Mid 2023	6,000,000
Cleaning of Buildings	New	Late 2023	Early 2024	Early 2024	1,600,000
Deer Culling Framework Agreement	Re-let	Late 2023	Early 2024	Early 2024	26,079,600
Digital Transformation and Analysis	New	Mid 2023	Late 2023	Late 2023	236,000
Drill & Blast works and explosives supply	Re-let	Early 2024	Mid 2024	Mid 2024	2,400,000
Electronic Records Management System	New	Mid 2024	Late 2024	Late 2024	4,300,000
Fencing Supplies and Supply & Install	Re-let	Late 2023	Early 2024	Early 2024	12,177,000
Galvanised Lifting and Storage Crates	New	Mid 2024	Late 2024	Late 2024	300,000
Geotechnical Works	Re-let	Early 2025	Mid 2025	Mid 2025	5,000,000
Harvester and Forwarder machinery including parts & servicing	Re-let	Mid 2023	Late 2023	Late 2023	9,709,200
Harvesting	New	Early 2024	Mid 2024	Mid 2024	20,000,000
Steep Ground Harvesting	Re-let	Early 2024	Late 2024	Mid 2025	6,000,000
Low Loader Moves	Re-let	Mid 2023	Late 2023	Late 2023	416,000
Mechanised Ground Preparation Frameworks	New	Mid 2024	Late 2024	Late 2024	20,000,000
Mechanised Ground Preparation Operations	Re-let	Mid 2023	Late 2023	Late 2023	22,819,000
Mensuration Surveys	Re-let	Late 2023	Early 2024	Early 2024	5,040,000
MFD & Plotters (WFPs) full contract	Re-let	Early 2023	Mid 2023	Mid 2023	195,000
New Finance System ERP/MIP	New	Mid 2023	Late 2023	Late 2023	2,400,000
Peatland Restoration	Re-let	Mid 2023	Late 2023	Late 2023	41,608,225
Plant Haulage	Re-let	Mid 2024	Late 2024	Late 2024	1,360,000
Plant Supply (including cell grown)	Re-let	Late 2023	Early 2024	Early 2024	72,000,000

Subject matter	New Extended or Re-let	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract value (£)
Planting, Grounds Maintenance & Vegetation Management Framework Agreement	New	Mid 2024	Late 2024	Late 2024	30,000,000
Responsive chainsaw operations	Re-let	Late 2023	Early 2024	Early 2024	10,000,000
Seed Collection (including aerial), Extraction, Seed Treatment, Seed testing & General Nursery Labour Framework	Re-let	Late 2023	Early 2024	Early 2024	2,000,000
Supply & Delivery of Plant Protection Products (Pesticides): Acetamipirid	Re-let	Early 2024	Mid 2024	Mid 2024	1,500,000
Technical Training Framework	Re-let	Early 2023	Mid 2023	Mid 2023	1,200,000
Timber Haulage	Re-let	Late 2023	Early 2024	Early 2024	24,000,000
Treated & Non-treated Tree Bags or other more sustainable options	Re-let	Late 2024	Early 2025	Early 2025	300,000
Tree Shelters	Re-let	Late 2023	Early 2024	Early 2024	1,600,000
UKWAS Auditing	Re-let	Late 2023	Mid 2024	Mid 2024	120,000
Woodland Creation DPS Tenders	New		Ongoing	Ongoing	
Woodland Creation Re-tender	Re-let	Early 2024	Mid 2024	Mid 2024	20,000,000

There are also a number of procurements planned over the following two financial years that we anticipate will be procured via collaborative framework call-offs, as follows:

Subject Matter	Expected Award Date
Vehicle Livery	Late 2023
SWAN Services and LAN Infrastructure for Scots Connection	Late 2023
Digital Marketing	Mid 2024
Public Relations	Mid 2024
Asset Management Software (AMX)	Early 2024
Car Park Cash Collection	Mid 2025
Car Hire Provision	Mid 2024
CAPES Leases	Mid 2025
Records Storage	Late 2025
Telematics	Late 2023
Cloud VDI	Mid 2024
Software Value Added Reseller (SVAR)	Early 2024

Section 6: Benefits

Benefits have been calculated in accordance with the Scottish Government Procurement Benefits Reporting Guidance. The Scottish Government's Procurement Benefits Reporting Guidance seeks to record and report benefits in a consistent manner across the public sector, allowing both non-cash and cash savings to be recorded.

Benefits are:

Forecast as part of a Procurement Strategy.

Secured as a result of a tender process.

