



# HISTORIC ENVIRONMENT SCOTLAND ANNUAL PROCUREMENT REPORT



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SCOTLAND

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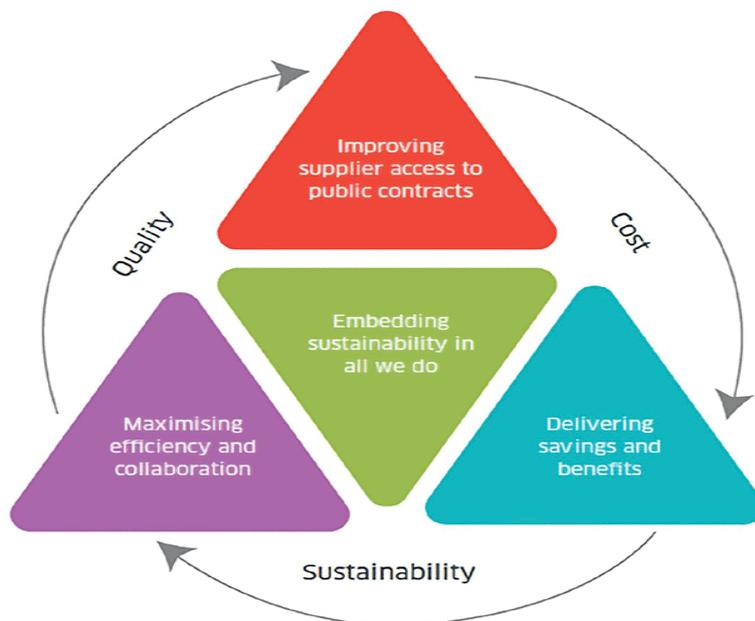
## Section 1 – Introduction

Historic Environment Scotland is the lead public body for Scotland’s Historic Environment. Scotland’s historic environment is part of our daily lives: it is our castles, standing stones and landscapes; our factories, mills, and shipyards; our homes, our streets, and our stories. It is a catalyst for economic growth, driving tourism, regeneration and sustainable development and fuelling improvements.

HES is a Non-Departmental Public Body with charitable status (registered charity number SC202659) and is a public sector contracting authority, subject to the Procurement Reform (Scotland) Act 2014, and as such is required to produce an annual report on our regulated procurement activities and achievements in delivering our previously published Procurement Strategy. This Annual Report also includes the procurement activities of Historic Environment Scotland Enterprises Limited (HESE), the Trading Arm and wholly owned subsidiary of HES.

HES champions the Scottish Procurement Model through embedding sustainable procurement. Sustainable Procurement is “a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation but also to society, the economy and the environment.”

Fig.1 – Scottish Government’s Procurement Model



HES is pleased to publish our 2024-25 Annual Procurement Report, which allows us to record and publicise our performance and achievements in delivering our procurement strategy. It provides an opportunity to demonstrate to our stakeholders

that our procurement spend is being used to best effect to achieve the key deliverables within our Procurement Strategy:

- Sustainability
- Value for Money and Efficiency
- Enhancing Capability
- Transparency
- Governance and Risk

HES is regularly assessed by Scottish Government as part of the national Procurement and Commercial Improvement Programme (PCIP) the last assessment was April 2024.

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## **Section 2 – HES Procurement Annual Spend Summary 2024-25**

### HES Procurement in numbers

- ❖ Total Procurement Spend - £60m
- ❖ Spend with Scottish Suppliers - £36.6m (61% of overall spend)
- ❖ Spend with Supported Business - £270k
- ❖ Spend with SME's - £37.7m (62% of overall spend)
- ❖ Payment Performance (30 days) – 95%
- ❖ Payment Performance (10 days) – 88%
- ❖ E-PC Spend - £1.7m (2.74% of overall spend)
- ❖ Number of regulated procurements – 28
- ❖ Value of regulated procurements - £21.8m

## Section 3 – Summary of Regulated Procurement & Spend

Section 18 (2) of the Procurement Reform (Scotland) Act 2014 requires contracting authorities to include a summary of the regulated procurements that have been completed during the year covered by the report.

