



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland

Annual Procurement Report
2023- 2024



Scottish Government
Riaghaltas na h-Alba
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Introduction

Forestry and Land Scotland is the largest land manager in Scotland, responsible for managing Scotland's national forests and land in a way that supports and enables economically sustainable forestry; conserves and enhances the environment; and delivers benefits for people and nature.

Our mission is

“looking after Scotland's forests and land, for the benefit of all, now and for the future”

Our vision is

“forests and land that Scotland can be proud of”

These forest, woodland and land assets, as well as being central to tackling the climate and nature emergencies, are supporting green jobs, businesses and livelihoods in our rural communities, and provide outdoor green spaces for communities and visitors to enjoy and benefit from.

In order to deliver its responsibilities, Forestry and Land Scotland (“FLS”) needs a wide variety of contracts for activities ranging from large-scale planting and timber felling to roads maintenance, and a range of contracts that support our workforce and infrastructure, such as software, fleet and training services.

This report reflects on our procurement activity from 1st April 2023 to 31st March 2024. It provides an overview of contracts awarded, expenditure, compliance with our policies and progress against the commitments set out in the FLS Procurement Strategy 2022-23. It is produced in line with our statutory obligations under the [Procurement Reform \(Scotland\) Act 2014](#).

Forestry and Land Scotland's public reporting obligations under the Procurement Reform (Scotland) Act 2014 are included in this report and detail the scope of regulated procurement activity in accordance with the Strategy, set out as follows:

- A summary of Regulated procurements that have been completed during the reporting period 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 reporting period,
- A summary of any steps taken to facilitate the involvement of Supported Businesses in Regulated tenders during the reporting 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 Outcomes¹, 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.

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

1. Procurement Activity and Expenditure in 2023/24

1.1 Summary of Regulated Procurement Activity:

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

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.

£131m Total
Estimated Value
of Contracts

91 Regulated
Procurements
conducted

97 unique Suppliers
Awarded to
Contracts\Frameworks
(82% SME)

1.2 Supplier profile for awarded contracts:

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

FLS completed Regulated procurements, worth £113.7 million that established -	
<p>2 Framework Agreements</p> <p>- split into 32 Lots to provide opportunity for SME bidding, and awarding 27 unique suppliers access to frameworks worth £16.2 million.</p>	<p>7 Regulated tenders via the Open procedure</p> <p>4 of which were lotted into 36 collective lots, awarding contracts to 25 unique suppliers worth £64.9 million over their terms.</p> <p>We awarded our first Concessions Contract worth £13.5 million</p> <p>We awarded 14 single supplier contracts via the Negotiated procedure where there had been tender failure, worth £13.2 million.</p>
<p>15 of the 25 (60%) Regulated procurements contained new Community Benefits</p>	
<p>We also awarded a further £16.3 million in Regulated contracts from FLS Framework Agreements and Collaborative arrangements</p>	
<p>18 contracts worth £7.2 million were awarded from Collaborative Framework Agreements such as those from Scottish Government and Scotland Excel</p>	<p>40 contracts totaling £9.1 million were awarded from existing FLS Framework Agreements*</p>
<p>2 Regulated contracts were awarded via Non-Competitive Actions totaling £0.85 million</p>	

See [Annex 1](#) for summary details of the above contracts awarded.

* Contract Award Notices for 9 Regulated call-off contracts from FLS Framework Agreements totaling £1.53m from the financial year 2022-23 are included here for transparency as these were not captured in the previous FLS Annual Procurement Report.

1.3 Expenditure

The total Forestry and Land Scotland spend on goods, services and works for the year was approximately £105 million.



Over the reporting period, over 60% of our contract spend was paid to Small/Medium Enterprises. This does not include payments to SME subcontractors.

2. Performance and 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.](#))

This section sets out delivery against the strategic aims of the FLS Procurement Strategy, progress in relation to the Procurement Strategy performance indicators and compliance of procurements with that strategy.

2.1 Delivery Against Procurement Strategy Aims

We have delivered against the five aims of our Procurement Strategy as follows:

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 FLS's 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.
- We awarded a contract for our new Management Information Platform, which will deliver improved financial recording and reporting along with full Purchase to Pay (P2P) capability.
- Within the relevant tenders we included criteria related to climate change reduction measures, climate change adaptation measures, and promoting biodiversity.
- Within relevant tenders we promoted Community Benefits.
- Consultation of our two-year procurement pipeline started in the final quarter of this reporting period to ensure the Pipeline for the forthcoming two-year period was updated and prioritised to meet FLS business needs.
- Our work to develop priority Category Strategies continued to be delayed by resourcing gaps. However, we plan to recommence this work during the 2024/25 reporting period, with category specific target dates detailed in our new Procurement Strategy.

- We developed our use of Aerial Lidar surveying, which can provide extensive information about tree height, density, terrain, soil conditions etc, an innovative approach which helps FLS in planning.

Cloud Printing Case Study

FLS were the first public sector organisation to migrate its print services to the Cloud in November 2023.

Working with Canon, FLS is now realising various benefits including:-

- Cost efficiency through eliminating the need for print infrastructure
- Gaining visibility of the entire print environment
- Supporting agile working by allowing staff to print from any device



2. Relationships & Culture: Our procurement relationships across FLS functions and with the supply chain and stakeholders are respectful, collaborative, impartial and mutually beneficial.