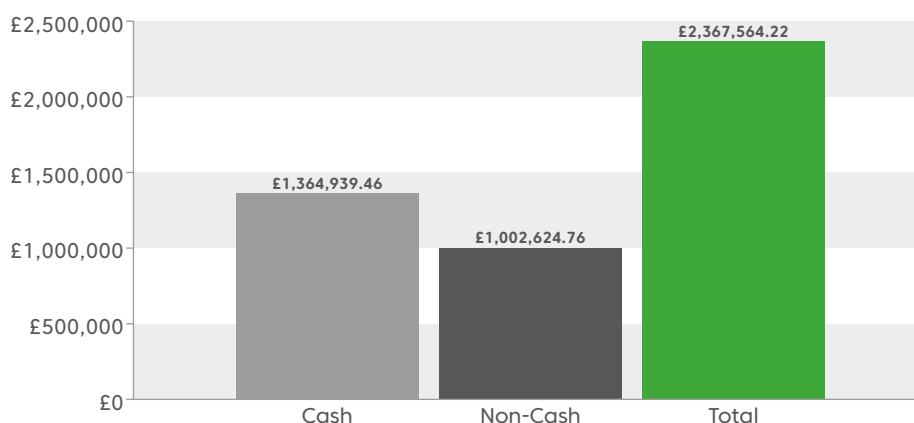
Delivered throughout the life of the contract.

The resulting benefits are either:

- **Cash** – the benefit generally relates to reduced cost to FLS as a result of the tender process and can, for example, enable additional work to be purchased, or budgets to be reduced
- **Non-cash** – benefits may be measured in cash terms, but do not free up financial resource within the organisation – e.g. the delivery of Community Benefits.

The following graph summarises benefits delivered in financial year 22/23 from this year and previous years' procurement activities.

Delivered Benefits 22/23



Our approach continues to need to be strengthened at each of the three stages of recording. This will continue to be implemented over the next reporting period.

Improvements are also required in the quantification, recording and reporting of delivered benefits, this will also be worked upon over the next reporting period.

Annex 1: Section 1 Regulated procurements completed

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
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FLS-Led Regulated Tenders

21 Apr 22	C0232 Plant Lifting Machines for Newton Nursery	Lauwers nv	£146,450	01/04/22	30/09/22
27 Jun 22	C0224 Deer & Other Wildlife Management Services (Lot 1 - North A)	James L Scobie Deer Management Ltd	£3,075,583	27/06/22	26/06/27
	C0224 Deer & Other Wildlife Management Services (Lot 2 - North B)	R K McHardy	£4,305,816	27/06/22	26/06/27
	C0224 Deer & Other Wildlife Management Services (Lot 3 - South A)	Stuart Symmers	£3,075,583	01/06/22	31/05/27
	C0224 Deer & Other Wildlife Management Services (Lot 4 - South B)	Groom Wildlife and Environmental Limited	£1,968,373	01/06/22	31/05/27
	C0224 Deer & Other Wildlife Management Services (Lot 5 - East A)	BWK Ranger Services	£2,706,513	01/06/22	31/05/27
	C0224 Deer & Other Wildlife Management Services (Lot 6 - East B)	BWK Ranger Services	£4,920,932	01/06/22	31/05/27
	C0224 Deer & Other Wildlife Management Services (Lot 7 - West A)	Colin Sloss Deer Control	£1,353,256	27/06/22	26/06/27
	C0224 Deer & Other Wildlife Management Services (Lot 8 - West B)	Colin Sloss Deer Control	£1,722,326	27/06/22	26/06/27
	C0224 Deer & Other Wildlife Management Services (Lot 9 - Central A)	Stuart Shanks t/a Clifton Fieldsports	£3,690,699	27/06/22	31/03/23
	C0224 Deer & Other Wildlife Management Services (Lot 10 - Central B)	MG Services	£3,936,745	27/06/22	26/06/27

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
12 July 22	C0203 Ground Preparation and Mechanised Establishment Operations	Molplant Construction Ltd	£3,030,669	27/06/22	31/03/25
	(Lot 9 - Scottish Borders and East Dumfries & Galloway)	Molplant Construction Ltd	£3,030,669	19/06/22	31/03/25
	C0203 Ground Preparation and Mechanised Establishment Operations	Molplant Construction Ltd	£3,030,669	27/06/22	31/03/25
11 Nov 22	C0209 Forest Management Operations and Invasive Vegetation Control (North Lot 1 – Caithness & Sutherland)	Andy Stewart (Forest & Estate Services) Ltd	£2,869,916	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (North Lot 2 – Strathgarve & Easter Ross)	Fyfe Forestry Ltd	£1,370,000	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (North Lot 4 – Fort Augustus & Glen Urquhart/Affric)	Fyfe Forestry Ltd	£1,260,000	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (East Lot 7 – Central)	Michael Ramage Forestry	£1,607,307	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (East Lot 8 – South)	Sword Forestry Ltd	£1,841,006	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (Central Lot 9 – Lowlands)	Eric Boyd Forestry Ltd	£2,291,124	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (Central Lot 10 – Cowal)	Eric Boyd Forestry Ltd	£3,429,284	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (Central Lot 11 – Trossachs)	SM Forestry Ltd	£1,472,495	01/11/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (West Lot 12 – Kintyre)	Andrew Duncan	£2,755,088	14/11/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (West Lot 13 – Mid Argyll)	Reed Forestry Ltd	£1,550,000	01/10/22	30/09/26

