



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Annual Procurement Report 2020-2021



Scottish Government
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Foreword

by the Chief Executive

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

The period covered by this report (2021/21) has been like no other due to the impact of the COVID-19 global pandemic. Our main priority during this time has rightly been the health, safety and wellbeing of our employees and suppliers. This resulted in all operations, with the exception of harvesting sites which provide essential woodfuel and material for essential packaging products, being closed down. By the end of May 2020 we were able to gradually restart the previously suspended forest operations. The pandemic has caused significant disruption to our programme delivery, requiring a great deal of programme and contractual adjustments throughout the year.

Where contracts required to be paused and/or ceased, we worked with our suppliers to support them through this period and ensure delivery could be restarted in a safe way protecting the health, safety and wellbeing of our employees and suppliers. FLS put in place a Contract Stoppage and Contract Re-start process, implementing Scottish Government's [Supplier Relief Policy Note SPPN5/20](#) which set out guidance for public bodies on options for assisting suppliers to ensure supplier and service continuity during the COVID-19 pandemic.

I am pleased to report that FLS is still achieving the aims set out in our Procurement Strategy, although due to COVID-19, some of these will now be delivered beyond the current three year Strategy period. The lessons we have learned from managing our current contracts during COVID-19 make it clear that we need to improve the efficiency of how we engage and contract with our suppliers.

Despite the challenges, our capability and capacity to keep delivering has been evident thanks to the tremendous efforts of our employees and suppliers who have also been caring for loved ones, home-schooling, shielding and been separated from family and friends.

I am very proud of the remarkable effort that has been and continues to be made by all and I take this opportunity to again offer thanks for the continued commitment and dedication.

Simon Hodgson
Chief Executive



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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 2020 to 31st March 2021 against our FLS Procurement Strategy 2019-22.

Topics covered include:

- A summary of Regulated procurements¹ 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 tender 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; and

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 Outcomes², 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.

¹ *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.

² Full details of our Corporate Outcomes can be found in our Corporate Plan.

Section 1:

A summary of our procurement activity in 2020/21

COVID 19-Response

2020-2021 was a year like no other for FLS with the unprecedented challenges presented by the spread of COVID-19. Our business-as-usual procurement activity was severely disrupted as we managed operation site shut-downs and the consequent impacts later in 2021, including the need to re-profile budgets, programmes and our procurement pipeline across the organisation.

The contract stoppage and re-start processes were co-ordinated by the Procurement team working collaboratively with contract managers across FLS and suppliers. The following actions were taken:

Paused contracts in compliance with SPPN5/20	448 contracts were paused during the first lockdown, and the end dates extended for an equivalent period to ensure no supplier detriment. We extended some contracts for a longer period where seasonality of work was a consideration.
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Issued Force Majeure Notices in compliance with SPPN5/20	A small number of Force Majeure notices were issued, where the timing of lockdown meant that the seasonal window to perform the services was lost. A number of further service contracts relating to office buildings were also impacted, where COVID-19 restrictions meant that access to offices was prohibited, leading to services being incapable of being performed.
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Paid financial Supplier Relief to suppliers as per SPPN5/20	Financial Relief was paid to a small number of suppliers. This was not commonly requested by our supply base due to this being a pre-payment mechanism for the eventual delivery of their contractual arrangements, rather than a grant. As such it was often more appropriate for us to signpost suppliers to other avenues of financial support.
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Civils Contract Standby Negotiations	We worked with our Civil Engineering contractors to ensure that we could build or repair forest roads and access tracks to felling sites to support essential timber supply, ensuring continuity of service to without furloughing key staff.
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Business As Usual

The following table summarises our Regulated procurements for this reporting period. This is less than had been planned due to our COVID-19 response.

We worked to optimise both our own and supplier resources in line with SPPN6/2020 “Making best use of procurement resources during the COVID-19 outbreak”, which recommended minimising pressure on supply chains during the crisis, when staff furlough may have impacted suppliers’ ability to tender.

FLS completed 3 Regulated tenders, worth £4.1 million, that established:

2 Framework Agreements split into a collective 16 Lots, ensuring equal opportunity for SMEs	1 Contract awarded from our first Dynamic Purchasing System
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We awarded **16 places on these Framework Agreements**, providing **6 suppliers** with access to approximately **£3.7 million** worth of contracts in the coming 4 years

The **3 Regulated tenders** are anticipated to deliver benefits which can be valued at **£0.64 million*** over their lifetime

2 of the 3 (66%) Regulated procurements contained new Community Benefits	100% of relevant Regulated procurements included some form of supplier engagement before being advertised (NB no further supplier engagement is required for DPS tenders)
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We also awarded a further **£14.1 million in Regulated contracts** from FLS Framework Agreements and Collaborative arrangements

16 contracts worth £7.1 million were awarded from Collaborative Framework Agreements such as those from <u>Scottish Government</u> ; <u>Scotland Excel</u> and <u>ESPO</u>	51 contracts totaling £7 million were awarded from existing FLS Framework Agreements
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6 Regulated contracts were awarded via Non-Competitive Actions

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

* Benefits have been calculated in accordance with the [Scottish Government Procurement benefits Reporting Guidance](#)

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.