- An independent, external 360 degree review of FLS’ procurement activity was completed during this reporting period. The review team interviewed various forestry contractors and FLS staff looking at both tendering and contract management experiences. They also consulted with forestry trade bodies and carried out benchmarking with other public sector bodies that share similarities with FLS, as well as drawing on other data sources.
- 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.
- We continued to contribute to both central and Highland “cluster” groups, sharing best practice with other Scottish Government departments, agencies and NDPBs as well as attending Heads of Procurement events.

360 Review of Procurement Case Study

Procurement is FLS’ highest area of expenditure, involving a high number of staff and stakeholders, it is therefore important to seek feedback and identify opportunities for improvement in relation to our procurement activities. An independent 360 degree review of procurement was therefore commissioned and completed.



The review had 5 key aims:

1. enable operational efficiency and flexibility,
2. support and develop a limited and specialist supplier base,
3. ensure continued legal compliance,
4. achieve key stakeholder buy in, and

5. support and improve culture and working environment, with a shared understanding and ownership of risk appetite across the business.

The review report highlighted current good practice in addition to a number of suggested areas for improvement. The review's Steering Group picked out 4 key 'Themes' from the report and each Theme was allocated nominated Leads to drive forward the associated actions and deliverables. The Themes are:

- Roles and Responsibilities,
- Business Strategy,
- End to End Process, and
- Communications.

Further information on the improvement actions to be delivered in the coming 2 years is detailed in our revised Procurement Strategy.

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.

- The use of the new Contract Management training modules and Standard Operating Procedures (SOPs) was audited and found that clear roles and responsibilities are set out for staff across the organisation.
- Work started on the production of a new FLS Procurement Manual which will set out policy for all Regulated procurement activity. This will be supported by SOPs, and process maps, and will be substantially completed during 2024/25.
- Checks on 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 continued our review of Delegated Purchasing Authority Governance and Policy. Recommendations from this review are due to be presented to our Executive Leadership Team during financial year 2024/25, including the restructure and professionalising of the Delegated Procurement Authority role.
- The organisation undertook its first full [Procurement and Commercial Improvement Programme \(PCIP\)](#) assessment. FLS achieved an advanced level of performance in Lessons Learned, and Good Practice in many other areas, which is an excellent result in a first assessment.

Procurement and Commercial Improvement Programme (PCIP) Case Study

FLS undertook its first PCIP assessment in early 2024. Led by Scottish Government this process provides a means of measuring and reporting on the procurement and commercial capability of an organisation and is undertaken regularly by every Scottish public sector organisation.

FLS achieved:

- An Advanced Level of performance in Lessons Learned
- Good Practice in Procurement Influence, Procurement Strategy, Learning & Skills Capability, Continuous Improvement, Specifications and Contract and Supplier Management

Developing and Improving areas were identified as Climate Change, Commercial Awareness and Acumen, Risk Management, Implementation Plans & Exit Strategies and Contractual Obligations & Additional Benefits

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.

- We undertook a consultation on the new contract management hierarchy, eLearning and Standard Operating Procedures (SOPs). Some minor updates were made to the eLearning and SOPs as a result. The main request was for more face-to-face support, and a rolling programme of monthly drop in and face to face sessions, led by the Procurement Business Partners, has since been put in place
- In addition, we have worked on the development of a contract management workshop, with support from colleagues in Learning and Development. These face-to-face workshops will be rolled out in the next reporting period.
- The Procurement Team participated in continuous professional development (CPD) training and activities to increase knowledge and skills in topics including User Intelligence Groups, Standstill, Contract Management, and Customer Service as well as Procurement Law sessions from our external legal advisers. This CPD learning will be consolidated within business as usual activities in the year ahead.
- Two Procurement Modern Apprentices completed their qualification ahead of schedule, and one has achieved promotion within the Procurement team.
- A number of the Procurement Team commenced or continued their professional CIPS qualifications at level 4 and 5, contributing to the professionalisation of our procurement function.

Modern Apprentice Case Study

In January, after completing her Modern Apprenticeship, and being promoted into a Procurement Support Officer role, Rachel participated in the Young Scotland and Northern Ireland Programme 2024, and we are delighted to share that she won the Young Thinker of the Year award.



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. We awarded a contract to work with a systems implementer to introduce new, more efficient ordering to payment processes during 2024/25. Significant work was undertaken to understand the new system, and map our current data to it, and to understand what our future business processes will look like.
- 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, for example using new Office 365 functionality such as MS Forms and Lists.

Lessons Learned Process Development Case Study

The Procurement team implemented a new process for gathering lessons learned from internal and external stakeholders.

Using Microsoft Forms a standardised survey is now issued to staff and suppliers during procurement and throughout management of the contracts.

This new process streamlines the collection of information making it more efficient and removing staff time in re-keying information. It ensures wide collection of Lessons especially from bidders and suppliers. Using a set of standardised questions also enables rapid identification of cross project lessons to help the team inform future practice and improvement actions.