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
11 Nov 22 (continued)	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 16 – Old D&B East)	Michael Ramage Forestry	£1,538,703	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 17 – North Ae Main Block, West Eskdale and Dumfries)	Michael Ramage Forestry	£1,600,331	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 18 – South Ae Main Block and Upper Nithdale)	Michael Ramage Forestry	£1,570,380	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 19 – Galloway South East)	Michael Ramage Forestry	£1,732,396	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 20 – Galloway South West)	Galloway Forest Conservation	£2,115,293	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 21 – Galloway Central)	Galloway Forest Conservation	£2,115,293	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (South Lot 22 – Galloway North)	Eric Boyd Forestry Ltd	£2,358,654	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (East Region – Lot 25)	Michael Ramage Forestry	£890,000	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (Central Region – Lot 26 – Trossachs and Scottish Lowlands)	Eric Boyd Forestry Ltd	£2,450,000	01/10/22	30/09/26
	C0209 Forest Management Operations and Invasive Vegetation Control (Central Region – Lot 27 – Cowal)	Eric Boyd Forestry Ltd	£5,430,000	01/10/22	30/09/26
C0209 Forest Management Operations and Invasive Vegetation Control (South Region – Lot 30)	Michael Ramage Forestry	£650,000	01/10/22	30/09/26	

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
14 Nov 22	C0206 Mechanised Harvesting Operations and Associated Services (Lot 1 - North Region)	Dick Brothers Forestry Ltd	£7,800,000	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 2 - East Region (North))	Dick Brothers Forestry Ltd	£10,026,667	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 3 - East Region (South))	Dick Brothers Forestry Ltd	£12,533,333	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 4 - West Region (Lochaber))	Dick Brothers Forestry Ltd	£3,336,449	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 5 - West Region (West Argyll))	Dick Brothers Forestry Ltd	£12,983,551	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 6 - Central Region)	Dick Brothers Forestry Ltd	£7,080,000	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 7 - South Region (East))	Dick Brothers Forestry Ltd	£16,412,530	14/11/22	13/11/27
	C0206 Mechanised Harvesting Operations and Associated Services (Lot 8 - South Region (West))	Dick Brothers Forestry Ltd	£15,267,470	14/11/22	13/11/27
29 Nov 22	C0174 Lone/Hazardous Working Safety System	Skyguard Ltd	£1,699,692	06/04/23	05/04/28
15 Feb 23	FW0074 Framework Agreement for Soil Surveys (Lot 1 - North & West Region)	The James Hutton Institute Andy Kennedy	£1,762,000	01/02/23	31/01/27
	FW0074 Framework Agreement for Soil Surveys (Lot 2 - Central and East Region)	The James Hutton Institute Andy Kennedy	£842,000	01/02/23	31/01/27
	FW0074 Framework Agreement for Soil Surveys (Lot 3 - South Region)	The James Hutton Institute	£896,000	01/02/23	31/01/27

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
29 Mar 23	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 2 - North Region (South))	G S Campbell (Contractors) Ltd	£5,745,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 3 - North Region (North))	CR Contractors Tain Limited	£5,745,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 4 - East Region (Tay))	Castlevie Plant	£3,032,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 5 - East Region (Moray and Aberdeenshire))	CR Contracting North Ltd	£3,032,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 6 - West Region (North))	G S Campbell (Contractors) Ltd	£3,846,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 7 - West Region (Central))	G S Campbell (Contractors) Ltd	£6,119,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 8 - West Region (South))	McFadyens Contractors (Campbeltown) Ltd	£7,517,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 9 - Central Region)	Castlevie Plant	£15,873,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 10 - South Region (Arran))	GTR Contracts Ltd	£2,156,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 11 - South Region (Mainland West))	GTR Contracts Ltd	£3,429,000	20/03/23	31/03/26
	C0236 Civil Engineering Roads Maintenance and Associated Services (Lot 12 - South Region (Mainland East))	MAM Contracting Ltd	£4,471,000	20/03/23	31/03/26

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
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FLS-Led Negotiated Procedures (Reg 33)