Cash – benefits generally relate to reduced costs to FLS as a result of the tender process. This can enable the purchase of additional work, or can see budgets reduced

Non-cash – benefits can be measured in cash terms but do not free up financial resource within the organisation e.g. the delivery of Community Benefits

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 following table summarises the benefits secured and what was actually delivered for Regulated contracts let in financial year 19/20, in addition to benefits secured per annum in 20/21

Contracts Awarded	Savings Secured p.a. through the Tender process FY 2019/20	Savings Secured p.a. through the Tender process FY 2020/21	Savings Delivered during contract operation in FY 2019/20	Savings Delivered through contract operation in FY 2020-21
FY 2019/20	£3,034,150	£3,034,150	£1,025,512	£1,159,642
Cashable	£1,793,297	£1,793,297	£404,993	£619,601
Non Cashable	£1,240,853	£1,240,853	£620,519	£540,041
FY 2020/21	-	£215,225	-	£70,830
Cashable	-	£215,225	-	£42,289
Non Cashable	-	-	-	£28,541

The table highlights the discrepancy between benefits secured and benefits delivered. The main reasons for this are:

- Contracts awarded in FY 2019-20 started part way through the FY so will not have delivered full year savings
- COVID-19 impacts and contract stoppages have considerably reduced the volume of work in both FY 19/20 and 20/21
- COVID-19 also resulted in the reduced delivery of new contractual arrangements in FY 2020/21, which impacted Secured benefits

Secured benefits were also reduced because of increases in contract costs incurred from changes required in response to COVID-19 (e.g. additional welfare, changed haulage requirements) and Brexit (increased materials costs)

FLS is at an early stage in recording and reporting Benefits, and will seek to further improve and streamline the recording process over the coming financial year.

Section 2:

Review of Regulated Procurement Compliance

During the reporting period, a total of 76 regulated procurements were completed.

All Regulated procurement in FLS is compliant with our Procurement Strategy. The Strategy's governing legal and procedural framework is set out in:

- 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.

Our review specifically assessed FLS' compliance against our [FLS Procurement Compliance and Policy Statements](#), which incorporate the requirements of the Procurement Reform (Scotland) Act 2014 (Qualitative information is contained within [Annex 2](#).)

During the financial year 2020/21, we have delivered against the five aims of our Procurement Strategy:

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.

- We re-profiled our procurement pipeline to reflect our new category structure, based on spend segmentation.
- Our work to develop our priority Category Strategies was delayed by COVID-19 and staffing changes but recommenced in the final quarter of financial year 2020/21.
- Despite COVID-19 delays, we completed a first draft of our new Contract Management Standard Operating Procedure (SOP) and issued a consultation draft to Stakeholders. Once finalised the SOP will support the development of our contract management plans.
- We continued to refine our developing category management approach and whilst at an early stage in the journey to category management, we improved collaboration and data sharing of spend and contract information, which helped us to identify opportunities to improve. We plan to build on our approach of regular spending and benefits monitoring and reporting on a per category basis in 21/22.

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 and commodity strategies that balance business needs, interdependencies, risks and resources.
- We collaborated with other public bodies such as Scottish Forestry to develop contractual agreements, sharing resources and providing greater value for money.
- We continued to use collaborative frameworks created by other organisations, such as Scotland Excel, and awarded new Regulated contracts by calling-off from collaborative framework agreements.
- The Terms of Reference for our new procurement business partnering model were consulted upon and agreed with our regions and national functions.
- We improved internal communications about procurement updates sharing information on existing contracts, new contracts, and training opportunities.

