



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Annual Procurement Report 2021-2022



Scottish Government
Riaghaltas na h-Alba
gov.scot

Contents

Foreword by the Chief Executive	01
Introduction	02
Section 1: A summary of our procurement activity in 2021/22	03
Section 2: Review of Regulated Procurement Compliance	04
Section 3: Community Benefits Summary	08
Section 4: Supported Businesses Summary	09
Section 5: Future Regulated Procurements Summary	10
Section 6: Benefits	12
Annex 1: Section 1 Regulated procurements completed	14
Annex 2: Section 2 Review of Regulated Tender Compliance	23

Foreword

by the Chief Executive

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

Over the past year we have continued to deliver despite the continuing difficulties with the COVID-19 pandemic restrictions and related staff absences. We have also faced a number of weather events including Storm Arwen, which affected around 4000 hectares of forests and led to the closure of hundreds of miles of trails for inspection and repair. World events such as the current conflict in Ukraine have also presented new challenges.

These difficulties have however helped us to explore and progress new opportunities, bringing benefits to customers, stakeholders and staff, including reviewing our ways of working and utilising new technology. Nevertheless there has been significant disruption to our programmed procurement delivery, requiring a great deal of programme and contractual adjustments throughout the year. This means that some of the aims set out in our Procurement Strategy will now be delivered beyond the current one year interim strategy period.

I am however, very pleased to report that FLS has achieved the majority of the aims set out in our Procurement Strategy and I would like to take the opportunity to thank our employees, contractors and suppliers, for their remarkable efforts and continued dedication and commitment over this difficult period.

Simon Hodgson
Chief Executive



The owner of the Annual Procurement Report is:

Michael Hymers, Director of Corporate Services
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 2021 to 31st March 2022 against our FLS Procurement Strategy 2019-22.

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 2019-2022, 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 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.

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 2021/22

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

Completed 11 Regulated tenders, worth £22.1 million, that established:

<p>3 Framework Agreements</p> <p>split into a collective 8 Lots, ensuring equal opportunity for SMEs, and awarding 11 suppliers access to frameworks worth £13.9 million</p>	<p>8 Contracts</p> <p>including 3 single supplier contracts awarded through our Dynamic Purchasing System, 2 single supplier contracts awarded through a Negotiated procedure and 3 other contracts split into a 10 lots awarding 9 suppliers business worth a total of £8.2 million</p>
--	--

5 of the 9 (56%) Regulated procurements contained new Community Benefits

We also awarded a further **£20.2 million in Regulated contracts** from FLS Framework Agreements and Collaborative arrangements

<p>27 contracts worth £5.9 million were awarded from Collaborative Framework Agreements such as those from <u>Scottish Government</u> and <u>Scotland Excel</u></p>	<p>79 contracts totalling £14.3 million were awarded from existing FLS Framework Agreements</p>
---	---

4 Regulated contracts were awarded via Non-Competitive Actions totalling **£0.46 million**

A further **5 Regulated contracts** were awarded as a result of a Non-Regulated process where time or other factors did not allow for the competition to be re-run, totalling **£0.3 million**.

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

Section 2:

Review of Regulated Procurement Compliance

All Regulated procurement in FLS is undertaken within a legal and procedural framework which ensures that each procurement is compliant 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 year, the 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 four Regulated Contracts were not compliant and details of these are set out in Appendix 1.

In addition, we have delivered against the five aims of our Procurement Strategy as follows during financial year 2021-22:

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 structure, based on spend segmentation.
- Consultation of the two year pipeline was undertaken in Qu 4 of this reporting period to ensure the Pipeline is prioritised to meet FLS business needs.
- Our work to develop our priority Category Strategies was delayed by staffing changes. Whilst we had reached a full complement of Category Managers in January 2021, staff moves resulted in further Category Manager vacancies, which have been difficult to fill due to the fluid jobs market. This resulted in Category Strategy work being paused in August 2021, and it did not restart during the reporting period.
- Work resumed to complete new Contract Management Standard Operating Procedures (SOP's) in the final quarter of financial year 21/22. Once rolled out in Qu1 of 2022/23 the SOP's will support the development of contract management plans within each Category, including those related to climate change reduction measures, climate change adaption measures, and promoting biodiversity, where appropriate.

- A process to assess Exceptional Price Increase requests from suppliers due to inflationary pressures and the Ukraine conflict was agreed by the ET and 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.
- Procurement of contract services was raised in the staff survey as being of particular concern to many staff, particularly those on the front line of delivery in managing the land. As we've worked hard to ensure that we're compliant with policy and legal requirements, there have been inadvertent impacts to how we do business. This has included discouraging some forestry suppliers from tendering for contracts, risking programme delivery, placing strain on some supplier relationships, and increasing the time and effort required for everyone involved. As such, in the year ahead we need to identify where we can improve operational efficiency, increase flexibility and reduce risk to delivery, particularly in the forestry and land management sector where there is a limited number of specialist suppliers. Recent procurement exercises will provide useful lessons and we will be commissioning an independent review of procurement to evaluate what we do, how and with whom, to help us move to a place where procurement becomes a key enabler of the success of FLS.
- We worked with the Supplier Development Programme on a number of high value and high risk tenders to assist in wider promotion of FLS tender opportunities, running sessions for suppliers setting out the tender requirements and providing assistance in how to address key or new aspects. These supplier development sessions aim to assist existing FLS suppliers and attract new suppliers to mitigate supplier risk and enable best value.

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.

- We continued to engage with stakeholders to build category strategies that balance business needs, interdependencies, risks and resources.
- Following a restructure of our Land Management function, an independent health check was carried out in early 2022, identifying a need to improve the approach, flexibility and support relating to procurement and contract management. Senior leaders agreed that this would be best informed by commissioning an independent, external review of the procurement function and conducting relevant benchmarking with other organisations. This review will be commissioned during the first half of financial year 22/23.
- We continued to use collaborative frameworks created by other organisations such as Scottish Procurement and Scotland Excel and awarded new Regulated contracts by calling-off from collaborative framework agreements where this was an appropriate route to market.
- A new Procurement business partnering model was rolled out to our Regions and national functions following consultation and agreement on Terms of Reference.