07 Jun 22	Supply of tree seedlings using tape based system	Tape4Trees Ltd	£215,200	06/06/22	01/09/22
09 Jun 22	FLS-0007-C Heathland SPHN Felling and Mulching	Artscape Gardens	£74,720	10/06/22	31/08/22
14 Dec 22	FLS-049-C Invasive Vegetation Control – West Region – South	ICD Contracting Limited	£4,040,000	19/12/22	30/09/26
14 Dec 22	FLS-041-C FM Operations – West Region – North Argyll	ICD Contracting Limited	£1,448,321	19/12/22	30/09/26
25 Jan 23	FLS-040-C FM Operations – North Region – West	Forestry Contractors Scotland	£1,385,107	19/12/22	30/09/26
25 Jan 23	FLS-039-C FM Operations – North Region – Inverness	Forestry Contractors Scotland	£1,349,450	19/12/22	30/09/26
10 Feb 23	FLS-0054-C Tree Seedlings (2023)	Tape4Trees Ltd	£667,071	06/02/23	31/10/24
09 Mar 23	FLS-047-C FM Operations – South Region – Arran	Arran Footpaths & Forestry Ltd	£515,919	27/01/23	30/09/26
22 Mar 23	FLS-0015-C Ground Preparation – North Region – Caithness, Easter Ross & Strathgarve	Bruce Todd Ltd	£212,589	31/08/22	01/04/23
	FLS-0016-C Ground Preparation – North Region – Glenmore Mounding and Inverness Mounding	Dunnydeer Services Ltd	£101,480	24/08/22	01/04/23
	FLS-0017-C Ground Preparation – North Region – Glenmore Scarifying & Inverness Scarifying	Forestry Ground Prep Ltd	£59,000	24/08/22	01/04/23
	FLS-0018-C Ground Preparation – North Region – Raasay & Sutherland	Plant and Quarry Services	£101,229	24/08/22	01/04/23
	FLS-0019-C Ground Preparation – West Region – Kintyre	John Strang Contractors Ltd	£238,210	31/08/22	01/04/23
	FLS-0021-C Ground Preparation – West Region – West Loch Awe & East Loch Awe	ICD Contracting Limited	£439,847	30/08/22	01/04/23
	FLS-044-C FM Operations – North Region – Strathspey	Fyfe Forestry Ltd	£278,759	22/12/22	30/09/26
	FLS-0022-C Ground Preparation – West Region – Mull	Kodiak Forestry & Groundworks Ltd	£95,415	30/08/22	01/04/23
	FLS-0023-C Ground Preparation – West Region – North Argyll	Maccoll (Appin) Ltd	£150,900	30/08/22	01/04/23

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
22 Mar 23 (continued)	FLS-0024-C Ground Preparation – West Region – North Lochaber & South Lochaber	DAB Groundworks Ltd	£198,694	30/08/22	01/04/23
	FLS-0025-C Ground Preparation – East Region – Central & North	Dunnydeer Services Ltdw	£341,900	24/08/22	01/04/23
	FLS-0026-C Ground Preparation – East Region – Tay	MAM Contracting	£311,655	24/08/22	01/04/23
	FLS-0027-C Ground Preparation – Central Region – Cowal & Crainlaraich	Maxwell Forestry Plant	£159,495	25/08/22	01/04/23
	FLS-0028-C Ground Preparation – Central Region – Trossachs	W Graham Plant	£138,300	16/08/22	01/04/23
	FLS-0029-C Ground Preparation – Central Region – West & East	Carron Valley Plant	£257,703	16/08/22	31/10/22
	FLS-0035-C Ground Preparation – Central Region – West	MAM Contracting	£134,580	03/11/22	13/04/23
	FLS-0060-C FM Operations – West Region – Mull	R Watt	£638,600	14/03/23	30/09/26

FLS Framework Call Offs

14 Apr 22	517_1297 Rewetting Work (Direct Award FW0042-1)	Duncan Wemyss Ltd	£201,652	28/03/22	31/03/23
	517_1298 Mulching Work (Direct Award FW0042-6)	Duncan Wemyss Ltd	£189,875	28/03/22	31/03/23
	517_1299 Mulching Work (Direct Award FW0042-6)	Duncan Wemyss Ltd	£95,550	28/03/22	31/03/23
	517_1300 Kyle Farm III Groundsmooth (Direct Award FW0042-1)	Duncan Wemyss Ltd	£113,804	28/03/22	31/03/23
	517_1301 Rewetting Work (Direct Award FW0042-1)	Duncan Wemyss Ltd	£50,100	28/03/22	31/03/23
	517_1303 Peatland Restoration (Direct Award FW0042-1)	Duncan Wemyss Ltd	£50,462	28/03/22	31/12/22
22 Apr 22	803_0407 Purchase of Plants (Direct Award FW0054-1)	Christies (Fochabers) Limited	£51,050	24/03/22	31/05/22
25 Apr 22	501_0751 Planting (Direct Award FW0036)	Reed Forestry Ltd	£67,700	08/11/21	29/04/22
	501_0754 Planting (Direct Award FW0036)	ICD Tree Services Ltd	£1,455,700	15/11/21	29/04/22
	501_0777 Restock (Direct Award FW0036)	Andrew Duncan	£69,660	01/11/21	30/04/22
04 May 22	714_0902 Timber Haulage (Direct Award FW0058-9)	SGS Timber Haulage Ltd	£149,535	19/08/21	18/08/22