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 drafted Contract Management Standard Operating Procedures setting out clear roles and responsibilities for staff across the organisation.
- We rolled out procurement tools to Contract Officers that enable the support of tracking and reporting on contract performance.
- We launched Interim Contract Management e-learning for staff.
- We completed our Procurement Team restructure in the final quarter of 20/21 through a mix of promotions, training and welcoming ten new colleagues to FLS.
- We established a procurement workforce plan, focussing on staff retention and succession planning, to enhance our work in further supporting corporate objectives.
- We recruited four new Regulated Procurement Officers to support category development and delivery.
- Quarterly checks on our internal controls, including those for delegated procurement and contract management, were carried out quarterly. 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.
- A review of our Delegated Purchasing Authority Governance and Policy was agreed. The review group will present recommendations to our Executive Team by the end of financial year 2021/22. We will also review our Non-Regulated procurement policy and process for delegated Procurement activity.
- We will ensure that Standard Operating Procedures (SOPs) covering all procurement processes will be completed early in the next procurement strategy period (22-25) having been delayed by COVID-19. We have already mapped out many of our processes and will further develop this process mapping into SOPs.
- 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 2022/23. Preparatory work for this initial assessment will commence during financial year 21/22.

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 included in the draft Contract Management Standard Operating Procedure (SOP). This details clear escalation paths within the process.
- We now have a full complement of seven 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 targets, fair work practices and community benefits.
- To support consistent and efficient cross-team working, the Procurement Team developed a number of policy notes, templates and tools which were rolled out to all 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 Serious Organised Crime, Savings, TUPE, Community Benefits, Contract Law, Specification Writing and Sustainability. These CPD activities and topics will be expanded in the year ahead.
- We developed and rolled out blended training opportunities (eLearning and facilitated webinars) for FLS staff on subjects such as non-regulated procurement, contract management, specification writing and evaluation. E-learning modules for Delegated Procurement and use of Public Contracts Scotland will be delivered early in financial year 2021/22.
- Project Management training was rolled out to our national procurement team to support improved and efficient Procurement Pipeline delivery.
- Four of our Regulated Procurement Officers became Members of the Chartered Institute of Procurement and Supply (MCIPS) on completing their professional procurement qualifications.

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 that over the next two years will 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.
- COVID-19 adaptations, such as greater use of electronic signatures on contract documents and the use of virtual meetings (helping to reduce carbon emissions from travel), are helping us to refine and finesse our work practices, a process that will continue to develop during this next financial year.
- Following testing, we will adopt project management software early in financial year 21-22 to aid our monitoring and reporting of procurement pipeline progress. A second phase to investigate whether this could be expanded to automate some contract management reporting will be explored in the next reporting period.

Performance Indicators

Our Procurement Strategy Performance Indicators were met in 3 of the 5 areas measured for the reporting period. COVID-19 impacts are responsible for the two Amber ratings.

Performance Indicator	Target	RAG Status	Commentary
Contract spend covered by Category Strategy	70% by financial year end 21/22	Amber	<p>Progress was set back during this reporting period due to COVID-19; despite this, work resumed in late 2020/21.</p> <p>We aim to have our first 3 Category strategies complete by the end of 2021/22. Whilst this may not result in a full 70% coverage by the end of 2021/22, there is good momentum and progress being made.</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%	Green	<p>Three regulated tenders were awarded, one of which was via our first 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>As such, 100% of our other Regulated tenders this year incorporated some form of pre-market engagement activity such as publishing Prior Information Notices (PINs), supplier questionnaires and supplier consultation meetings and events. The information gathered was used to inform our tender strategies, specification requirements and the best route to market.</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	Green	<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 have put in place a system to measure delivered savings from 19/20 onwards.</p>
Reduce unplanned contract extensions and variations	Benchmark data to be established in 19/20, with year on year reductions thereafter	Amber	<p>Contract variations to directly mitigate the impact of COVID-19 continued, and totaled 448.</p> <p>Aside from COVID-19 extensions 60 contracts were extended. The reasons for these were to enable contractual and service continuity for two main reasons.</p> <p>Firstly the delay caused to ongoing and new pipeline projects indirectly by COVID-19, and the need to extend contracts to provide cover until new arrangements could be put in place.</p> <p>Secondly, the need to extend deer culling contracts due to the need to discontinue use of a Framework Agreement.</p> <p>Both of these reasons are exceptional and explain why the benchmark of 17 per year has been exceeded in this reporting period.</p>
Reduce number of non-competitive actions	Year on year reduction based on benchmark data from previous year	Green	<p>During this reporting period we awarded six Regulated contracts following NCA approval. Their combined value was £703,220. One of these was specifically COVID-19 related and a further two became urgent as a direct result of the pandemic, leading to NCA being the only viable route.</p> <p>This represents a reduction in number from seven Regulated contracts worth £904,018 in 2019/20.</p>

Payment Performance

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.

During 2020 a number of new procurement policies were introduced by Scottish Government to accelerate payment practices to support business cash flow during the COVID-19 pandemic and to implement (where appropriate) financial relief measures within contracts. During this period, we acted to accelerate supplier payments wherever possible and implemented financial relief measures for a small number of contracts, taking a case by case approach.