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.

- We finalised Contract Management SOP's setting out clear roles and responsibilities for staff across the organisation, which will be rolled out in Qu1 of 2022-23.
- Procurement tools to enable the support of tracking and reporting on contract performance were improved based upon the experience of their first year's use.
- The procurement workforce plan was updated during this reporting period, focussing on staff retention, succession planning and additional staff to support category development and delivery, along with planned transformational work to support corporate objectives.
- Checks on our internal controls, including those for delegated procurement and contract management, were carried out biannually. 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.
- The review of our Delegated Purchasing Authority Governance and Policy was initiated, however has been delayed by staff turnover. The working group is now scheduled to present recommendations to our Executive Team by the end of financial year 2022/23. Alongside this review we will update our Non-Regulated procurement policy and process for delegated Procurement activity.
- A light touch update of the Delegated Purchasing Authority Governance and Policy was undertaken, increasing thresholds and reflecting the new Category Structure. A light touch review of the current Non-Regulated procurement process commenced and will complete in Qu2 of 2022/23.
- We began planning for new SOPs to cover all procurement processes. We aim to complete this work in financial year 23/24, having been delayed by COVID-19 and staffing challenges.
- We received notice from Scottish Government that FLS will be subject to its first full Procurement and Commercial Improvement Programme (PCIP) assessment in Autumn of 2023/24. Preparatory work for this initial assessment will commence during financial year 22/23.

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 SOP. This details clear escalation paths within the process.
- We have a full complement of Contract Officers who offer commercial contract management support from contract award through to exit. They are responsible for monitoring specific commitments within our contracts, such as the meeting of service levels, savings, sustainability and climate targets, fair work practices and community benefits. They work with employees to develop improved relationship management of suppliers through supporting proactive contract management.
- To support consistent and efficient cross-team working, the Procurement Team developed and updated a number of policy notes, templates and tools which were rolled out to staff. We will continue to build on these in the year ahead.
- The Procurement Team participated in CPD activities to increase knowledge in topics including Forestry, TUPE, Climate Emergency, Sustainability, Supplier Development Programme and Risk Management. These CPD activities and topics will continue to be expanded in the year ahead.
- We developed and rolled out e-learning modules for Delegated Procurement and use of Public Contracts Scotland.

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 established a project team to scope, research, procure and implement a new finance, procurement and business planning system, to modernise and improve our current purchase ordering processes, enabling compliance, control and reporting. A substantial proportion of tender development work was undertaken during this period, with the procurement phase planned to commence early in the next reporting year, completing early in the following year.
- Lessons learned from managing the impact of COVID-19, such as greater use of electronic signatures on contract documents and the use of virtual meetings, continue to help inform and make our future processes more efficient. This work will continue to develop during this next financial year and has the added benefit of reducing our carbon emissions through reduced travel.
- We implemented the use of an online project management tool to assist with Pipeline management and reporting. A second phase to investigate whether this could be expanded to automate some contract management reporting will be explored in the next Strategy period.

Performance Indicators

The FLS Procurement Strategy Performance Indicators were met in 2 of the 5 areas measured for the reporting period.

Performance Indicator	Target	RAG Status	Commentary
Contract spend covered by Category Strategy	70% by financial year end 21/22		<p>Progress was set back during this reporting period due to staff turnover.</p> <p>However our one year interim strategy is now in place with a revised commitment to prepare a prioritised, resourced plan with timings developed and approved for all categories, and marked progress made on development of our top priority categories, which we will strive to deliver during this coming year.</p>
Pro-active market engagement undertaken for each Category and Regulated tender	Year on year increase in pro-active engagement, from a benchmark of 56%		<p>Three regulated tenders were awarded via our Dynamic Purchasing System (DPS). Supplier engagement takes place prior to the setting up of a DPS, and therefore no further engagement is undertaken through its operation.</p> <p>Two contracts were awarded via a Negotiated procedure due the needs for technical interoperability, therefore no wider market engagement was undertaken.</p> <p>The Civtech challenge is structured to engage with the market via the challenge process.</p> <p>Of the remaining 5 awards no market engagement was undertaken due to tight timescales.</p> <p>This means market engagement was undertaken in one regulated procedure, therefore a decrease on both the previous year, where 100% was achieved, and the benchmark.</p>
Savings-tracking methodology embedded into our processes and reporting undertaken on key contracts	Benchmark data and process established 19/20 with tracking undertaken in 20/21 and 21/22		<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 21/22 we improved the process and continued to track benefits.</p>
Reduce unplanned contract extensions and variations	Benchmark data of 17 per year established in 19/20, with year on year reduction thereafter		<p>A total of 72 contracts had unplanned extensions or variations applied. This is an increase from 60 in 2020/21.</p> <p>The reasons for these were to enable contractual and service continuity due to a combination of tender delays, caused by COVID-19 and staffing constraints across all FLS teams, and in some instances an initial under-estimate of contract budget and programme volumes. This has resulted in a need to extend or vary contracts to provide cover until new arrangements could be established.</p>
Reduce number of non-competitive actions	Year on year reduction based on benchmark data from previous year		<p>During this reporting period we awarded Regulated contracts following NCA approval. Their combined value was £0.4 million.</p> <p>This represents a reduction in number from 6 Regulated contracts and a decrease in value from £703,220 in 2020/21.</p>

Section 3: Community Benefits Summary

We considered Community Benefits in our Regulated procurement tendering strategies and five of the 11 (%) new Regulated tenders awarded required Community Benefits to be delivered. Of these five, three were for contractual agreements below the Procurement Reform (Scotland) Act’s £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.