2.2 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 in 2024/25 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 23/24		<p>We use the Scottish Government's Procurement Benefits Reporting Guidance to report savings and benefits.</p> <p>In the last two years our approach has improved from recording only secured benefits, to now recording and reporting delivered benefits.</p> <p>We will continue to strengthen this approach in the coming year. A new recording tool will be implemented over the next reporting period to assist with this.</p>
Reduce unplanned contract extensions and variations	Reduction in volume and value compared with previous year		<p>A total of 16 contracts or Frameworks had unplanned extensions or variations applied. This is an increase from 15 in 2022/23.</p> <p>The reasons for these were to enable contractual and service continuity due to a combination of tender delays, tender failures and completion of additional work prior to transitioning to new contracts.</p>
Reduce number of non-competitive actions	Year on year reduction based on benchmark data from previous year		During this reporting period FLS awarded 2 Regulated contracts following NCA approvals. Their combined value was £0.85 million. The number has decreased from 5 in the previous reporting period.

2.3 Compliance

Section 17 of the Procurement Reform (Scotland) Act 2014 makes it mandatory for regulated procurements to be carried out in accordance with the organisation's procurement strategy. Section 18(2) states that a review must detail "the extent to which any regulated procurements did not comply, and a statement detailing how the organisation will ensure that future regulated procurements do comply"

In the reporting period, 2 Regulated Contracts were awarded directly to contractors due to requirements for urgency in one case and supplier failure in the other case, in these cases FLS's non-competitive action governance processes were adhered to.

- The first of these was for Aerial Lidar Surveys in the west of Scotland. This time sensitive work was required to build upon work already undertaken through a Pre-Commercial Procurement process in order to inform a business case for national use of this technology.
- The second was for Deer and Other Wildlife Management. Due to the failure and termination of a contract, a non-compliant contract was awarded to cover the gap between termination and a new tender being awarded. The non-compliant contract was awarded to the contractor who had ranked second in the previous open tender opportunity.

As detailed in section 2.2 reducing non-competitive actions is a performance indicator in the FLS Procurement Strategy.

3. Community Benefits Summary

3.1 Community Benefits secured in procurements conducted in the reporting period

We considered Community Benefits in our Regulated procurement tendering strategies and 15 of the 25 (60%) new Regulated tenders awarded required Community Benefits to be delivered. Of these 11 were for contractual agreements below the Procurement Reform (Scotland) Act's £4 million threshold.

Community Benefits were not included in regulated procurements where the value was below the £4 million threshold, and it was considered disproportionate to require suppliers to provide Community Benefits.

In addition, four collaborative call-offs also delivered community benefits on call-off contracts of under £4 million

Total Number of Contracts Awarded	25
Total Number of Contracts Awarded with Community Benefit Requirements	11
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	4

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

Community Benefits tender requirements example:

FLS's **Mechanised Ground Preparation framework** tendered in 2023-24 included mandatory community benefits requirements of:

- Creation of sustainable jobs and provision of staff training opportunities.
- Use of SMEs, Supported Businesses and Third Sector Organisations.
- Contract delivery by new entrants (e.g. apprentices, trainees) who are engaged in a training programme.

In addition, tenderers offered a range of additional, voluntary community benefits, including:

- Targeted local employment of direct employees and subcontractors.
 - Traineeships/apprenticeships for school leavers and other new entrants – use of job centres and social media to achieve this. Guarantees of full-time employment upon completion.
 - Work experience opportunities for school pupils, including paid placements.
 - Provision of opportunities for staff to upskill and gain new qualifications.
 - Use of supported businesses for signage, PPE/workwear provision, first aid supplier, provision of training spaces, and marketing services.
 - Sponsorship/donations to local sports clubs.
 - Donations to local food banks and charities.
 - Use of SMEs for fuels, vehicle repairs, plant and machinery repairs, accounting, health & safety advice, welding, and engineering.
 - Targeted recruitment of female new entrants.
 - Work shadowing opportunities for locals interested in a career in forestry.
-

3.2 Community Benefits delivered in the reporting period

The following community benefits were delivered by FLS suppliers in the reporting period:

Activity	Number delivered FY23-24
Traineeships\Apprenticeships offered	11 placements
Employment opportunities (direct or sub contract)	8.25 FTE
Work Placement/work experience opportunities for school pupils	1
Opportunities for staff to upskill or achieve qualifications	2
Donations to local sports clubs, charities, food banks, community groups, schools.	3
Sponsorship for local sports clubs etc..	3
Collaborative framework social and sustainability value objectives	1

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 23/24 is highlighted below:

Supported Business	About	Mechanism	Net Spend FY23-24
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	£323.45
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	£21,894.36

5. Future Regulated Procurements Summary

FLS intends to progress the regulated procurements detailed in [Annex 3](#) 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](#).

Future regulated procurements have been identified via the following means:

- Current contracts on the FLS contract register that will expire and need to be extended or re-tendered over the next two years.
- New procurements identified via pipeline work plans with departments.

A number of the planned procurements may be conducted by utilising collaborative framework arrangements, in such cases the relevant collaborative framework procedures shall be followed.

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

Cash Savings
delivered:
£1,988,992

Non Cash Savings
delivered:
£729,271

Total delivered
benefits: **£2,718,263**

The Procurement team will continue to work to develop recording and reporting in this area at each of the 3 stages. This will continue to be implemented over the next reporting period. Savings tracking improvement is included in the organisational Procurement Strategy performance indicators – please refer to section 2.2.