No interest was paid under the Late Payment of Commercial Debts (Interest) Act 1998. Of the invoices we received during 2020/21, **96.33%** 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 **87.32%** of invoices.

Section 3:

Community Benefits Summary

We considered Community Benefits in our Regulated procurement tendering strategies and two of the three new Regulated tenders awarded required Community Benefits to be delivered. Both were below the Procurement Reform (Scotland) Act’s £4 million threshold.

The benefits pledged included school visits, working with local community groups to share knowledge and best practice, offering advice to local landowners about woodland maintenance and offering free products to community groups for site renovations.

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	3
Total Number of Contracts Awarded Over £4 million	0
Total Number of Contracts Awarded with Community Benefit Requirements	2
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	0

Community Benefits delivered via our Workwear contract with Keela include those listed below. The approximate monetary value of these benefits, associated with the contract, is also provided:

- **Employment Opportunities:** FLS’ contract has helped secure the livelihoods and jobs in Scotland of 80+ strong workforce. Approximate value £4,000
- Through FLS customisation of garments, a supported business (see below) – Ilasco – employs staff from vulnerable/protected categories
- **Skill Transferal:** New contracts like FLS’ are vital to ensuring Keela’s UK manufacturing arm remains operational and that skills in this sector are retained. Keela also work with universities and local companies to hopefully inspire the next generation of UK garment manufacturers. Value approximately £8,000+
- **Give back:** Our contract with Keela also indirectly supports the company’s local & national charity work. This has included Women’s Aid (during lockdown domestic violence was excessive throughout the community and women’s charities are under threat), local hospice, Outward Bound – sponsored local schools to receive support from Outward Bound for their most vulnerable students. Cash for kids etc. Value approximately £1,000+

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 continues to support the Scottish Government target of awarding at least one contract a year to a Supported Business and each of the Regulated tender strategies considered how we might encourage Supported Businesses to bid. As part of tender strategy development we also considered whether it was appropriate to ring-fence contracts for Supported Businesses.

During 2020/21 we awarded contracts to supported businesses as follows:

Supported Business Name	About	Mechanism	Net Spend	Contract Value
Dovetail Enterprises Ltd	FLS purchased some office furniture from Dovetail enterprises which provides 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	£1310.40	£1,310.40
Scotland's Bravest Manufacturing Company	FLS signed a two-year contract with Scotland's Bravest Manufacturing Company. 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	£29,725.63	£120,000

Section 5: Future Regulated Procurements Summary

FLS intends to progress the following regulated procurements over the following two financial years. However, our Pipeline is subject to change from time to time to meet operational requirements so 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
Harvesting and extract services	Re-let	Late 2021	Early 2022	Early 2022	£70 million
Mechanised ground preparation services	Re-let	Late 2021	Early 2022	Early 2022	£24 million
Peatland restoration operations services	Re-let	Late 2021	Early 2022	Early 2022	£12 million
Deer culling services	Re-let	Late 2021	Early 2022	Early 2022	£10 million
Responsive chainsaw operational services	Re-let	Late 2021	Early 2022	Early 2022	£5 million
Supply of galvanised lifting and storage crates	New	Mid 2022	Late 2022	Late 2022	£0.25 million
Supply of plants	Re-let	Late 2021	Late 2022	Late 2022	£1 million
Forest management services (including but not limited to planting, restocking, beat-up)	Re-let	Late 2021	Mid 2022	Mid 2022	£38 million
Haulage of plants	Re-let	Mid 2022	Early 2023	Early 2023	£1 million
Machine movement services via low loader	Re-let	Mid 2022	Early 2023	Early 2023	£1 million
Timber haulage services	Re-let	Late 2022	Mid 2023	Mid 2023	£19 million
Supply of tree bags for treated trees	Re-let	Early 2022	Mid 2022	Mid 2022	£0.25 million
Lone worker logging and tracking services	Re-let	Late 2021	Early 2022	Early 2022	£1.5 million
Finance & management information platform/enterprise resource planning	Re-let	Early 2022	Mid 2022	Mid 2022	£5 million
Land agency services – short term needs	Re-let	Late 2021	Late 2021	Late 2021	£0.25 million
Occupational health services	Re-let	Late 2021	Late 2021	Late 2021	£0.5 million
Payroll and human resources software services	Re-let	Mid 2022	Late 2022	Late 2022	£0.25 million
Environmental & soil surveying services	Re-let	Late 2021	Early 2022	Early 2022	£2 million
Estates professional services (multiple specialisms including land agency services)	Re-let	Mid 2022	Early 2023	Early 2023	£1 million
Psychometric testing	New	Late 2021	Late 2021	Late 2021	£0.1 million
Accident and incident reporting software services	Re-let	Late 2021	Late 2021	Late 2021	£0.1 million
Website development and maintenance services	Re-let	Late 2021	Late 2021	Late 2021	£0.2 million