A contract is a regulated procurement if the estimated value of the contract is equal to or greater than the contract threshold of £50,000 unless it is a works contract in which case the threshold is £2,000,000. A regulated procurement starts from the point of seeking offers, includes the selection of economic operators and all other steps in the process continuing through to the award of the contract.

The principle of transparency requires HES to approach its public procurements in an open and inclusive manner. Information on each individual regulated procurement completed during the reporting period is attached at Annex 1. This information covers the period 1 April 2024 to 31 March 2025. The table shows 28 regulated procurements across a wide variety of goods, services and works with an overall estimated value of £21.8m.

These procurements include projects supporting: Various IT solutions, Bus, and Ferry services for visitors to our properties in care, workwear and clothing for our visitor facing staff, conservation, general construction work and other HES Business as Usual (BAU) Requirements.

The table below shows the % split between Goods/Works/Services

<b>Description</b>	<b>Total</b>	<b>Number of contracts</b>
Goods	£1,278m	3
Services	£19,933m	22
Works	£0.620m	3
<b>Grand Total</b>	<b>£21,831m</b>	<b>28</b>

During the reporting period there were instance where alternative methods of procurement were used in line with the regulations, the HES Scheme of Delegation and Financial Regulations relating to Contracts (e.g., where there is only one known supplier). These single sources are tightly controlled and signed off by the Director of Finance and Corporate Services (>£10k), Head of Procurement (<£10k) and the appropriate Business Area Senior Manager.

## Section 4 – Review of Regulated Procurement Compliance

### Strategic Aims and Objectives delivery – Contribution to functions and purposes of HES

Our Corporate Plan 2022 Onwards: Heritage for All, set out five outcomes that we want to achieve that will help us work towards this vision:

1. The historic environment makes a real difference to people's lives.
2. The historic environment is looked after, protected, and managed for the generations to come.
3. The historic environment makes a broader contribution to the economy of Scotland and its people.
4. The historic environment inspires a creative and vibrant Scotland.
5. The historic environment is cared for and championed by a high-performing organisation.

HES's plans form part of a much broader ambition to build a more successful Scotland. We support the Scottish Government's purpose to *"focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive growth."*

The procurement team worked with our principal delivery partners in the various HES business areas to support delivery of our strategic priorities, contributing to the achievement of HES outcomes, Scottish Government's strategic objectives and national outcomes.

The HES Procurement Team worked collaboratively throughout the year with several other public bodies to meet joint objectives.

### Strategic Aims and Objectives delivery – Transparency of HES Procurement

HES approached its procurement requirements in an open, proportionate, and inclusive manner to reduce barriers to participation. This included the use of PCS, publication of our Contracts Register and a new Sustainable Procurement Strategy document. HES complied with the requirements of the Procurement Reform (Scotland) Act 2014 in relation to the giving of reasons to unsuccessful participants and requests for further information.

HES procurement activity is aligned with the Scottish Government Procurement Journey and the HES procurement strategy covers the period 2022-26 period. A new Procurement Strategy is due to start development in early 2026 with a view to being published at the start of 2027.

Key deliverables and Performance Indicators for the Procurement Unit are set as internal targets at the start of each financial year within the annual Service Work Plan. These deliverables and indicators are produced as part of the Procurement Action Plan in response to the actions in the Procurement Strategy, Corporate Plan Outcome and the Procurement Capability Improvement Programme (PCIP) report.

The PCIP focuses on the policies and procedures driving procurement performance and, more importantly, the results they deliver. The PCIP regime assesses organisations by measuring and reporting on their levels of procurement delivery through the provision of evidence, based around a series of set questions and other evaluation methods.

The PCIP assessment comprises 11 mandated procurement questions:

- Procurement Influence
- Procurement Strategy
- Learning & Skills Capability
- Risk Management
- Commercial Awareness and Acumen
- Continuous Improvement of Procurement Activity
- Climate Change
- Implementation & Exit Strategies – Life Cycle Planning
- Contract and Supplier Management
- Contractual Obligations and Benefits
- Lessons Learned

The last PCIP assessment was carried out at Historic Environment Scotland (HES) by two representatives of Scottish Procurement on the 22<sup>nd</sup> of April 2024. Although the assessment no longer has a scoring/rating system the following outcomes were reported by the assessors to the Chief Executive.