Total Number of Contracts Awarded	11
Total Number of Contracts Awarded Over £4 million	2
Total Number of Contracts Awarded with Community Benefit Requirements	5
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	2

Recording and reporting upon Community Benefits delivered will gain momentum over the next reporting period:

- To date it has been identified that suppliers are often not delivering well on the Community benefits identified in their tender submission;
- Improvements are needed in tender packs to ensure that Community benefits are specific and measurable to aid delivery, and subsequent reporting.

The new Contract Management processes should start to minimise the level of reactive work the Procurement Team need to participate in. It is thought that this will free up time for focus on proactive contract management including the delivery of Community benefits with our suppliers.

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.

FLS continue to support the Scottish Government target of awarding at least one contract to a Supported Business each year and 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.

During 2020/21 we awarded contracts to supported businesses as follows, and the spend during FY 21/22 is highlighted below:

Supported Business Name	About	Mechanism	Net Spend FY21-22	Contract Value
Dovetail Enterprises Ltd/ City Building (Contracts) Ltd	FLS purchased some 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	£20,942.70	£20,942.70
Scotland's Bravest Manufacturing Company	FLS signed a two-year 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	£83,366	£120,000

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
Galvanised Lifting and Storage Crates	New	TBC	TBC	Early 2024	100k
Concessions at various visitor sites	New	Mid 2022	Late 2022	Late 2022	TBC
Creative Services	Re-let	November 2022	Late 2022	Late 2022	300k
Media Planning and Buying	Re-let	November 2022	Late 2022	Late 2022	500k
Digital Marketing	Re-let	April 2024	Mid 2024	Mid 2024	400k
Corporate Signage and Furniture	Re-let	Late 2023	Late 2023	Late 2023	1.2 million
Public Relations	Re-let	May 2024	Mid 2024	Mid 2024	200k
Electronic Records Management System	New	Late 2022	Mid 2023	Mid 2023	760k
SWAN Services and LAN Infrastructure for Scots Connection	Re-let	Early 2023	Mid 2023	Mid 2023	1 million
MFD & Plotters (WFPs) full contract	Re-let	Early 2023	Early 2023	Early 2023	216k
VME/Asset Management System including Telematics from Reserve if required	New	Early 2023	Mid 2023	Mid 2023	500k
Payment solutions	Re-let	Mid 2023	Early 2024	Early 2024	5 million
Efin Licensing Renewal	Re-let	Mid 2023-	Late 2023	Late 2023	1.3 million
Mobile Voice and Data Services	Re-let	Early 2023	Early 2023	Early 2023	306k
Digital Transformation and Analysis	New	Late 2022	Early 2023	Early 2023	TBC
Asset Management Software (AMX)	Re-let	Late 2022	Mid 2023	Mid 2023	87k
Learning Management System	Re-let	Early 2023	Mid 2023	Mid 2023	75k
Mobile Client Devices (Laptops)	Re-let (if extensions not taken)	Mid 2023	Late 2023	Late 2023	290k
IT Desktop Devices	Re-let	01-Aug-23	Late 2023	Late 2023	45k
Itrent/HR/Payroll if required	Re-let	Jan/Feb 23	Late 2022	Late 2022	160k
Vehicle Livery	Re-let	Late 2022	Late 2022	Late 2022	200k
Capital Vehicle Purchase (ULEV)	Re-let	Early 2023	Early 2023	Early 2023	500k
ATV/Quad Framework	New	TBC	Mid 2023	Mid 2023	TBC
Supply of Oils and Lubricants	Re-let	Late 2022	Late 2022	Late 2022	100k

Subject matter	New Extended or Re-let	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract value
Supply of Bulk Fuel	Re-let	Early 2023	Early 2023	Early 2023	2 million
Timber and Plant Haulage	Re-let	Early 2023	Mid 2023	Mid 2023	20 million
Employee Assistance Programme	Re-let	Late 2022	Late 2022	Late 2022	150k
Employee Benefits	Re-let	Late 2022	Early 2023	Early 2023	200k
Interim Staff	Re-let	Early 2023	Early 2023	Early 2023	TBC
Psychometric Testing	New	Early 2023	Mid 2023	Mid 2023	100k
Relocation Services	Re-let	TBC	Mid 2024	Mid 2024	90k
Fencing Supplies and Supply & Install	Re-let	Late 2022	Late 2023	Late 2023	8 million
Supply & Delivery of Plant Protection Products (Pesticides): Acetamipirid	Re-let	Early 2024	Mid 2024	Mid 2024	2 GBP
Seed Collection, Extraction & General Nursery Labour Framework	New	Late 2022	Mid 2023	Mid 2023	3 million
General Office Supplies (inc IT Consumables)	Re-let	-	Late 2022	Late 2022	50k
Office Furniture	Re-let	Late 2022	Late 2022	Late 2022	60k
Professional Printing Services	New	Late 2022	Early 2023	Early 2023	TBC
GPC Card Replacement	Re-let	Early 2023	Mid 2023	Mid 2023	5 million
Car Park Cash Collection	Re-let	Mid 2023	Mid 2023	Mid 2023	200k
First Aid Supplies	Re-let	TBC	Mid 2024	Mid 2024	70k
Engineering Consultancy	Re-let	Mid 2022	Late 2022	Late 2022	200k
Car parking Machines	Re-let	TBC	Mid 2023	Mid 2023	100k
Drill & Blast works and explosives supply	Re-let	TBC	TBC	TBC	1.2 million
Construction & Maintenance of Forest Road Bridges (Re-tender of FW)	Re-let	Late 2022	Late 2022	Late 2022	750k
Civil Engineering Roads Maintenance and Associated Services	Re-let	Mid 2022	Late 2022	Late 2022	80 million
Supply of tree bags for treated trees	Re-let	Mid 2023	Mid 2024	Mid 2024	400k
Mensuration Surveys	Re-let	TBC	Late 2023	Late 2023	500k
Lidar Aerial Surveys	New	Early 2023	Late 2023	Early 2024	TBC
All Waste including chemical, organic, general, sanitary, paper, WEEE etc.	New	Early 2023	Late 2023	Early 2024	500k

Section 6: Benefits

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 table summarises the benefits secured versus delivered for Regulated contracts let in financial year 2021/22 2019/20, in addition to benefits secured and delivered for contractual arrangements awarded in previous financial years.