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
21 Jul 22	710_1059 Beat Up Planting (Direct Award FW0036)	Eric Boyd Forestry Ltd	£61,660	14/04/22	28/02/23
08 Aug 22	513_1307 Timber Haulage (Mini Comp FW0058)	James Jones & Sons Ltd	£440,480	19/08/22	18/08/23
19 Aug 22	517_1345 Timber Haulage (Mini Comp FW0058)	James Jones & Sons Ltd	£199,420	19/08/22	18/08/23
05 Sep 22	519_0483 Timber Haulage (Mini Comp FW0058)	Grants Ballinalloch Timber Haulage	£129,250	19/09/22	18/08/23
13 Sep 22	517_1358 Non-Native Regen Removal, Strathspey Forest (Mini Comp FW0045)	Fyfe Forestry Ltd	£133,320	01/09/22	31/03/24
22 Sep 22	504_0363 Peatland Restoration Camghouran Flatt, South Rannoch (Mini Comp FW0042-3)	Drumclog Plant Ltd	£182,400	06/09/22	31/03/23
23 Sep 22	516_0636 Corries, North Dalchork, Peatland Hag and Gully Re-Profiling Work (Mini Comp FW0042)	Duncan Wemyss Ltd	£791,310	12/09/22	31/03/24
10 Oct 22	704_0757 Fencing Installation Damside (Mini Comp FW0047-14)	Fleming, Fencing & Forestry Ltd	£65,458	17/10/22	20/01/23
20 Oct 22	516_0647 Borgie Forest – Rewetting 70ha (Mini Comp FW0042-1)	Duncan Wemyss Ltd	£124,775	07/10/22	31/03/23
01 Nov 22	501_0890 Timber Haulage (Direct Award FW0058)	Coille Haulage Ltd	£268,975	19/08/22	18/08/23
	504_0440 RWE Delivered In Haulage and Ad Hoc Timber Movement (Direct Award FW0058)	Coille Haulage Ltd	£249,255	19/08/22	18/08/23
	620_0195 Nearest Neighbour Survey (Direct Award FW0060)	Strath Caulaidh Ltd	£76,000	03/10/22	14/03/23
	701_1211 Timber Haulage Yr 4 (Direct Award FW0058)	Coille Haulage Ltd	£420,015	19/08/22	18/08/23
	714_1119 Haulage (Direct Award FW0058)	SGS Timber Haulage Ltd	£167,445	19/08/22	18/08/23
01 Dec 22	504_0448 Mulching of SPHN Larch (Mini Comp FW0042)	RTS Ltd	£125,277	05/12/22	28/02/23
16 Dec 22	516_0667 Rewetting 116ha, Toftgun Forest (Mini Comp FW0042)	Duncan Wemyss Ltd	£199,920	12/12/22	31/03/23
25 Jan 23	516_0680 – Wood Fibre Recovery and Mulching, Benmore West and Craggan (Mini Comp FW0042)	Duncan Wemyss Ltd	£229,292	30/01/23	30/06/23
26 Jan 23	516_0679 Rewetting 145ha – Benmore West and Craggan (Mini Comp FW0042)	Duncan Wemyss Ltd	£251,400	30/01/23	30/06/23

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
06 Feb 23	517_1433 Mulching at Kyle Farm III (46ha) and Choire Bhuidhe (68ha), Kinloch Hills Forest (Mini Comp FW0042)	Tilhill Forestry	£618,200	30/01/23	30/09/23
17 Feb 23	701_1234 Letter and Torrie Deer Fencing (Mini Comp FW0047-12)	DFFC LTD	£54,426	06/02/23	31/03/23
21 Feb 23	516_0668 Braehour and Toftgun Forests (Mini Comp FW0045)	Duncan Wemyss Ltd	£100,100	20/02/23	30/04/23
28 Feb 23	803_0434 Purchase of Plants (Direct Award FW0054-1)	Christies (Fochabers) Limited	£337,690	11/11/22	23/06/23
	803_0435 Purchase of Plants (Direct Award FW0054-2)	Christies (Fochabers) Limited	£121,005	11/11/22	23/06/23
	803_0436 Purchase of Plants (Direct Award CTB. F00590.1085)	Cheviot Trees Ltd	£724,528	11/11/22	23/06/23
	803_0437 Purchase of Plants (Direct Award FW0054-3)	Cheviot Trees Ltd	£77,725	11/11/22	23/06/23
	803_0442 Purchase of Plants (Direct Award FW0054-3)	Alba Trees Plc	£125,591	09/01/23	23/06/23
	501_0893 Timber Haulage (Direct Award FW0058-10)	Coille Haulage Ltd	£268,975	01/11/22	30/11/22
	501_0904 Timber Haulage (Direct Award FW0058-10)	Coille Haulage Ltd	£268,975	01/11/22	31/12/22
	516_0696 Tubex Combitubes, Softwood Stakes (Direct Award FW0051)	Cheviot Trees Ltd	£51,235	03/02/23	28/02/23
	517_1435 - Veg Control Ordhill (Direct Award FW0029)	GS Campbell (Contractors) Ltd	£51,020	20/12/22	28/02/23
27 Mar 23	701_1266 Guanamore SPHN (Mini Comp FW0045-7)	Weir Forestry	£99,700	03/04/23	21/05/23