7. Annual Procurement Report Ownership and Contact Details

The Commercial Development Director is responsible for establishing the strategic framework and direction of procurement at Forestry and Land Scotland.

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Interim Director Commercial Development
Forestry and Land Scotland
Great Glen House
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Annex 1: Regulated Procurements Completed

Date of Award	Subject Matter	Supplier Name	Estimated Value	Start Date	End Date Excluding Extensions
FLS-Led Regulated Tenders					
04/04/2023	Concessions at Various Visitor Sites	Vertas Group Limited (GB)	£13,443,450.00	17-Apr-23	16-Apr-33
13/04/2023	Civil Engineering Roads Maintenance and Associated Services	G S Campbell (Contractors) Ltd (GB)	£3,846,000.00	20-Mar-23	31-Mar-26
09/06/2023	Estate Management Services 2023	Bell Ingram Design (GB) / Bell Ingram Design (GB) / BNP Paribas Real Estate (GB) / BNP Paribas Real Estate (GB) / Wardell Armstong LLP (GB) / Savills UK Ltd (GB) / Galbraith (GB) / Graham + Sibbald (GB)	£2,184,000.00	01-May-23	30-Apr-26
22/06/2023 18/08/2023	FW0064 Building Compliance (Hard Facilities Management) Framework 2023-2027	Chubb Fire & Security (GB) / Richard Irvin FM Limited (GB) / Richard Irvin FM Limited (GB) / Alltec Construction Ltd (GB) / Alltec Construction Ltd (GB) / Alltec Construction Ltd (GB) / HighWater (GB) / Environtec Limited (GB) / Tersus Consultancy Limited (GB) / Serious Waste Management Ltd (GB) / KS Refrigeration (GB) / JCJ Demolition and Construction Ltd (GB) / HSB Engineering Insurance Ltd (GB) / Direct	£3,874,000.00	01-May-23	30-Apr-26

		Ecology Ltd (GB) / EP Ecology Ltd. (GB) / 9C Contracts Limited (GB) / Cleartech Water Solutions (GB) / SMS Environmental Ltd (GB)			
31/07/2023	Newhill Woodland Establishment	Scottish Woodlands Ltd (GB)	£349,612.53	01-Aug-23	31-Jul-26
15/08/2023	FW0064 Building Compliance (Hard Facilities Management) Framework 2023-2027	R A Dalton Ltd (GB)	£130,000.00	01-May-23	30-Apr-26
16/08/2023	FLS-0081-C Consultancy Engineering (Isle of Arran)	Wallace Stone (GB)	£128,707.00	09-Aug-23	09-Jan-24
31/08/2023	Specialist Peatland Restoration	Duncan Wemyss Ltd (GB) / Duncan Wemyss Ltd (GB) / Duncan Wemyss Ltd (GB) / Duncan Wemyss Ltd (GB) / ICD Contracting Limited (GB) / AMD Contract Services Ltd (GB) / AMD Contract Services Ltd (GB) / AMD Contract Services Ltd (GB) / TAIGA UPLAND (GB)	£41,608,225.00	01-Sep-23	31-Aug-26
20/09/2023	Lewinside Woodland Establishment	Tilhill Forestry (Dunblane) (GB)	£370,852.92	01-Sep-23	31-Mar-26
21/09/2023	High Carlingcraig Woodland Establishment	Scottish Woodlands Ltd (GB)	£188,741.48	01-Sep-23	31-Mar-26
05/10/2023	Transformation of Legacy Finance, Purchase-To-Pay, and Business Planning Systems	Mastek Systems Company Ltd (GB)	£976,899.32	02-Oct-23	30-Oct-24
23/11/2023	Transformation of Legacy Finance, Purchase-To-Pay, and Business Planning Systems	Oracle Corporation UK Ltd. (GB)	£965,278.64	02-Oct-23	01-Oct-30
24/01/2024	FLS-0037-C Low Loader Moves 2023	McIntosh Plant Hire (Abdn) Ltd (GB) / Paul Millar Haulage	£368,000.00	01-Dec-23	30-Nov-27

		(GB) / Corrigan Contractors Ltd (GB) / Luce Bay Plant Hire Ltd (GB)			
13/02/2024	Lanehead Woodland Establishment	Scottish Woodlands Ltd (GB)	£263,710.22	01-Feb-24	31-May-27
13/02/2024	Glenside Woodland Establishment	Scottish Woodlands Ltd (GB)	£235,164.62	01-Feb-24	31-May-27
21/03/2024	Mechanised Ground Preparation Operations	TAIGA UPLAND (GB) / TAIGA UPLAND (GB) / MAM Contracting (GB) / MAM Contracting (GB) / maxwell forestry plant (GB) / dunnydeerservices ltd (GB) / Highland Stoneways Ltd (GB) / Bruce Todd Ltd (GB) / Bruce Todd Ltd (GB) / Bruce Todd Ltd (GB) / Plant and Quarry Services (GB) / McNeill Forestry (GB) / DAB Groundworks Ltd (GB) / DAB Groundworks Ltd (GB) / Maccoll(Appin)ltd (GB) / ICD Contracting Limited (GB) / ICD Contracting Limited (GB)	£20,748,083.05	01-Apr-24	31-Mar-29
28/03/2024	Fencing Install and Supply	DFFC LTD (GB) / S Highway and Civil Contractors Limited (GB) / DFFC LTD (GB) / A.H Contractors (GB) / DMFCA Ltd (GB) / DFFC LTD (GB) / Knoxfield Estate Services Ltd (GB) / DFFC LTD (GB) / Knoxfield Estate Services Ltd (GB) / TAIGA UPLAND (GB) / TAIGA UPLAND (GB) / TAIGA UPLAND (GB) / DMFCA Ltd (GB) / TAIGA UPLAND (GB) / DFFC LTD (GB) / Knoxfield Estate Services Ltd (GB) / DFFC LTD (GB) / A.H	£12,177,000.00	01-Mar-24	01-Mar-28