	Total Secured benefit over the lifetime of the contract	Delivered benefit 2019-20	Delivered benefit 2020-21	Delivered benefit 2021-22
2019/20 Awards	£11,326,138.74	£1,010,051.84	£1,158,794.81	£397,302.23
Cash	£6,278,720.16	£409,280.61	£619,080.23	£84,177.00
Non Cash	£5,047,418.58	£600,771.23	£539,714.58	£313,125.23
2020/21 Awards	£995,900.01	N/A	£238,317.16	£617,024.82
Cash	£751,900.01		£209,776.01	£615,362.00
Non Cash	£244,000.00		£28,541.15	£1,662.82
2021/22 Awards	£3,380,735.10	N/A	N/A	£67,773.18
Cash	£3,317,353.10			£10,481.18
Non Cash	£63,382.00			£57,292.00

Benefits calculation and recording is still at an early stage within FLS. With the experience of the last two years it is possible to identify where our approach to this needs to be strengthened at each of the three stages of recording. This will be implemented over the next reporting period.

Improvements are also required in the recording and reporting of delivered benefits, this will also be worked upon over the next reporting period, and it is hoped that the new contract management procedures being rolled out in FY 2022/23 will assist in this

In addition, the above table highlights that the operational Delivery of benefits does not currently match the Secured benefits as the result of the tender process. The main reasons for this to date are:

- Contracts awarded in FY 2021/22 will not have delivered full year savings as they started part way through the FY;
- Cost increases related to the Ukraine impact have necessitated the negotiation of exceptional price increases with some suppliers where contracts have significant fuel and steel related costs;
- Contract costs increased in some areas due to ongoing COVID-19 impacts (eg additional welfare, changed haulage requirements) and Brexit (increased labour and materials costs), eroding some of the secured benefits and these costs continue to be higher than at the point of contract award.

Annex 1:

Section 1 Regulated procurements completed

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
---------------	---------------	----------------	-----------------	------------	-------------------------------

Quick Quote Awards above £50,000

07 Feb 22	MPACT Group Ltd (GB)	Award of 680_0078 Silvan House 4th Floor East Fit Out	£95,514.27	28 Jun 21	10 Sep 21
07 Feb 22	Weir Forestry (GB)	Award of 701_0842 (FW0045-7) Blairmore STH20 0082-0251 Fell to Waste of Infected Larch Trees	£60,000.00	26 Apr 21	31 May 21
07 Feb 22	Serious Waste Management Ltd (GB)	Award of 690_0355 - Septic Tank Emptying and Sludge Disposal for Forestry and Land Scotland.	£54,338.46	20 Oct 21	30 Oct 22
07 Feb 22	Cleanmaster (GB)	Award of 714_0935 Cleaning of Ae Admin Offices, Wet Weather shed and Mechanics toilet	£51,176.00	03 Nov 21	10 Nov 21
17 Feb 22	Flexiform Business Furniture Limited (GB)	Award of 680_0079 Office Furniture Silvan House	£50,000.00	08 Jun 21	31 Dec 21

FLS Led Regulated Tenders

30 Sep 21	Eric Boyd Forestry Ltd (GB)	Woodland Creation DPS Tender - Rest & Be Thankful	£1,790,620.00	07 Feb 22	31 Aug 25
30 Sep 21	Eric Boyd Forestry Ltd (GB)	Woodland Creation DPS Tender - BlairHouse and Damside	£1,043,670.00	07 Feb 22	31 Aug 25
30 Sep 21	Michael Ramage Forestry (GB)	Woodland Creation DPS Tender - Piper Hill and Mainhill	£652,999.00	07 Feb 22	31 Aug 25
04 Feb 22	Alltec Construction Ltd (GB)/Alltec Construction Ltd (GB)/Alltec Construction Ltd (GB)/H&J Martin (GB)/William Waugh & Sons (Builders) Ltd (GB)/Stuart Livingstone Joinery Ltd (GB)/Alltec Construction Ltd (GB)	FW0070 - Building Maintenance Framework Agreement	£8,487,000.00	01 Sep 21	31 Aug 25

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
21 Mar 22	Geo Rope Ltd (GB)/CAN Geotechnical Ltd (GB)/ SG ELite (GB)	Geotechnical Works Framework	£5,000,000.00	04 Jul 16	03 Jul 20
08 Dec 21	The Environmental Consultancy Limited t/a RPS (GB)/The Environmental Consultancy Limited t/a RPS (GB)/The Environmental Consultancy Limited t/a RPS (GB)/ Absolute forestry Llp (GB)/ Absolute forestry Llp (GB)/ Caledonian Conservation Ltd (GB)/Forestry Contractors Scotland (GB)/ Andy Acton Ecological Consultant & Lichenologist (GB)/David Mackay (GB)	Ecological Surveys for Forestry and Land Scotland	£1,505,000.00	25 Oct 21	24 Oct 24
07 Febr 22	Sandvik Ltd T/As Sandvik Mining & Construction (GB)	Supply of a Drill Rig including Maintenance and Parts	£920,000.00	15 Nov 21	31 Mar 29
18 Nov 21	Bell Ingram LLP (GB)	Land Agency Consultancy Services for Forestry and Land Scotland	£339,500.00	15 Oct 21	17 Apr 23
04 Feb 22	Vivid Economics Ltd (GB)	CivTech 5 - Challenge 1 - Optimising the Timber Supply Chain	£329,753.00	29 Apr 21	29 Nov 21
09 Nov 21	Matiere SAS (FR)	C0182 Supply of Temporary Forest Road Bridges, Components and Spare and Replacement Parts	£1,000,000.00	25 May 21	23 Oct 28
13 Oct 21	Acrow Global Limited (trading as Mabey Bridge) (GB)	Supply of Temporary Forest Road Bridges Components and Spare and Replacement Parts	£1,000,000.00	25 May 21	23 Oct 28