- An advanced level of performance in Procurement Influence, Procurement Strategy and Climate Change

- Good Practice in Learning & Skills Capability, Risk Management, Commercial Awareness and Continuous Improvement
- Developing and Improving areas were identified as Implementation Plans & Exit Strategies, Contract and Supplier Management

Some areas for continuing development were identified, in particular Contract and Supplier Management which during the 2024-25 reporting period has seen the roll-out of a new guidance document including various tools to manage contracts and suppliers, further work in this area is ongoing and has been identified as a key development area in the 2025/26 service plan. The assessors were encouraged to note the strengths in Leadership and Governance, for example the procurement policy, procedure, strategy, and financial control administered by the procurement team.

The Scottish Government Procurement Journey and the HES procurement strategy apply to all contracts entered into by HES. In some circumstances however, exceptions may be granted. All requests must be made in writing, following the procedure detailed in the HES Internal Scheme of Delegations. The grounds for any request to operate outside the limits for regulated procurement must be clearly identified and authorised by the Director of Finance or the Chief Executive depending on the value. Approvals must be recorded in writing and given prior to any action. In such an event, the requirement to comply with the Scottish Regulations remains.

Our procurement activity, through the contracts awarded as detailed in Annex 1 and through contracts awarded prior to this year, supported the wider organisational aims and objectives. Through our procurement activities and our work with our partners and stakeholders, we ensure that the historic environment thrives and delivers economic and social benefits for the people of Scotland.

### Strategic Aims and Objectives delivery – Prompt Payment

Standard supplier payment terms are generally 30 days, but HES follows the Scottish Government target for payment of invoices within 10 working days of their receipt.

In 2024-25:

88% of invoices paid within 10 working days (92% in 2023-24)

95% of invoices paid within 30 days (97% in 2023-24)

### Strategic Aims and Objectives delivery – Community Benefits

All appropriate contracts ask for deliverable community benefits throughout the period of the contract, this a scored question as part of the tender evaluation. Section 4 has some examples of community benefit that have been delivered or being delivered throughout the duration of new contracts awarded in 2024-25 reporting period.

## Strategic Aims and Objectives delivery – Sustainable Procurement Duty

As part of the HES sustainable procurement duty, the procurement programmes for all regulated procurements consider what sustainable elements can be included within the project. This is done where relevant using the Sustainability Test in conjunction with the Prioritisation tool. Using this approach helps us to identify any opportunities to improve the economic, social, and environmental wellbeing of the area in which the project is located.

All tenders as a minimum have the following questions included as part of the contract award evaluation process:

- Payment of the real Living Wage
- Policies on reducing environmental impact, how they are working towards a Net Zero organisation
- How the supplier will commit to fair work practices for workers (including their supply chain)
- Supplier payment terms and performance within their supply chain
- Provide their published policy on the steps they are taking to prevent Modern Slavery within their business and supply chain

Section 5 Sustainable Procurement Summary has examples of procurement sustainability in practice throughout HES.

## Strategic Aims and Objectives delivery – Equal treatment of suppliers and contractors and Consultation and engagement

HES have always recognised the need to engage with small and medium sized businesses to meet our geographically spread and diverse range of requirements. We have removed the need to demonstrate requirements to demonstrate a high financial turnover, high indemnity insurance thresholds, all which act as barriers to SME participation.

HES have undertaken Supplier engagement activities including attending Meet the Buyer events across Scotland over the past year to encourage Suppliers to get in touch with our business areas to see what opportunities may be available to them.

These events have focussed on small and medium sized businesses, and the feedback has been quite positive with many of the suppliers unaware of the wide range of activities that HES is involved in. With our delegated system of purchasing and regional offices acting as discrete operational units it has made sense to retain some of the historical groupings for some requirements e.g., grounds maintenance which is procured as regional clusters of monuments. This can encourage a range of SMEs to bid for business appropriate to their capacity, specialism, and location.