		Contractors (GB) / DFFC LTD (GB) / A.H Contractors (GB) / DFFC LTD (GB) / A.H Contractors (GB) / DMFCA Ltd (GB) / TAIGA UPLAND (GB) / DFFC LTD (GB) / ABM Fencing Limited (GB) / DMFCA Ltd (GB) / DFFC LTD (GB) / TAIGA UPLAND (GB) / DFFC LTD (GB) / DFFC LTD (GB) / Tornado Wire (GB) / Tornado Wire (GB) / Tornado Wire (GB) / Tornado Wire (GB) / Tornado Wire (GB) / HIGHLAND INDUSTRIAL SUPPLIES (GB) / HIGHLAND INDUSTRIAL SUPPLIES (GB) / HIGHLAND INDUSTRIAL SUPPLIES (GB) / HIGHLAND INDUSTRIAL SUPPLIES (GB) / HIGHLAND INDUSTRIAL SUPPLIES (GB) / A.H Contractors (GB) / Penkilm Sawmill Co Ltd (GB)			
Negotiated Procedure					
31/07/2023	Thermal Image Drone Surveys	Ben Harrower Consultancy (GB)	£102,000.00	14-Aug-23	13-Aug-24
18/08/2023	Dangerous Tree Surveys	Forest Fact (GB)	£90,000.00	01-Aug-23	30-Nov-23
04/10/2023	IVC Operations - North Region	Boreal forestry (GB)	£2,530,000.00	11-Jul-23	30-Sep-26
12/10/2023	Mechanised Ground Preparation Services - East Region - Durris	Highland Stoneways Ltd (GB)	£113,100.00	01-Nov-23	31-Jan-24
17/10/2023	Specialist Peatland Restoration - Rewetting: Lochaber	ACM Plant hire (GB)	£4,227,150.00	09-Oct-23	31-Aug-26

17/10/2023	Specialist Peatland Restoration - Rewetting: North & Mid Argyll (inc North Knapdale)	ACM Plant hire (GB)	£2,112,300.00	16-Oct-23	31-Aug-26
27/10/2023	FM Operations - Lochaber North	Terras forestry company (GB)	£391,000.00	25-Oct-23	31-Aug-24
27/10/2023	FM Operations - Lochaber South	Terras forestry company (GB)	£291,142.70	25-Oct-23	31-Aug-24
30/10/2023	FM Operations - Lochaber Central	Sylva Services (GB)	£113,914.90	25-Oct-23	31-Aug-24
22/11/2023	Specialist Peatland Restoration - Rewetting: Mull & Lochaline	Drumclog plant Ltd (GB)	£2,815,550.00	01-Dec-23	31-Aug-26
21/02/2024	Purchase of Plants	Alba Trees plc (GB)	£68,000.00	12-Feb-24	30-Apr-24
21/02/2024	Purchase of Plants	CHRISTIE ELITE NURSERIES (GB)	£64,000.00	12-Feb-24	30-Apr-24
21/02/2024	Purchase of Plants	Maelor Forest Nurseries Limited (GB)	£153,186.90	12-Feb-24	30-Apr-24
21/02/2024	Purchase of Plants	Trees Please Ltd (GB)	£119,200.00	12-Feb-24	30-Apr-24
FLS Framework Call Offs					
04/04/2023	Award of 519 0476 Mini-competition against Framework Agreement FW0047 Lot 6 for Callop deer fence	DFFC LTD (GB)	£72,788.60	20-Feb-23	31-Jul-23
14/04/2023	Award of 516 0702 Glen Oykel, Benmore Forest, Fibre Recovery & Mechanical Mulching	Duncan Wemyss Ltd (GB)	£759,598.00	01-May-23	29-Mar-24
18/04/2023	Award of 701 1283 (FW0047-12) Benmore	DFFC LTD (GB)	£136,974.60	01-May-23	31-Dec-23