Subject matter	New Extended or Re-let	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract value
Cloud virtual desktop infrastructure software services	Re-let	Early 2022	Late 2022	Late 2022	£0.5 million
Employee assistance programme services	Re-let	Late 2021	Early 2022	Early 2022	£0.03 million
Supply of bulk fuel	Re-let	Late 2021	Late 2021	Late 2021	£2 million
Supply of electric battery charging points – fast charge	New	Late 2022	Early 2023	Early 2023	£0.1 million
Vehicle livery services	Re-let	Late 2021	Late 2021	Late 2021	£0.4 million
Fuel card payment services for business vehicles	Re-let	Late 2021	Early 2022	Early 2022	£0.5 million
Supply of ultra-low emission vehicles	New	Late 2021	Early 2022	Early 2022	
Waste removal services (including but not limited to chemical, organic, hazardous, general, sanitary, paper, and electrical & electronic equipment (WEEE))	New	Late 2022	Early 2023	Early 2023	£2.5 million
Buildings compliance inspection services & works	Re-let	Early 2022	Mid 2022	Mid 2022	£3 million
Supply of harvester and forwarder machines and spare parts	Re-let	Early 2022	Mid 2022	Mid 2022	£8 million
IT helpdesk management software services	Re-let	Late 2021	Late 2021	Late 2021	£0.15 million
Legal services	Re-let	Late 2021	Early 2022	Early 2022	£1.5 million
Supply of de-stoner and sprayer machines	Re-let	Late 2021	Late 2021	Late 2021	
Service concessions at various visitor sites	New	Early 2022	Late 2022	Late 2022	£1 million
Electronic records management software services	New	Late 2022	Early 2023	Early 2023	£0.2 million
Car park machine maintenance & repair services	Re-let	Late 2021	Late 2021	Late 2021	£0.1 million
Technical training services	Re-let	Mid 2022	Late 2022	Late 2022	£0.5 million
Health & safety system software services	Re-let	Late 2021	Mid 2022	Mid 2022	£0.2 million
Newton nursery re-development capital building works	New	Late 2021	Early 2022	Early 2022	
Glentress site development works	New	Late 2021	Early 2022	Early 2022	
7 stanes site re-development – feasibility services	New	Late 2021	Late 2021	Late 2021	

Annex 1:

Section 1 Regulated procurements completed

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Ext
19-Jan-21	Scotlands Bravest Manufacturing Company Parent - Royal British Legion Industries Ltd - 158479	Worksite, Statutory Safety and Temporary Site Signs	£120,000.00	01-Feb-21	31-Jan-23
28-Aug-20	Binn Group Ltd	Uplift & Disposal of Fly Tipping	£121,500.00	10-Aug-20	09-Aug-21
14-Sep-20	HCR Ltd	Relocation Services	£150,000.00	01-Sep-20	31-Aug-23
20-Jul-20	Pagoda Public Relations	Public Relations	£150,000.00	01-Jul-20	30-Jun-23
01-Sep-20	Enterprise Rent-a-car Ltd	Hire Car Provision	£172,500.00	01-Sep-20	31-Aug-23
14-Oct-20	TMP (UK) Ltd t/a TMP Worldwide	Recruitment Advertising	£220,000.00	01-Nov-20	31-Oct-24
22-Jul-20	Whitespace (Scotland) Ltd	Digital Marketing	£300,000.00	01-Jul-20	30-Jun-23
15-Jan-21	Perfect Circle JV Ltd	Project Management Fees - Newton Nursery Redevelopment Project	£50,394.73	15-Jan-21	31-Mar-21
05-Feb-21	Mott MacDonald Ltd	Geotechnical Consultancy Services - Grottaig A82	£53,709.97	05-Feb-21	30-Apr-21
01-Jan-21	Softcat (UK) Plc	Business Objects Support - Renewal	£54,000.00	01-Jan-21	31-Dec-22
27-Jan-21	Perfect Circle JV Ltd	Topographical survey of Newton Nursery	£91,900.00	27-Jan-21	31-Mar-21
29-Mar-21	ASA Recruitment	Data Migration Lead	£97,110.00	29-Mar-21	29-Mar-22
01-Apr-20	Business Stream		£137,004.84	01-Apr-20	31-Mar-23
15-Oct-20	Hays Specialist Recruitment Ltd	Interim RPO - Maternity Cover	£65,312.00	26-Oct-20	13-Aug-21
01-Aug-20	NatWest (Royal Bank of Scotland)	Business Services	£5,200,000.00	01-Aug-20	31-Jul-24
14-Jan-21	Balgownie Ltd - SXL0818	Various trailers for regions - aggregated spend	£85,660.00	25-Jan-21	21-Mar-21
21-Oct-20	Duncan Wemyss Ltd	Rhododendron Control	£50,000.00	21-Oct-20	28-Feb-21
05-Feb-21	Cheviot Trees Ltd	Mainhill	£52,990.00	05-Feb-21	31-Mar-21
09-Nov-20	Boreal Forestry	Planting and beat up operations, Achmore	£57,120.00	09-Nov-20	06-Apr-21
10-Nov-20	Oakover Nurseries Ltd	Purchase of plants	£57,240.00	06-Nov-20	31-Mar-21
15-Sep-20	Greenlees Harvesting Ltd	Fell Sned and Extract Hampshire deer Park	£60,000.00	03-Sep-20	31-Mar-21