FLS Framework Call Offs

24 Jun 21	James Jones & sons Ltd (GB)	Award of 513_1055 Timber Haulage	£353,610.00	19 Aug 21	18 Aug 22
09 Nov 21	Duncan Wemyss Ltd (GB)	Award of 516_0571 Meallan Odhar 2, Benmore Forest	£429,900.00	28 Mar 22	31 Jan 23
07 Feb 22	Duncan Wemyss Ltd (GB)	Award of 516_0537 Meallan Odhar, Benmore Forest - Wood Fibre Recovery and Mechanical Mulching	£352,150.00	24 Jan 22	30 Jun 22
15 Sep 21	Duncan Wemyss Ltd (GB)	Award of 516_0496 Ruighe Luachrach - Torrachilty Forest - Wood Fibre Recovery	£331,750.00	14 Sep 21	31 Mar 22

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
22 Nov 21	Duncan Wemyss Ltd (GB)	Award of 516_0476 Allt Ruighe Wood Fibre Recovery - Mini Competition FW0042-6	£227,150.00	12 Jul 21	31 Dec 21
24 Mar 22	Fleming, Fencing & Forestry Ltd (GB)	Award of 704_0693 (FW0047-14) Damside Fencing	£186,240.00	30 Nov 21	04 Mar 22
04 Aug 21	BWK Ranger Services (GB)	Award of 504_0250 (FW0052-2) Deer Management East Region - Angus Glens	£176,541.12	19 Nov 20	04 Oct 21
13 Oct 21	James Jones & sons Ltd (GB)	Award of 517_1114	£159,520.00	19 Aug 21	18 Aug 22
17 Jan 22	Tilhill Forestry (GB)	Award of 516_0512 Mechanical Mulching, Ruighe Luachrach, Torrachilty Forest	£157,800.00	01 Nov 21	30 Apr 22
07 Feb 22	EPC Sports Ltd T/A Pro Shot Sporting (GB)	Award of 504_0252 (FW0052-2) Deer Management East Region - South Perthshire, Ochils & Fife	£148,699.52	01 Dec 20	30 Nov 21
21 Mar 22	Duncan Wemyss Ltd (GB)	Award of 516_0554 Non-Native Regen Removal, Borigie Forest, Sutherland	£142,275.00	14 Feb 22	31 May 22
26 Oct 21	DFFC LTD (GB)	Award of Mini Competition against Framework FW0047 Lot 6 Fhudair Caig deer fence 519_0458	£138,800.04	17 Mar 22	22 Jul 22
24 Nov 21	Glade Deer Management (GB)	Award of 504_0253 (FW0052-2) Deer Management East Region - Strathtay	£133,758.80	01 Dec 20	31 Mar 22
07 Feb 22	Weir Forestry (GB)	FW0070 - Building Maintenance Framework Agreement	£118,600.00	01 Sep 21	31 Aug 25
07 Feb 22	Grants Ballindalloch Timber Haulage (GB)	Award of 519_0425 Mini Competition for FW0058 Timber Haulage Lot 4 Lochaber	£116,250.00	19 Aug 21	18 Aug 22
15 Mar 22	Glade Deer Management (GB)	Award of 504_0251 (FW0052-2) Deer Management East Region -Rannoch	£110,800.20	01 Dec 20	31 Mar 22
06 Jul 21	Duncan Wemyss Ltd (GB)	Award of 516_0538 Non Native Regen Removal - Rumster Forest, Caithness	£68,750.00	05 Jan 22	31 Mar 22