## Strategic Aims and Objectives delivery – Living Wage approach

People – HES received accreditation as a Living Wage Employer as recognised by the Poverty Alliance, the Living Wage Foundation, and the Scottish Government. The Living Wage is reviewed annually to ensure it meets the cost of living in Scotland.

## Section 5 – Community Benefit Summary

The Procurement Reform (Scotland) Act 2014 requires the Annual Report to provide a summary of any Community Benefit requirements imposed as part of a regulated procurement that were fulfilled during the reporting year.

The aim of Community Benefit clauses within suppliers' contracts of significant value or duration is to provide means of achieving sustainability objectives, e.g., local recruitment, training, SME development, community engagement etc. Under the Act, Community Benefits must be considered for contracts with a value above £4 million but could also be applied where relevant below this threshold.

There were no contracts awarded above £4m during the reporting period however there was a number of regulated procurements (less than £4m) that had community benefits included in the requirement.

Examples of some of the Community Benefits delivered through new contracts in 2024-25:

### *Hire of Labour (Trade) Services Stirling Area:*

Appointed supplier has committed to recruiting from the local area, this includes prioritising candidates from socio-economically deprived areas and the long-term unemployed.

Bi-Annual delivery of CV and Interview Techniques (Do's and Don'ts of applying for a job) to local candidates, including support of disabled workers and adjustments to facilitate employment wherever possible.

Support the Stirling Re-Use Hub by providing reusable PPE, uniforms, and office equipment.

### *Holyrood Park Grounds Maintenance Contract*

Recruitment of apprenticeships throughout the contract. Contractor will provide 45 hours per annum of path and road gritting and snow ploughing, maximising site safety for residents and service users. 100% of spend for this contract will remain within a 15-mile radius of site, maximising economic benefit to the local area and increasing business opportunities for local companies.

Work with local printer for leaflets and brochures. Introducing potential workers into the textile industry. Working with charities and sponsoring children's day trips.

### *Grounds Maintenance at Fort George and Urquhart Castle*

Local employment and career development by prioritising local training and offering training opportunities. Committed to providing hands on experience through

apprenticeships and work placements throughout the duration of the contract, records will be kept tracking apprenticeships and work placements annually.

Committed to seeking out opportunities to source through local SME's, third sector organisations and supported businesses. Ongoing community engagement, providing educational outreach activities through sharing their expertise in horticulture and ground care.

### *Castle of Light Contract*

Foster relations with local schools with outreach artists working with children creating elements used within the shows. Complimentary tickets made available to those who would not otherwise get the opportunity to attend, fostering links with local charities and organisations.

Mentoring programme with local universities and colleges offering placement and mentoring. Offer courses in the technical arts, helping to train the next generation of creators and technicians.

## **Section 6 – Supported Businesses Summary**

The Act requires the Annual Report to provide a summary of any steps taken to facilitate the involvement of Supported Businesses in regulated procurements during the reporting period.

Article 20 of the EU Directive 2014/24/EU allows for the direct award of contracts and includes businesses where 30% of the workforce is considered disadvantaged or disabled. HES have ordered goods and services directly under Article 20 and call-off from the Scottish Government's Supported Businesses Framework. A summary of expenditure with supported businesses is shown below.

HES has put 1 supported business contract in place in 2024-25 for the supply of staff uniforms and workwear, the estimated annual contract value £270k.

Additional benefits from the contract include working with local printer for leaflets and brochures. Introducing potential workers into the textile industry. Working with charities and sponsoring children day trips.

## Section 7 – Sustainable Procurement

### Responsible and Sustainable Procurement

The Procurement Reform (Scotland) Act 2014 includes a sustainable procurement duty on public sector bodies which requires them to:

- Conduct their procurement in a way that will secure economic, social, and environmental wellbeing; and
- Consider the use of community benefits in major contracts (see Section 5)

As noted above, HES continues to promote the use of community benefits within procurement exercises where relevant and proportionate to the contract.

All contracts appointed in this period also support the Living Wage.

### Circular Economy

Implementing circular economic principles and supporting the wider transition to a circular economy is a key work area. This year we commissioned a study to take a deeper look into our material flows and identify areas where we can reduce the environmental impact.