Collaborative Call Offs

05 Apr 22	C0171 Pre-Construction Glentress Masterplan	Willmott Dixon Construction Ltd	£92,150	16/03/22	27/06/22
27 Apr 22	600_0030 Interim Head of Finance	Pertemps Recruitment Partnership Limited	£228,800	23/05/22	22/11/22
27 Apr 22	504_0366 Business Management Consultant	Harvey Nash	£220,870	16/05/22	15/11/22
03 May 22	C0241 ArcGIS Licences and Associated Software	ESRI (UK)	£1,336,830	01/04/22	31/03/25
21 Jul 22	C0242 Legal Services	Harper Macleod LLP	£1,670,400	01/04/22	31/07/25

Date of Award	Subject Matter	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
11 Aug 22	FLS-0011-C Software Licenses	Softcat Plc	£417,334	10/08/22	31/03/23
24 Aug 22	C0175 GMIP Phase 2 Stage 2 Activity Areas	Robertson Construction Group	£2,769,412	15/08/22	06/06/23
26 Aug 22	Provision of a Hylobius Abietis Monitoring System	Forest Research	£1,184,300	12/08/22	12/08/24
26 Aug 22	Provision of a Hylobius Abietis Monitoring System	Spotta Limited	£1,058,000	12/08/22	12/08/24
30 Aug 22	C0234 Network Services	Daisy Corporate Services Trading Ltd	£166,864	24/10/22	23/10/25
31 Aug 22	605_0025 Interim Regulated Procurement Officer	Hays Public Services	£103,630.00	03/10/22	29/09/23
01 Sep 22	685_0296 Microsoft NCE Agreement	Softcat PLC	£69,822	28/02/22	27/02/23
01 Sep 22	685_0299 Mobile Phones and Tablets from Vodafone	Vodafone	£82,980	24/05/22	31/03/23
30 Sep 22	FLS-0009-C – Security Information & Event Management (SIEM) System	Softcat Plc	£195,772	01/10/22	30/09/25
10 Oct 22	FLS-0014-C Cashless Parking Solution (Pay by Phone)	PARK NOW Limited	£335,919	01/11/22	31/10/27
02 Nov 22	C0233 Fuel Cards	Allstar Business Solutions Ltd	£3,375,000	25/10/22	24/10/26
31 Jan 23	605_0030 and 605_0032 Agency Recruitments	Venesky Brown Ltd	£409,266	02/03/23	01/03/24
28 Feb 23	610_0068 Provision of a Data Migration Lead	ASA Recruitment	£99,429	21/02/23	20/02/24
28 Feb 23	685_0331 Supply of 110 HP 830 Laptops	HP Inc UK Ltd	£55,618	11/01/23	31/03/23
28 Feb 23	685_0335 Supply of 632 HP 830 Laptops	HP Inc UK Ltd	£319,552	03/02/23	31/03/23
28 Feb 23	685_0336 Z Book, Monitor and Laptops	HP Inc UK Ltd	£63,566	10/02/23	31/03/23

Regulated Contracts Awarded via Non Competitive Actions (NCA)

Date of Award	Subject Matter and Reason for NCA	Supplier Name	Estimated value	Start Date	End Date excluding Extensions
01 Apr 22	C0239 Planting FALP	Michael Todd	£65,521	04/02/22	30/06/22
06 Dec 22	690_0437 Silvan House Cleaning & Security Services	Mitie	£234,500	01/03/22	29/08/22
28 Feb 23	690_0508 – Silvan House Cleaning and Security Staff	MITIE Cleaning & Environmental Services	£125,000	01/10/22	31/08/23
22 Mar 23	FLS-0055-C Ground Preparation Services – Damside	CGF Services	£71,993	07/12/22	01/02/23
22 Jun 22	FLS-0010-C Car Park Design Services, Nevis Forest	RaeburnFarquharBowen Ltd	£67,663	04/07/22	24/12/22

Annex 2:

Section 2 Review of Regulated Tender Compliance

The [FLS Procurement Compliance and Policy Statements](#) that accompanied the publication of the Procurement Strategy set out how we will meet the mandatory requirements in Section 15(5) of the Procurement Reform (Scotland) Act 2014 for regulated procurements.

The following describes the actions we took for each statement and how we might improve future assurance.

(i) Regulated tenders will contribute to the carrying out of its functions and achievement of its purposes (section 15(5)(a)(i) of the Act)

Our Procurement Strategy aims, performance indicators and commitments are aligned to our FLS Corporate Plan with the full years' summary detailed in earlier sections of this Annual Procurement Report.

The planning of our Regulated tenders continued to be managed through our Procurement Pipeline approval process. The Pipeline is overseen by our four Directors, who are members of the [Management Board](#). They meet quarterly to ensure current and future tenders are aligned with our corporate objectives.

We continued to engage and involve stakeholders in our procurement preparation and delivery through User Intelligence Groups (UIGs) during the reporting period.