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Ext
01-Dec-20	Duncan Wemyss LTD	Peatland Restoration - groundsmooth 45ha of former conifer plantation at Loch a Bhualt in Benmore	£61,800.00	01-Dec-20	31-Mar-21
10-Nov-20	Christies (Fochabers) Ltd	Purchase of plants	£65,664.00	10-Nov-20	31-Mar-21
10-Nov-20	Cheviot Trees Ltd	Purchase of Plants	£65,665.00	25-Sep-20	31-Mar-21
22-Mar-21	Duncan Wemyss Ltd	Peatland Restoration - ground smooth 50 ha of former conifer plantation at the Strathseagaich 3 site in Benmore	£68,900.00	22-Mar-21	30-Jun-21
15-Mar-21	Strath Caulaidh Ltd	Lot 28 - Nearest Neighbour Surveys	£74,000.00	15-Mar-21	31-Aug-21
15-Sep-20	JST Services (Scotland) Ltd	Haulgae to Caledonian Woodfuel	£76,873.00	19-Aug-20	18-Aug-21
15-Sep-20	DFFC Ltd	deer Fence Tillgownie	£77,407.05	20-Aug-20	30-Sep-20
13-Jul-20	G S Campbell (Contractors) Ltd	Cut and fill at Ardmorlich	£84,226.75	13-Jul-20	17-Jul-20
01-Sep-20	Blacklock Harvesting	Harvesting of Timber	£85,200.00	01-Sep-20	30-Sep-20
15-Sep-20	Greenlees Harvesting Ltd	Fell Sned and Extract Ardoch Wood	£86,800.00	03-Sep-20	31-Mar-21
03-Jul-20	DFFC Ltd	Stock Fencing Mains of Lesmoir	£93,455.00	01-Apr-20	31-Aug-20
10-Nov-20	Christies (Fochabers) Ltd	Purchase of Plants	£101,780.00	13-Oct-20	31-Mar-21
15-Sep-20	Duncan Wemyss LTD	Peatland restoration, peat hag reprofiling at Beinn a' Mheadhoin, Glen Affric	£103,700.00	31-Aug-20	31-Mar-21
10-Nov-20	Maelor Forest Nurseries Ltd	Purchase of plants	£104,895.00	06-Nov-20	31-Mar-21
19-Aug-20	JST Services (Scotland) Ltd	Timber Haulage - Cowal & Trossachs (In-Wood Haulage)	£118,000.00	19-Aug-20	18-Aug-21
14-Dec-20	Duncan Wemyss Ltd	Mulching Strathseagaich 111 Benmore	£133,900.00	14-Dec-20	31-Mar-21
15-Sep-20	Strath Caulaidh Ltd	Glen Duror Complex	£139,937.81	01-Sep-20	01-Aug-21
15-Sep-20	SGS Timber Haulage Limited	Haulage of timber from D&B sites to Egger (Hexham)	£145,000.00	19-Aug-20	18-Aug-21
01-Sep-20	Bruce Todd Ltd	Mounding, drainage and tracks	£176,387.15	01-Sep-20	30-Apr-21
03-Jul-20	Greenlees Harvesting Ltd	Clearfell Rumbling Wells	£195,000.00	17-Jun-20	04-Sep-20
15-Sep-20	JST Services (Scotland) Ltd	Haulage to Egger	£199,275.00	19-Aug-20	18-Aug-21
13-Nov-20	Alba Trees plc	Purchase of plants	£229,983.75	13-Nov-20	30-Mar-21
18-Oct-20	A W Jenkinson Transport Ltd	Timber Haulage Moray and Aberdeen east	£234,375.00	18-Oct-20	18-Oct-21
19-Aug-20	Coille Haulage Ltd	Timber Haulage - Cowal & Trossachs	£314,100.00	19-Aug-20	18-Aug-21
15-Sep-20	Coille Haulage	Timber Haulage	£334,650.00	19-Aug-20	18-Aug-21