- We have installed Electric Vehicle charging infrastructure at Elgin and Fort George Depots to support the transition of our fleet to electric vehicles. A supply upgrade has been completed at Kerse Road Depot in Stirling to allow Electric Vehicle chargers to be installed and a planning application submitted to improve electric vehicle charging facilities at Longmore House.
- Assisted by our fleet management supplier (EVP Solutions) we are developing a fleet strategy that defines how we transition to low emission vehicles while maintaining an efficient and effective service. This strategy is currently in final draft and articulates the opportunities available to us based on the age of the fleet and current usage.
- We expanded our dimensional stone carbon calculator to include granite and promoted its use to other public sector organisations.
- We continued to use the Sustainable Procurement Tools for our larger contracts, to ensure that we build sustainable criteria into the specification of the product/services where possible and link this to evaluation criteria.
- We worked in partnership with Zero Waste Scotland to expand the scope of our carbon calculator for stone and have circulated it to the Scottish Government Procurement Forum for consideration within their guidance documents and upcoming procurement activities.

### Sustainable Purchasing Hierarchy

HES procurement and circular economy team have developed a sustainable purchasing hierarchy for all staff:

1. Before making a purchase, think, do we really need it, and can we use something we already have?
2. If we do need it, can we borrow, share, hire or lease from partners or within-HES?
3. If we do have to buy it, make sure we only buy what we need and try to reduce what we need to buy.
4. Make sure that anything we buy is built to last to reduce waste.
5. Make sure that products can be recycled/reused
6. Only in exceptional circumstances should you expect disposal to be the end result, and if that is the case a sustainable disposal method should be negotiated with the supplier.

## Sustainability Test Tool: A guide for Purchasers and Procurement Professionals

During this reporting period HES sustainable procurement coordinator has developed guidance for HES staff which is linked to the Sustainable Procurement Test which aids the assessment of current procurement practices and helping to identify where sustainability can be enhanced. This tool is used on larger contracts with sustainability criteria built into specifications and tender evaluation.

## **Section 8 – Future Regulated Procurements Summary**

The Act requires this Report to provide a summary of the regulated procurements HES expects to commence in the future. This is attached at Annex 2 and includes:

- the subject matter
- whether it is a new, extended or re-let procurement
- the expected contract notice publication date
- expected award date
- expected start date
- the estimated value of the contract

## **Section 9 – Additional Information**

Contract and Supplier Management – As noted in Section 4, areas for development were identified, in particular Contract Management.

During this reporting period an updated guidance document along with supporting tools has been issued and communicated to all staff to help support contract managers to manage their contracts and suppliers, the procurement team also provide ad-hoc training as and when required. However, contract and supplier management is an area which still requires further development and will be reviewed during the period 2025-2026.

Website – The procurement page on the HES website is reviewed and updated where required throughout the year. These pages provide key information on doing business with HES, from procurement rules to using the Public Contracts Scotland portal

## Annex 1 – Regulated Procurements 2024-25

Supplier Name	Contract Description	Estimated Value	Start Date	End Date
FifeX Ltd	Interpretative Exhibition Maintenance Contract	£50k	02.04.25	01.04.28
The Knights Vault	Retail Concession	£1.5m	01.04.24	31.03.29
McFarlane Group	Retail Packaging	£144k	14.05.24	13.05.28
Morton Fraser MacRoberts, Anderson Strathearn	Legal Services	£1.14m	01.04.24	31.03.28
Essence Media	Media Planning and Buying Services	£224k	08.07.24	06.07.28
TRAC HLM Ltd	Provision of Steeplejack and Associated Services	£314k	29.07.24	28.07.28
War Productions Ltd	Castle of Light Production Collaboration	£1.36m	04.06.24	31.12.26
Rightmann Services Ltd	Hire of Labour in Striling Area (Trades)	£244k	12.12.24	11.12.28
StudioLR	Marketing Design	£32k	12.10.24	11.10.29
Covanburn Contracts Limited	Underpinning of Historic Sea Wall – Fort George	£90k	02.08.24	01.08.25
Bell Access and Engineering	Rock Slope Works 2024 – Edinburgh Castle	£130k	01.10.24	30.09.25
FX Simulation (Scotland) Ltd	Card And Coin Operated Machines	£80k	29.10.24	28.10.25
ADT Fire and Security	Upgrading of Fire Alarm Systems	£400k	14.11.24	13.11.28
RecordPoint Software (EMEA) Ltd	Provision of a Records Management System	£137k	01.03.25	28.02.27
Storm ID Ltd	Corporate Website Project	£1.15M	28.11.24	27.11.29