We implemented effective contract management arrangements. Further information on steps taken are detailed in Section 2 of this Annual Procurement Report. We also received an audit of Contract Management arrangements during the reporting period and are working to address outstanding actions.

We communicated with staff regarding our procurement aims, commitments and policies through a number channels during the reporting period, including use of our dedicated procurement intranet pages; through fortnightly communications bulletins; and via targeted meetings and emails with stakeholders.

Our regions and business functions receive additional support from procurement through a Business Partnering model designed to build closer relations between teams.

(ii) Regulated tenders will deliver value for money (section 15(5)(a)(ii) of the Act)

Every Regulated tender required a tender strategy to document the research and engagement that was carried out, and the decisions that were reached, prior to the tender being approved for publication; the tender strategy challenges the User Intelligence Group to demonstrate that the tender will deliver value for money.

Tender reports document the results of the tender any lessons learned, the environmental, social and economic benefits that we expect our tenders to deliver, and a calculation of the anticipated cash and non-cash savings using the Scottish Government's Procurement Benefits Reporting Guidance.

New Regulated tenders were awarded based on an appropriate mixture of quality, price and sustainability evaluation criteria and were openly advertised through Public Contracts Scotland (PCS), Regulated contracts awarded through Framework Agreements or our DPS were competed with participating Suppliers via the PCS Quick Quote tool. Once awarded, key stakeholders including suppliers held meetings to discuss how the contract or framework would be implemented.

Incorporating lessons that are learned from each tender helps us avoid repeating issues or activities which did not add value. We review lessons and actions arising at regular CPD sessions.

Contract monitoring continued to be undertaken and recorded in line with our current contract management process.

(iii) Regulated tenders will be carried out in compliance with the duty to treat relevant economic operators equally and without discrimination (Section 15(5)(a)(iii) of the Act)

Every Regulated tender is produced by a User Intelligence Group (UIG) made up of subject matter experts. The UIG is led by a Regulated Procurement Officer who is responsible for ensuring the tender is run in a fair and transparent manner and our policy requires that the UIG must declare any conflicts of interest; those that do may be removed from the UIG.

To encourage Small or Medium Enterprises to bid for our contracts and frameworks we divided five of the seven Regulated Framework Agreements and Contract tenders into individual Lots.

We continued to use clear language within our tender documents and we provided constructive debriefing information to bidders where required.

We did not participate in meet the buyer events this year, due to competing priorities across the organisation. We will consider whether this should be re-established as a priority in the years ahead.

(iv) Regulated tenders will be carried out in compliance with its duty to act in a transparent and proportionate manner (Section 15(5)(a)(iii) of the Act)

We advertised and awarded Regulated tenders through the Public Contracts Scotland (PCS) and the Find a Tender Service, where the value was subject to the Public Contracts (Scotland) Regulations 2015. These Regulated tenders were managed electronically through the Scottish Government's Public Contracts Scotland-Tender (PCS-T) e-tendering system. Regulated call off contracts from Framework Agreements or our DPS were competed between participating suppliers using the PCS Quick Quote tool.

Our Qualification criteria with respect to prior experience, qualifications and financial requirements such as insurance levels are designed to be proportionate so as not to discourage innovation or suppliers, including those from the third-sector, from bidding for our contracts.

We aim to publish our Contract Award Notices within 30 days of the contract being awarded. A register of our current and expired contracts is publicly available on the Public Contracts Scotland (PCS) website.

Regulated procurements undertaken during the reporting period were subject to the approval processes set out in our Delegated Finance and Purchasing Authority Policy.

(v) Regulated tenders will be carried out in compliance with the sustainable procurement duty (Section 15(5)(a)(iii) of the Act)

Regulated tender strategies included the Scottish Government's Sustainability Test and referred to the Sustainable Procurement Guidance to evidence how we might improve the social, environmental and economic wellbeing of the area in which the tender will operate. We are also continuing to work cross functionally to implement the Scottish Government Procurement Policy Note SPPN1/21 relating to climate and the circular economy.

Our contracts contain conditions to ensure our suppliers contribute to our successful adherence to the Sustainable Procurement Duty.

Our future Category strategies will use the Procurement Prioritisation Tool to help us further embed sustainability measures.

We did not self-assess against the Scottish Flexible Framework this year, due to other commitments. However this will be undertaken in the first half of the following reporting period.

(i) General policy on the use of Community Benefit requirements (Section 15(5)(b)(i) of the Act)

We considered Community Benefits in our Regulated tender strategies and five of the eight regulated tenders awarded required Community Benefits to be delivered, two of which were below the £4 million threshold. Those that did not request Community Benefits were tenders where the value was below the £4 million threshold and it was considered disproportionate to require suppliers to provide Community benefits.

Every Regulated tender strategy considered how we might encourage Supported Businesses to bid.

(ii) General policy on consulting and engaging with those affected by its procurements (Section 15(5)(b)(ii) of the Act)

Pre-market engagement activity increased in this reporting period, with PIN notices being published for all eight procurements. In addition, specific consultation was undertaken for some tenders with trade bodies such as Confor, as well as being shared with newspapers.