	Fencing				
28/04/2023	Award of 517 1453 Cairngorm Ski Slope, Glenmore Forest: Peatland hag and gully re-profiling	Duncan Wemyss Ltd (GB)	£93,120.00	03-Jul-23	31-Dec-24
09/05/2023	Award of 519 0510 Mini-competition from Framework FW0047 Callop 2 Enclosures	DFFC LTD (GB)	£65,955.65	10-May-23	30-Sep-23
22/05/2023	Award of 513 1570 Peatland Restoration Moss of Essie and Fuie Clashindarroch	Tilhill Forestry (GB)	£347,721.00	18-Jul-23	30-Dec-23
23/05/2023	Award of 701 1267 (FW0045-7) Lochgoilhead SPHN	Weir Forestry (GB)	£176,600.00	07-Jun-23	29-Sep-23
30/05/2023	Award Notice for Framework Call off Contract 516 0707 - Tubex combi tubes, stakes and ties	Cheviot Trees Ltd (GB)	£59,808.40	06-Mar-23	20-Mar-23
30/05/2023	Award Notice for Framework Call off Contract 701 0948 - Timber Haulage - Cowal & Trossachs - Yr 3	Coille Haulage Ltd (GB)	£249,300.00	19-Aug-21	18-Aug-22
30/05/2023	Award Notice for Framework Call Off Contract 701 1210 - Timber Haulage Yr 4	JST Services (Scotland) Ltd (GB)	£187,116.00	19-Aug-22	18-Aug-23
30/05/2023	Award Notice for Framework Call Off Contract, 704 0766 - Tree Shelters and Associated Items	Cheviot Trees Ltd (GB)	£112,660.00	28-Oct-22	04-Nov-22

30/05/2023	Award Notice for Framework Call off Contract, 704 0768 - Devilla & Selmuir SPHN Larch Removal	Weir Forestry (GB)	£147,575.00	10-Jan-23	28-Feb-23
30/05/2023	Award Notice for Framework Call off Contract, 704 0776 - Timber Haulage - Scottish Lowlands	A W Jenkinson Transport Ltd (GB)	£215,550.00	13-Jan-22	30-Nov-23
30/05/2023	Award Notice for Framework Call Off Contract, 710 1195 - Stocking Density Assessments as per Technical Specification	Hill and Woodland Services (GB)	£51,700.00	17-Oct-22	31-Mar-23
30/05/2023	Award Notice for Framework Call off Contract, 714 1100 - GMIP Signage	Border Signs & Graphics (GB)	£60,000.00	12-Oct-22	30-Jun-23
30/05/2023	Award Notice for a Framework Call Off Contract, 817 0183 - Purchase of Forestry Machinery	JOHN DEERE FORESTRY LTD (GB)	£444,986.00	22-Dec-22	31-Mar-23
30/05/2023	Award Notice for Framework Call Off Contract, 817 0184 - Purchase of Forestry Machinery	Ponsse UK Ltd (GB)	£439,500.00	15-Mar-23	31-Mar-23
30/05/2023	Award Notice for a Framework Call Off Contract, 817 0206 - Purchase of Forestry Machinery	JOHN DEERE FORESTRY LTD (GB)	£448,006.00	01-Mar-23	31-Mar-23

30/05/2023	Award Notice for Framework Call off Contract, 620 0230 - Nearest Neighbour Survey	strath caulaidh ltd (GB)	£53,903.45	09-May-23	14-Mar-23
30/05/2023	Award Notice for Framework Call off Contract, 620 0232 - Survey in Central Region as per call off letter	James Hutton Institute (GB)	£100,192.80	01-May-23	31-Mar-24
30/05/2023	Award Notice for Framework Call off Contract, 682 0435 - Driver Training and assessment (FLS)	GalloGlas Group (GB)	£73,780.00	01-May-23	31-Mar-24
30/05/2023	Award Notice for Framework Call Off Contract, 803 0452 - Purchase of Plants	Cheviot Trees Ltd (GB)	£675,260.25	29-Mar-23	31-May-24
01/06/2023	Award Notice of Call Off Contract, 513 1588 - Production and Attribute Survey	Forest Fact (GB)	£64,900.00	11-May-23	31-Dec-23
13/07/2023	Award Notice for Framework Call off Contract 501 0944 - Chainsaw Operations	Duncan Wemyss Ltd (GB)	£104,000.00	30-May-23	30-Sep-23
25/07/2023	Award of 513 1591 Timber Haulage Moray & Aberdeen	James Jones & sons Ltd (GB)	£657,488.00	19-Aug-23	31-Mar-24
11/08/2023	Award of 513 1611 Fences The Birks, Mergie Fields and Countesswells	DFFC LTD (GB)	£54,715.00	25-Aug-23	31-Aug-23
28/08/2023	Award of 519 0517 Timber Haulage - Mini Competition from Framework FW0058	GRANTS BALLINDALLOCH TIMBER HAULAGE (GB)	£161,475.00	19-Aug-23	31-Mar-24

	Lot 4 Lochaber				
31/08/2023	Award of 701 1304 (FW0047-12) Loch Katrine Deer Fence Repairs	DMFCA Ltd (GB)	£90,600.00	04-Sep-23	31-Jan-24
13/09/2023	Award Notice for Framework Call Off Contract 710 1290 Woodfuel	JST Services (Scotland) Ltd (GB)	£90,324.00	18-Aug-23	31-Mar-24
13/09/2023	Award Notice for Framework Call Off Contract 710 1291 Haulage - Deliver In SRW	JST Services (Scotland) Ltd (GB)	£148,610.00	18-Aug-23	31-Mar-24
13/09/2023	Award Notice for Framework Call Off Contract 710 1292 Haulage	JST Services (Scotland) Ltd (GB)	£617,710.00	18-Aug-23	31-Mar-24
19/09/2023	Award Notice for Framework Call-Off Contract 516 0724 - Production and Attribute Surveys	Forest Fact (GB)	£64,760.00	07-Jul-23	31-Mar-24
29/09/2023	Award Notice for Framework Call Off Contract 501 0963 Timber Haulage	Coille Haulage Ltd (GB)	£289,175.00	19-Aug-23	31-Mar-24
29/09/2023	Award Notice for Framework Call-Off Contract 517 1512 Geotechnical at Grottaig & Clansman	Mott MacDonald Limited (GB)	£209,314.64	04-Sep-23	31-Aug-27
29/09/2023	Award Notice for Framework Call Off Contract 714 1261 Timber Haulage	SGS Timber Haulage Ltd (GB)	£137,760.00	19-Aug-23	31-Mar-24