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
18 Jan 22	Maelor Forest Nurseries Ltd. (GB)	Award Notice for Framework Call Off Contract - Purchase of Plants	£1,072,500.00	01 Oct 21	31 Mar 21
16 Apr 21	Christies (Fochabers) Limited (GB)	Purchase of Plants	£1,021,820.00	21 Oct 21	31 Mar 22
04 Feb 22	Alba Trees plc (GB)	Purchase of Plants	£841,820.00	21 Oct 21	31 Mar 22
07 Feb 22	JST Services (Scotland) Ltd (GB)	710_0921 -Timber Haulage - Direct award from FW0058-5	£732,860.00	19 Aug 21	18 Aug 22
27 Oct 21	Coille Haulage Ltd (GB)	504_0313- Haulage - Direct award from FW0058-11	£341,900.00	19 Aug 21	18 Aug 22
16 Apr 21	Duncan Wemyss Ltd (GB)	Peatland Restoration - Direct award from FW0042-1	£339,900.00	01 Mar 22	31 Dec 22
04 Feb 22	Duncan Wemyss Ltd (GB)	517_1135 - Peatland Restoration - Direct award from FW0042-6	£327,600.00	26 Jul 21	31 Mar 22
15 Feb 22	Coille Haulage Ltd (GB)	701_0734 -Timber Haulage - Direct award from FW0058-8	£314,100.00	19 Aug 20	18 Aug 21
15 Mar 22	Duncan Wemyss Ltd (GB)	Peatland Restoration - Direct award from FW0042-1	£272,800.00	21 Mar 22	21 Jan 23
24 Mar 22	A W Jenkinson transport Ltd (GB)	513_1186- Haulage - Direct award from FW0061-1	£268,190.00	19 Nov 21	19 Nov 22
07 Feb 22	A W Jenkinson transport Ltd (GB)	513_0871- Haulage - Direct award from FW0061-1	£234,375.00	18 Oct 20	18 Oct 21
16 Apr 21	Alba Trees plc (GB)	Purchase of Plants	£229,983.75	13 Nov 20	30 Mar 21
08 Dec 21	Duncan Wemyss Ltd (GB)	517_1127 - Peatland Restoration - Direct award from FW0042-1	£228,075.02	19 Jul 21	31 Mar 22
07 Feb 22	strath caulaidh ltd (GB)	620_0156- Deer Dung Count - Direct award FW0060-27	£213,824.07	29 Oct 21	30 Aug 22
14 Dec 21	JST Services (Scotland) Ltd (GB)	710_0922 -Timber Haulage - Direct award from FW0058-6	£211,595.00	19 Aug 21	18 Aug 22
07 Feb 22	Duncan Wemyss Ltd (GB)	516_0529 - Ground smoothing - Direct award from FW0042-1	£207,750.00	01 Nov 21	31 Mar 22
07 Mar 22	Christies (Fochabers) Limited (GB)	Purchase of Plants	£200,975.00	21 Oct 21	31 Mar 22
07 Feb 22	ICD Tree Services Ltd (GB)	Planting Lochaber North Beat Up- Direct award from FW0036-23	£200,024.00	20 Oct 21	20 Jun 22
04 Feb 22	A W Jenkinson transport Ltd (GB)	704_0718 - Haulage - Direct award from FW0061-2	£192,450.00	19 Nov 21	30 Nov 22

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
16 Apr 21	First Aid Training Cooperative (GB)	EFAW+F Training	£177,776.00	01 Jul 21	01 Sep 21
21 Dec 21	Maelor Forest Nurseries Limited (GB)	Purchase of Plants	£177,250.00	25 Oct 21	31 Mar 22
01 Dec 21	James Hutton Institute (GB)	620_0155- National Soil Survey - Direct award FW0048	£168,664.67	01 Sep 21	01 Aug 22
04 Feb 22	Duncan Wemyss Ltd (GB)	516_0564 - Ground smoothing - Direct award from FW0042-1	£160,100.00	01 Feb 22	30 Apr 22
21 Mar 22	A W Jenkinson transport Ltd (GB)	704_0601 - Haulage - Direct award from FW0061-2	£159,600.00	19 Nov 19	30 Nov 21
26 Jan 22	Duncan Wemyss Ltd (GB)	516_0415 Mulching - Direct award from FW0042-6	£133,900.00	14 Dec 20	31 Mar 21
07 Feb 22	JST Services (Scotland) Ltd (GB)	701_0947 -Timber Haulage - Direct award from FW0058-7	£126,547.00	19 Aug 21	18 Aug 22
07 Feb 22	Duncan Wemyss Ltd (GB)	516_0490 - Peat hag reprofiling - Direct award from FW0042-1	£123,850.00	19 Jul 21	31 Dec 21
07 Feb 22	JST Services (Scotland) Ltd (GB)	701_0733 -Timber Haulage - Direct award from FW0058-7	£118,000.00	19 Aug 20	18 Aug 21
23 Aug 21	Cheviot Trees Ltd (GB)	Purchase of Plants	£113,185.00	18 Oct 21	31 Mar 22
07 Feb 22	Andy Kennedy (GB)	Soil Survey in North and West Region	£108,485.50	16 Aug 21	16 Aug 22
24 Jun 21	DFFC LTD (GB)	517_1139- Deer Fencing - Direct award from FW0047-2	£97,306.66	01 Aug 21	31 Mar 22
07 Feb 22	Coille Haulage Ltd (GB)	507_0725 - Timber Haulage - Direct award from - FW0058-10	£96,750.00	30 Aug 21	31 Aug 21
15 Mar 22	Coille Haulage Ltd (GB)	507_0775 - Timber Haulage - Direct award from - FW0058-10	£96,682.50	30 Aug 21	31 Aug 21
07 Feb 22	Duncan Wemyss Ltd (GB)	516_0514 - Ground smoothing - Direct award from FW0042-1	£94,150.00	27 Sep 21	31 Mar 22
04 Feb 22	Duncan Wemyss Ltd (GB)	516_0379 Peatland Restoration - Direct award from FW0042-6	£90,200.00	12 Oct 20	31 Mar 21
21 Mar 22	ICD Tree Services Ltd (GB)	Planting Beat Up and restock - Direct award from FW0036-23	£89,397.00	04 Nov 21	04 Jul 22
07 Feb 22	DFFC LTD (GB)	513_1196- Deer Fencing - Direct award from FW0047-4	£88,750.00	05 Jan 22	31 May 22