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Ext
15-Sep-20	JST Services (Scotland) Ltd	Haulage to Caledonian - Pulp	£583,640.00	19-Aug-20	18-Aug-21
16-Apr-21	Glade Deer Management Ltd	Rannoch, Talladh-A-Bheithe & Kindrogan	£55,400.10	01-Dec-20	30-Nov-21
09-Nov-20	Laurent Bienfait Woodland Services Ltd	Forest Operations Merkins and Garshellach	£56,525.00	16-Nov-20	31-Mar-21
13-Nov-20	Glade Deer Management Ltd	Deer Culling, Moffat, Eskdalemuir & tweed	£60,890.20	09-Nov-20	13-Aug-21
16-Apr-21	Glade Deer Management Ltd	Strathtay	£66,879.40	01-Dec-20	30-Nov-21
21-Dec-20	Glade Deer Management Ltd	Deer Culling	£66,879.40	01-Dec-20	30-Nov-21
21-Dec-20	Mr R A Groom T/A R Groom Tree Services	Deer Culling	£69,120.00	19-Nov-20	18-Nov-21
16-Apr-21	EPC Sports Ltd T/a Pro Shot Sporting	South Perthshire, Ochils & Fife	£74,349.76	01-Dec-20	30-Nov-21
16-Apr-21	BWK Ranger Services	Angus, Low Angus, Strathardle & Fetteresso	£88,270.56	19-Nov-20	04-Oct-21
02-Nov-20	RTS Ltd	Mulching of Infected Larch	£98,956.25	10-Nov-20	30-Nov-20
02-Dec-20	Tilhill Forestry Limited	Rewetting work at Glen Arroch 1 on the Isle of Skye	£120,853.22	15-Dec-20	31-Mar-21
21-Jan-21	Knoxfield Estate Services	Newton Nursery Fencing	£128,548.00	25-Jan-21	30-Apr-21
04-Sep-20	James Jones	Timber Haulage Inverness, Ross & Skye	£135,378.00	24-Aug-20	18-Aug-21
06-Jan-21	Colin Sloss Deer Control	Lochaber Deer Management	£136,000.00	21-Dec-20	20-Oct-22
04-Sep-20	Ferguson Transport & Shipping	Timber Haulage Lochaber	£164,330.00	24-Aug-20	18-Aug-21
19-Nov-20	DFFC Ltd	Deer Fencing - Rest And Be Thankful	175,340.44	01-Mar-21	30-Nov-21
09-Oct-20	MG Services	Deer Management Cowal	£204,565.68	12-Oct-20	31-Aug-21
15-Sep-20	John Deere Forestry Ltd - CA6 4NW	Purchase of Forestry Machinery	£267,596.00	01-Aug-20	31-Aug-20
04-Sep-20	James Jones	Timber Haulage Moray & Aberdeen	£325,060.00	24-Aug-20	18-Aug-21
15-Sep-20	John Deere Forestry Ltd - CA6 4NW	Purchase of Forestry Machinery	£401,073.00	01-Jul-20	31-Jul-20
	Hill and Woodland Service (Graeme Rough)	Land Management	£72,000.00	02-Sep-20	31-Mar-21
30-Jul-20	Agrigem Ltd	Supply & Delivery of Plant Protection Products (Pesticides): Acetamipirid	£822,124.00	06-Jul-20	05-Jul-24
30-Jul-20	Agrovista UK Ltd	Supply & Delivery of Plant Protection Products (Pesticides): Acetamipirid		06-Jul-20	05-Jul-24