25/10/2023	Award of 517 1432 Rewetting at Kinloch Hills Forest	Duncan Wemyss Ltd (GB)	£494,225.00	03-Jul-23	31-Jul-24
27/10/2023	Award Notice for Framework Call Off Contract 504 0550 Delivered In Haulage and Ad-Hoc Timber Movement	Coille Haulage Ltd (GB)	£239,780.00	19-Aug-23	31-Mar-24
27/10/2023	Award Notice for Framework Call Off Contract 704 0847 Timber Haulage to RWE Generation UK	A W Jenkinson Transport Ltd (GB)	£215,550.00	19-Oct-23	31-Mar-24
06/12/2023	Award Notice for Framework Call Off Contract 513 1694 Timber Haulage, Moray and Aberdeen East	A W Jenkinson Transport Ltd (GB)	£150,215.00	01-Oct-23	31-Mar-24
19/01/2024	Award of 516 0701 Rewetting at Glen Oykel, Benmore Forest.	Duncan Wemyss Ltd (GB)	£325,350.00	01-May-23	29-Mar-24
Collaborative Call Offs					
03/05/2023	Payroll and HR System	Softcat Plc (GB)	£291,996.81	19-Feb-23	18-Feb-27
03/05/2023	Cognos Licensing Renewal	Softcat Plc (GB)	£129,557.91	01-Apr-23	31-Mar-25
04/05/2023	eFin License Renewal	Softcat Plc (GB)	£78,867.85	01-Mar-23	29-Feb-24
04/05/2023	Nutanix	Softcat Plc (GB)	£141,144.83	26-Apr-23	26-Apr-26
30/05/2023	Award Notice for Framework Call off Contract, 620 0229 - Provision of agency workers for mentoring	ASA Recruitment (Quick Quotes) (GB)	£52,369.00	01-May-23	31-Dec-23

02/06/2023	Bridge Inspections Year 4 Extension	Sweco UK Limited (GB)	£1,360,909.54	03-Apr-23	02-Apr-24
22/06/2023	FLS-0056-C Employee Benefits	Edenred (UK Group) Ltd (GB)	£246,000.00	01-Apr-23	31-Mar-25
23/06/2023	FLS-0043-C VME/Asset Management System	Softcat Plc (GB)	£193,959.12	01-May-23	30-Apr-25
22/08/2023	FLS-0086-C Interim Head of Business Review	Pertemps Recruitment Partnership Limited (GB)	£228,800.00	01-Jul-23	30-Jun-24
29/08/2023	FLS-0076-C Supply of Oils & Lubricants	GB Lubricants (GB)	£192,000.00	17-Jul-23	16-Jul-27
19/09/2023	Training Managed Service	Premier Partnership (GB)	£1,146,000.00	11-Sep-23	10-Sep-24
10/10/2023	Printing Estate	Canon (UK) Limited (GB)	£270,000.00	01-Nov-23	31-Oct-26
16/10/2023	FLS-0075-C Supply and Delivery of First Aid Materials	Fast Aid Products Ltd (GB)	£90,000.00	02-Oct-23	01-Oct-27
20/10/2023	FLS-0094-C AMX Asset Management System	Computacenter (UK) Ltd (GB)	£77,855.22	01-Aug-23	31-Jul-27
20/10/2023	FLS-0096-C Sourcing and Booking of Meeting Rooms and Conference Venues	ExecSpace Limited (GB)	£162,000.00	01-Sep-23	31-Aug-26
10/01/2024	2024-2026 Bridge Inspections	SWECO (GB)	£226,818.00	18-Jan-21	31-Mar-23
23/01/2024	Award of FLS-109-C Mini Competition under Scottish Government Framework SP-22-001 for Procurement...	Venesky Brown Ltd (GB)	£131,334.00	19-Feb-24	07-May-25
05/03/2024	Scottish Wide Area Network (SWAN) 2	British Telecommunications plc (GB)	£2,198,400.00	29-Feb-24	28-Feb-27
Non-Competitive Actions					

15/05/2023	Aerial Lidar Survey and Inventory (2023)	Arbonaut Ltd. (FI)	£274,840.00	15-May-23	15-May-24
09/06/2023	Deer & Other Wildlife Management Services	Deer Dynamics Ltd (GB)	£567,035.00	01-Jul-23	30-Jun-24

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

The planning of Regulated tenders continued to be managed through our Procurement Pipeline approval process. The Pipeline is overseen by four FLS Directors, who are members of Executive Leadership Team (ELT). They meet quarterly to ensure current and future tenders are aligned with corporate objectives.

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

We have effective contract management arrangements.

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

Our regional areas 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)
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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 contract management processes.