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
23 Dec 21	JST Services (Scotland) Ltd (GB)	710_0920 -Timber Haulage - Direct award from FW0058-5	£80,645.00	19 Aug 21	18 Aug 22
07 Feb 22	Duncan Wemyss Ltd (GB)	516_0450 - Peatland Restoration - Direct award from FW0042-1	£68,900.00	22 Mar 21	30 Jun 21
07 Feb 22	Cheviot Trees Ltd (GB)	704_0722 - Damside - Direct award from FW0051	£68,566.40	17 Jan 22	30 Apr 22
07 Feb 22	Christies (Fochabers) Limited (GB)	Purchase of Plants	£65,664.00	10 Nov 20	31 Mar 21
21 Mar 22	Bell Ingram Design (GB)	517_1242- Building Surveys - Shenval Project - Direct award from FW0046-1	£64,512.00	17 Jan 22	31 Mar 24
21 Mar 22	R Watt (GB)	501_0749 -Planting- Direct award from FW0036-22	£63,700.09	18 Nov 21	30 Apr 22
13 Apr 21	Duncan Wemyss Ltd (GB)	516_0505 - Allt Ruighe, Benmore - Direct award from FW0042-1	£62,100.00	01 Sep 21	31 Mar 22
07 Feb 22	Duncan Wemyss Ltd (GB)	516_0406 Peatland Restoration - Direct award from FW0042-1	£61,800.00	01 Dec 20	31 Mar 21
07 Feb 22	Cheviot Trees Ltd (GB)	Tree Shelters - Direct award from FW0051	£61,403.00	07 Jan 22	28 Feb 22
21 Mar 22	Maxwell forestry plant (GB)	Ground Preparation, ATV & Drainage - Direct award from FM1570101	£60,000.00	14 May 21	14 Mar 22
07 Feb 22	Bell Ingram Design (GB)	517_1243- Building Surveys - Daviot Project - Direct award from FW0046-1	£58,600.00	17 Jan 22	31 Mar 24
07 Feb 22	Boreal forestry (GB)	517_0925 -Planting- Direct award from FW0036-14	£57,120.00	09 Nov 20	06 Apr 21
07 Feb 22	DFFC LTD (GB)	Leanachan Fencing - Direct award from FW0047-6	£57,038.57	26 Jul 21	26 Nov 21
15 Oct 21	Galloway Forest Conservation (GB)	710_0942- Beat Up Operations - Direct award from FW0036-4	£56,925.70	01 Oct 21	31 Mar 22
04 Feb 22	Galloway Forest Conservation (GB)	710_0957 - Beat Up Planting- Direct award from FW0036-2	£56,422.70	01 Nov 21	30 Apr 22
30 Nov 21	Cheviot Trees Ltd (GB)	704_0620 - Mainshill- Direct award from FW0051	£52,990.00	05 Feb 21	30 Mar 21
04 Feb 22	Bell Ingram (GB)	Visitor Centre Surveys- Direct award from FW0197	£52,160.00	10 Feb 22	31 Mar 22

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
07 Feb 22	Oakover Nurseries Ltd (GB)	Purchase of Plants	£50,142.50	21 Oct 21	31 Mar 22
09 June 2021	Duncan Wemyss Ltd (GB)	501_0570 - Rhododendron Control - Direct award from FW0040	£50,000.00	21 Oct 20	28 Feb 21
07 September 2021	Duncan Wemyss Ltd (GB)	Award of 516_0572 Strathseagaich 4, Benmore Forest	£135,750.00	28 Mar 22	30 Nov 22

Collaborative Call Offs

31 Jan 22	Turner & Townsend (GB)	Award of Newton Nursery Redevelopment (CCS RM3741 Lot 1)	£992,783.30	25 Oct 21	31 Dec 25
26 Oct 21	Lex Autolease (GB)	Award of C0211 - CAPES Leases	£720,000.00	01 Sep 21	31 Aug 23
31 Jan 22	G4S Cash Solutions (UK) Ltd (GB)	Award of C0205 - Car Park Cash Collection	£374,167.14	01 Oct 21	30 Sep 23
15 Sep 21	Ravenhill (GB) / Gammies Groundcare Ltd (GB)	Award of C0227 (SXL-0918) Supply of Tractor and Spraying Tractor	£352,841.00	05 Oct 21	30 Nov 21
17 Feb 22	Pertemps Recruitment Partnership Limited (GB) / Morgan Hunt (GB)	Award of 620_0165 - Talent Lead	£283,969.40	01 Apr 22 & 02 May 22	30 Sep 22 & 28 Oct 22
21 Mar 22	Pertemps Recruitment Partnership Limited (GB)	Award of 610_0057 Senior Digital Manager	£109,931.00	10 Jan 22	31 Oct 22
07 Feb 22	Weir Forestry (GB)	Award of 701_0826 (FW0045-7) STH20 0705 Beinn Ruadh Fell to Waste of Infected Larch Trees	£94,950.00	10 May 21	30 Jun 21
07 Feb 22	Hays Specialist Recruitment Ltd (GB)	Award of 605_0017 - Interim Regulated Procurement Officer	£93,600.00	16 Aug 21	12 Aug 22
07 Feb 22	BALGOWNIE LTD (GB)	Award of 817_0130 Supply of various Trailers	£85,660.00	25 Jan 21	21 Mar 21
07 Feb 22	Softcat Plc (GB)	Award Notice for Framework Call-Off Contract - Cloud Virtual Desktop Infrastructure	£789,000.00	31 Aug 21	30 Aug 24
18 Aug 21	Pulsant (GB)	Award Notice for IaaS Hosted Datacentre (renewal)	£430,872.00	01 Dec 21	30 Nov 23
10 Aug 21	Working on Wellbeing t/a Optima Health (GB)	Award Notice for Occupational Health	£200,000.00	01 Jan 22	31 Dec 25