Once live, our new Category steering groups will be guided by latest best practice and through consultation with stakeholders such as the Health & Safety Executive, Confederation of Forest Industries UK Ltd (Confor) and the Forest Industry Safety Accord (FISA).

(iii) General policy on the payment of a living wage to persons involved in producing, providing or constructing the subject matter of Regulated tenders (Section 15(5)(b)(iii) of the Act)

Suppliers were asked to confirm if they paid the higher, voluntary Real Living Wage, most suppliers confirmed that they did or otherwise clarified that they paid at least the mandatory Living Wage. In addition to the Living Wage, all eight procurements included a scored Fair Work criterion, and three suppliers are accredited Living Wage employers.

(iv) General policy on promoting compliance by contractors and sub-contractors with the Health and Safety at Work Act 1974 and any provision made under that Act (Section 15(5)(b)(iv) of the Act)

Our Tender documents contained extensive conditions about health and safety with reference to industry standards such as the Forestry Industry Safety Accord (FISA) within specifications. We evaluated suppliers' Health & Safety policies as part of the (SPD) selection stage. Tenders with higher risk activities included specific award criteria questions to provide additional assurance of how suppliers would deliver services safely.

We conducted Health and Safety checks before contracts commenced, thereafter compliance with best practice and standards was monitored and managed through contract Key Performance Indicators (KPIs).

Accidents and incidents reported by our contractors were recorded in our Accident and Incident Reporting System (AIRS) and investigated in line with our current H&S policies.

We worked proactively with the forestry sector and Health and Safety Executive to establish agreed safe working guidelines.

(v) General policy on the procurement of fairly and ethically traded goods and services (Section 15(5)(b) (v) of the Act)

Forestry and Land Scotland has zero tolerance for slavery and human trafficking and is committed to ensuring there are no practices of this type in our supply chains or in any part of our business. The policy is published on our [website](#), and there is additional eLearning to support key staff groups.

We evaluated suppliers' compliance with the Modern Slavery Act 2015 as part of the Single Procurement Document (SPD) selection stage.

We have reviewed the modern slavery risks within our supply chain at a high level. However to ensure appropriate application in our tenders, flowing through to each contract, our Category strategies will use the [Procurement Prioritisation Tool](#) to identify high risk supply chains and mitigate through more engagement.

Members of our procurement team are required to complete the [CIPS Ethical Procurement and Supply](#) training annually.

**(vi) General policy on how it intends to approach its Regulated tenders involving the provision of food to:
(i) Improve the health, wellbeing and education of communities in the authority's area, and
(ii) Promote the highest standards of animal welfare (Section 15(5)(c) of the Act)**

We supply food products, primarily venison, as a product of our deer control activities. All venison entering the food chain is supplied and managed to the Scotland Quality Wild Venison (SQWV) standard. An independent audit in 22/23 against the standards was carried out on 25 of our deer larders by SQWV auditors, and all passed.

Contractors involved with wildlife management are required to be registered fit and competent under the NatureScot registration scheme and we require lead free non-toxic ammunition to be used in the culling of deer. Regular spot checks are carried out on carcasses and ammunition used and there were no reported instances of lead ammunition being used. In addition, Highland Game (the FLS venison contractor) carry out sporadic scan of carcasses to detect metal in the carcass and no toxic metals finds were reported to FLS.

Regular inspections of carcasses were carried out by suitably trained FLS staff and again by a Food Standard Scotland meat inspector at the processing plant. In 22/23, FLS sold 35,934 deer carcasses culled by FLS staff and contractors. A few (0.22%) carcasses supplied were rejected by the game dealer, a slight increase on those reported in 21-22 and this increase is related to Highland Game and Food Standard Scotland food vets (food inspectors) undertaking these checks now.

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- (vii) General policy on payments being made no later than 30 days after the invoice, (or similar claim) relating to the payment, is presented (Section 15(5)(d) of the Act):**
- (i) payments due by the authority to a contractor**
 - (ii) payments due by a contractor to a sub-contractor**
 - (iii) payments due by a sub-contractor to a sub-contractor**
-

Our contract terms and conditions contain a clause which requires our contractors to pay sub-contractors with 30 days. Arrangements for handling complaints on payment performance are notified to suppliers within contracts and there were no complaints which required escalation to our Corporate Services team.

Forestry and Land Scotland complies with the Scottish Government's prompt payment policy and Scottish Government's Public Finance Manual. The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract, normally 30 days from receipt. Unless otherwise stated in the contract, we aim to pay within the Scottish Government's tighter target of ten working days from the receipt of a valid invoice. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business.

Of the invoices we received during 22/23, 92.26% were paid within thirty days of being received. We aim to pay within the Scottish Government's tighter target of ten working days from the receipt of a valid invoice and we achieved this for 78.39% of invoices.



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

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