(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 Procurement Specialist 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 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 SPPN3/23 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 have self-assessed against the Scottish Flexible Framework and have identified a number of actions to enable FLS to reach Level 2 by the end of the next reporting period

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

<p>We considered Community Benefits in our Regulated tender strategies and 15 of the 25 regulated tenders awarded required Community Benefits to be delivered, 11 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.</p>
<p>(ii) General policy on consulting and engaging with those affected by its procurements (Section 15(5)(b)(ii) of the Act)</p> <p>Pre-market engagement activity continued in this reporting period, with PIN notices being published for 9 procurements. 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).</p>
<p>(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)</p> <p>Suppliers were asked to confirm if they paid the higher, voluntary Real Living Wage, 42 suppliers confirmed that they did or otherwise clarified that they paid at least the mandatory Living Wage. In addition to the Living Wage, 24 procurements included a scored Fair Work criterion, and 10 suppliers are accredited Living Wage employers.</p>
<p>(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)</p> <p>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.</p>
<p>(v) General policy on the procurement of fairly and ethically traded goods and services (Section 15(5)(b)(v) of the Act)</p> <p>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. Our Modern Slavery Statement 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.</p>

(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 23/24 against the standards was carried out on 17 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 23/24, FLS sold 39,913 deer carcasses culled by FLS staff and contractors. A few (0.21%) carcasses supplied were rejected by the game dealer, a slight decrease on those reported in 22-23.

(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 23/24, 94% 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 73% of invoices.

Annex 3: Future Regulated Procurements

Subject Matter	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value
Corporate Signage and Furniture not collab	Mid 2024	Late 2024	Late 2024	£915,000
Cleaning of Buildings	Mid 2024	Late 2024	Late 2024	To be confirmed
Planting, Grounds Maintenance & Vegetation management Framework Agreement	Mid 2024	Late 2024	Late 2024	£42,000,000
Mechanised Ground Preparation Frameworks	Mid 2024	Late 2024	Late 2024	£41,570,000
Harvesting	Mid 2024	Late 2024	Late 2024	£16,625,000
Responsive chainsaw operations	Early 2024	Mid 2024	Mid 2024	£11,500,000
Steep Ground Harvesting	Mid 2024	Late 2024	Late 2024	£10,500,000
Seed Collection (including aerial), Extraction, Seed Treatment, Seed testing	Mid 2024	Late 2024	Late 2024	£3,210,000
Temporary Nursery Labour	Collab?		Early 2025	£2,000,000
Plant Haulage	Mid 2024	Late 2024	Late 2024	£1,360,000
Drill & Blast works and explosives supply	Late 2024?	Early 2025	Early 2025	To be confirmed
Electronic Records Management System	Early 2025	Mid 2025	Mid 2025	To be confirmed
Supply & Delivery of Plant Protection Products (Pesticides): Acetamipirid	Early 2025 2024	Mid 2025	Mid 2025	To be confirmed
Treated & Non-treated Tree Bags and ancillary products	Late 2024	Early 2025	Early 2025	To be confirmed
Geotechnical Works	Late 2024?	Early 2025	Early 2025	To be confirmed
Woodland Creation Re-tender	Late 2024	Mid 2025	Mid 2025	£30,000,000
Buildings Maintenance Services	Late 2024	Early 2025	Mid 2025	£4,000,000
Ecological Surveys	Late 2025	Early 2026	Early 2026	£3,200,000
Newton Nursery Cell Grown Machinery	VEAT June			£2,000,000
Carbon Projects Validation & Verification	Early 2025	Mid 2025	Late 2025	£315,000
Galvanised Lifting and Storage Crates	Late 2024	Early 2025	Mid 2025	£300,000
Worksite, Statutory safety & temporary site signage	Mid 2024	Late 2024	Early 2025	£250,000
Occupational Health	Late 2024	Early 2025	Early 2025	£200,000
Deer Management Sundries	Early 2025	Mid 2025	Late 2025	£4,000,000
Roads Maintenance	Mid 2025	Late 2025	Late 2025	£75,000,000
Forest Management & Invasive Species Control	Early 2026	Mid 2026	Mid 2026	£13,000,000
Soils Surveys	Mid 2026	Mid 2026	Late 2026	£3,000,000
Bridge Inspections	Mid 2025	Late 2025	Late 2025	£1,100,000
Carpark Metric Machine Maintenance	Mid 2025	Late 2025	Late 2025	£150,000
Buildings Compliance (Hard FM)	Late 2026	Late 2026	Early 2027	£3,500,000
Woodland Creation DPS Competitions	n\ a DPS	ongoing	ongoing	To be confirmed
Deer Culling DPS Competitions	n\ a DPS	ongoing	ongoing	£800,000

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, including:

Subject Matter	Expected Award Date
All Waste including chemical, organic, general, sanitary, paper, WEEE, fly tipping and specialist waste etc.	Early 2025
Lease cars	Mid 2025
Supply of Vehicle Parts	Early 2025
Car Park Cash Collection	Mid 2025
Records Storage	Late 2025
Travel & Accommodation Booking	Late 2024
Training - one stop shop	Mid 2025
Vehicle Tyres	Late 2025
Network Services	Mid 2026
Mobile Phones	Early 2026
Supply of Bottled Gas	Late 2025