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Extensions
07 Feb 22	Evotix Ltd (GB)	Award Notice for Accident & Incident Reporting System (AIRS)	£131,671.64	05 Dec 21	04 Dec 23
04 May 21	Currie & Brown (GB)	Award of Framework Call-Off Contract - Newton Nursery Project Management Services	£109,656.48	30 Nov 21	01 Dec 25
19 Jul 21	HP Inc UK Limited (GB)	Provision of Laptops - Direct award Call off from framework SP-19-016	£107,865.00	01 Mar 22	31 Oct 22
07 Feb 22	Faithful+Gould (GB)	Award of Framework Call-Off Contract - Newton Nursery Cost Management Services	£103,040.00	20 Dec 21	31 Dec 25
21 Mar 22	Softcat Plc (GB)	Award Notice for Framework Call-Off Contract - IT Service Management (ITSM) Tool	£102,590.67	01 Feb 22	31 Jan 25
07 Feb 22	ASA Recruitment (GB)	680_0076- Data Migration Lead -Direct award from SP-18-015	£97,500.00	29 Mar 21	29 Mar 22
07 Feb 22	Softcat Plc (GB)	SPE E3, SPE E5, Exchange Online	£73,213.00	19 Apr 21	18 Jun 22
07 Feb 22	HP Inc UK Limited (GB)	HP Monitors & Mice/ Keyboards	£71,604.00	20 Dec 21	28 Feb 22
04 Feb 22	HP Inc UK Limited (GB)	Provision of Laptops - Direct award Call off from framework SP-19-016	£71,145.00	01 Mar 22	31 Aug 22
07 Feb 22	HP Inc UK Limited (GB)	Laptops	£64,945.00	17 Dec 21	28 Feb 22
07 Feb 22	Softcat Plc (GB)	Azure & WinRmtDsktop Subscription	£64,845.15	01 Oct 21	30 Sep 22
07 Feb 22	Softcat Plc (GB)	Renewal of oracle software	£56,148.82	21 Nov 21	20 Nov 22
07 Feb 22	ASA Recruitment (GB)	681_0139 - HR Business Analyst - Agency worker - Direct award from SP-18-015	£53,950.00	13 Sep 21	12 Mar 22
21 Mar 22	Mott MacDonald Ltd. (GB)	517_1053 -Geotechnical Consultancy Services - Grottaig A82- Direct award from SXL0616	£53,709.98	05 Feb 21	30 Apr 21
31 Jan 22	Softcat Plc (GB)	Renewal of Veeam Licensing	£50,789.08	29 Aug 21	28 Aug 24
13 Jan 22	Vodafone UK (GB)	685_0240 Upgrade of mobile phones	£148,120.00	22 Jul 21	30 Sep 21

Regulated Contracts Awarded via Non Competitive Actions (NCA)

Date of Award	Supplier Name	Subject Matter and Reason for NCA	Estimated value	Start Date	End Date excluding Extensions
08 Oct 21	Advanced Business Software & Solutions Ltd (GB)	eFinancials Software Hosting – to enable a software upgrade to ensure support for our financial system through re-procurement period	£206,000.00	Jan 22	Jan 25
25 Nov 21	Metric Group Ltd (GB)	Car Park Machine Maintenance requiring to be undertaken by original machine provider. Framework used does not allow for maintenance, purchase only	£124,000.00	Nov 21	Nov 23
07 Oct 21	Hays Recruitment (GB)	Recruitment of STT staff – unable to source appropriate staff from Framework providers	£75,938.64	Jul 21	Jul 22
13 Jan 22	Mike Todd Forestry Contracts	Forest Management services required due to failure of quotation process	£60,205.60	Jan 22	Jun 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 managed by a panel made up of members of the [Executive Team](#) (ET) who ensure current and future tenders are aligned with our corporate objectives.

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

We continued to build upon our approach to put in place effective contract management arrangements. Further information on steps taken are detailed in Section 2 of this Annual Procurement Report.

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 weekly internal communications bulletins; and via targeted meetings and emails with stakeholders.

Our regions and business functions now 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 the Regulated Framework Agreements and Contract tenders into individual Lots where possible. Where this did not take place it was due to either sole supplier situations (temporary bridges) or where our Woodland Creation Schemes require a single supplier to control the particular woodland creation site being tendered. We did however tender 3 separate woodland creation sites through our Dynamic Purchasing system, rather than bundling these into one tender thus enabling opportunity for all participants in the DPS.

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 staffing shortages. This will 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. This was achieved in this reporting period. 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.

SPPN8/2021: Procurement Thresholds and VAT inclusion in estimated contract value was implemented.

(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 new 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 is something we will pick up in the next 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 5 of the 9 regulated tenders awarded required Community Benefits to be delivered, 3 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 fell this reporting period due to tight timescales for tender publication.

Once live, our new Category steering groups will be guided by latest best practice 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. Suppliers that said they did not pay the Real Living Wage were not disadvantaged.

In addition to the Living Wage, we asked suppliers to describe their approach to Fair Work Practices which they provide to their workforce. Examples provided by suppliers awarded contracts included not using zero hour contracts, examples of their recruitment policies and flexible working policies, and staff training and development, evidenced through accreditation such as and ISO9001.

We implemented SPPN 6/2021 in relation to Fair Work First and future tenders will consider mandating payment of the real Living Wage.

Our own employees' hourly pay rates are above the National Living Wage and are reviewed annually. As part of a number of diversity and inclusion measures we are aiming to gain Scottish Living Wage accreditation during 2022.

(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 (KPI's).

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. During 21/22 FLS introduced additional elearning to support key staff groups.

We evaluated suppliers' compliance with the Modern Slavery Act 2015 as part of the (European) Single Procurement Document ((E)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 against the standards was carried out on 14 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 occur and there were no reported instances of their use. In addition, Highland Game (the FLS venison contractor) carry out sporadic scan of carcasses to detect lead and none has been found.

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. Few (0.09%) carcasses supplied were rejected by the game dealer, a slight increase on those reported in 20-21 and this increase is related to Highland Game undertaking these checks now, rather than FLS staff or Deer Management contractors.

(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.

No interest was paid under the Late Payment of Commercial Debts (Interest) Act 1998. Of the invoices we received during 2021/22/21, 94.21% 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 83.02% of invoices.



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

If you are a British Sign Language (BSL) user, you can contact us via the national BSL video relay service Contact Scotland-BSL. For more information, please visit [Contact Scotland-BSL](#).

If you need this publication in an alternative format please contact enquiries@forestryandland.gov.scot

Published by – Forestry and Land Scotland – September 2022
© Crown Copyright 2022

All photography from Forestry and Land Scotland picture library unless otherwise stated.
Designed in-house by Forestry and Land Scotland.

FLS-PDF-SEP 2022