Date of Award	Supplier Name	Subject Matter	Estimated value	Start Date	End Date excluding Ext
30-Jul-20	Agrigem Ltd	Supply & Delivery of Plant Protection Products (Pesticides): Other Pesticides	£162,698.40	06-Jul-20	05-Jul-24
30-Jul-20	Agrovista UK Ltd	Supply & Delivery of Plant Protection Products (Pesticides): Other Pesticides		06-Jul-20	05-Jul-24
30-Jul-20	Portland Fuel Ltd	Supply & Delivery of Plant Protection Products (Pesticides): Urea	£295,673.10	06-Jul-20	05-Jul-24
20-Jul-20	Albion Drilling Group	Drill & Blast - South Region	£2,400,000.00	15-Jul-20	14-Jul-22
20-Jul-20	RJ Blasting (Scotland) Ltd	Drill & Blast - South Region		15-Jul-20	14-Jul-22
20-Jul-20	Albion Drilling Group	Drill & Blast - Central Region		15-Jul-20	14-Jul-22
20-Jul-20	RJ Blasting (Scotland) Ltd	Drill & Blast - Central Region		15-Jul-20	14-Jul-22
20-Jul-20	Albion Drilling Group	Drill & Blast - West Region		15-Jul-20	14-Jul-22
20-Jul-20	RJ Blasting (Scotland) Ltd	Drill & Blast - West Region		15-Jul-20	14-Jul-22
20-Jul-20	Albion Drilling Group	Drill & Blast - North Region		15-Jul-20	14-Jul-22
20-Jul-20	CS Drilling Services Ltd	Drill & Blast - North Region		15-Jul-20	14-Jul-22
20-Jul-20	Albion Drilling Group	Drill & Blast - East Region		15-Jul-20	14-Jul-22
20-Jul-20	RJ Blasting (Scotland) Ltd	Drill & Blast - East Region		15-Jul-20	14-Jul-22
20-Jul-20	RJ Blasting (Scotland) Ltd	Drill & Blast - Supply of Explosives		15-Jul-20	14-Jul-22
08-Feb-21	Scottish Woodlands Ltd	Woodland Creation - Barnhill		£430,339.00	08-Feb-21

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 Ext
26-Oct-20	AMAC Forestry Ltd	Additional time critical work to clear fell conifers whilst on site to allow for the construction of a community Hydro scheme on the Isle of Raasay. (Chainsaw fell, winch, process, extract and haul to depot), removing an ongoing management burden to FLS	£60,000.00	26-Oct-20	31-Jan-21
01-Jul-20	LogLogic	Sole supplier exemption to supply All Terrain/Low Ground Pressure Vehicle	£80,789.00	01-Jul-20	30-Nov-20
15-Jun-20	Northgate Vehicle Hire	Hire, clean and maintenance of 6 welfare transit vans for 12 months to enable urgent FLS compliance with COVID-19 requirements	£90,041.76	15-Jun-20	14-Jun-21
04-Jun-20	Briggs UK Ltd	Urgent Purchase of Nursery Irrigation Equipment to support the transplanting of 4 million seedlings as a result of COVID-19 restrictions	£97,389.00	20-Apr-20	31-Jul-20
04-Jun-20	Barrachd Ltd	Purchase of Cognos Renewal Licences to allow the current financial system to operate until the retender of the Management Information Platform is complete in 2022/23	£175,000.00	01-Apr-20	31-Mar-23
07-Jan-21	Portakabin (Scotland) Ltd	Welfare Units for Newton Nursery to enable COVID-19 hygiene requirements to be met	£200,000.00	04-Jan-21	31-May-21

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; our progress against these was reported to our Executive Team at the half year point, 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.

Whilst planned to start in 2020/21 delays due to COVID-19 mean that of our regions and business functions will start to receive additional support from procurement through a Business Partnering model designed to build closer relations between teams in 2021-22.

(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 2 Regulated Framework Agreement 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 the need to re-prioritise our resources to COVID-19 response and recovery work, however this will be re-established as a priority in the year 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 [Official Journal of the European Union \(OJEU\)](#) or Find a Tender, 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 and 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 working 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 two of the three (66%) Regulated tenders awarded required Community Benefits to be delivered, both 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)

Two Regulated tenders incorporated some form of pre-market engagement activity such as publishing Prior Information Notices (PIN's), supplier questionnaires and supplier consultation meetings and events.

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. The Regulations do not allow us to mandate the payment of the Real Living Wage and 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.

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. In 2020/21 this included improved provision of welfare facilities and cleaning regimes on forestry and recreational sites to ensure compliance with COVID-19 requirements.

(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](#).

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. Once published (during the next reporting period), our Supplier Code of Conduct will draw on several of these matters, helping to raise supplier awareness of our zero tolerance approach.

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- (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.

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 (0.05%) carcasses supplied were rejected by the game dealer, a decrease of 50% of those reported in 19-20.

FLS continues to be a member of the Quality Meat Scotland (QMS) assurance scheme and passed the annual compliance checks for 2020/21. Attaining the QMS Scotch Assured Holdings means cattle sold from our in-house enterprises are eligible for the Scottish Red Meat Industry's premium brand, Scotch Beef Protected Geographical Indication (PGI).

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

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



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

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