Nicoll Russell Studios, JCD Architects, Cubit Design, Oberlanders, Bentleys Shopfitting, Izon Products, Effective Visual Marketing, UMBER Ochre Workshop	Retail Shop Design and Fit-Out Framework	£2.27m	05.12.24	04.12.28
HCS Water Treatment Ltd	Water Quality Checks across HES Estate	£130k	09.12.24	08.12.28
Kingdom Services Group Limited	Day & Night Patrols and Mobile Security	£1.4m	01.01.25	31.12.30
Bunzl UK Ltd	Supply of Cleaning Products	£1m	25.01.25	24.01.30
Highland Groundcare	Grounds Maintenance Orkney	£391k	31.03.25	31.03.30
Mitie Limited	Provision of Cleaning Services	£7m	25.01.25	24.01.30
Hive HR	Colleague Engagement Platform	£88k	12.11.24	11.11.27
LITE Ltd	Maintenance of Floodlighting System at Edinburgh & Stirling Castles	£200k	01.01.25	31.12.29
Graham Pest Control Ltd	Pest Control Services across HES estate	£77k	31.03.25	30.03.29
Go Cardless	Direct Debit Payment Platform	£122k	01.03.25	31.08.28
Rettie Short Lets	Management Agency – Holiday Lodges	£60k	05.03.25	04.03.30
Luths Services, Harley Haddow, Survey Design Consult	MEP Engineering Consultancy Framework Services	£1.9m	10.03.25	9.03.29
Hartech Automation Limited	Supply of Digitisation Workstations	£198k	18.03.25	17.03.26

Bunzl UK Ltd	Supply of Cleaning Products	£1m	25.01.25	24.01.30
Highland Groundcare	Grounds Maintenance Orkney	£391k	31.03.25	31.03.30
Mitie Limited	Provision of Cleaning Services	£7m	25.01.25	24.01.30
Hive HR	Colleague Engagement Platform	£88k	12.11.24	11.11.27
LITE Ltd	Maintenance of Floodlighting System at Edinburgh & Stirling Castles	£200k	01.01.25	31.12.29
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Go Cardless	Direct Debit Payment Platform	£122k	01.03.25	31.08.28
Rettie Short Lets	Management Agency – Holiday Lodges	£60k	05.03.25	04.03.30
Luths Services, Harley Haddow, Survey Design Consult	MEP Engineering Consultancy Framework Services	£1.9m	10.03.25	9.03.29
Hartech Automation Limited	Supply of Digitisation Workstations	£198k	18.03.25	17.03.26

## Annex 2 – Regulated Procurements April 2025 – March 2027

<b>Description</b>	<b>Status</b>	<b>Expected Publication Date</b>	<b>Estimated Contract Value</b>
Edinburgh Castle WC Upgrade	New	May 25	£1.6m
Commercial System	New	May 25	TBC
Retail Postcards & Calanders Framework	Renew	August 25	£690K
Postal Services	Renew	August 25	£649k
Human Remains and Emergency Excavations	Renew	August 25	£279k
Scaffolding Services Edinburgh Area	Renew	August 25	£600k
Whisky & Liquors for Re-Sale	Renew	August 25	£4.4m
Trinity House Community Learning Programme	Renew	September 25	£96k
Grant Management System	Renew	September 25	£250k
Steeplejack Services for South Region	Renew	October 25	£275k
Caerlaverock Castle Creative Learning Programme	Renew	October 25	£240k
Maintenance for NCAP Geo Toolbox Scanning Equipment	Renew	December 25	£
GIS Marine Data for Scotland	Renew	December 25	£40k
Membership Day to Day Mailing Services	Renew	December 25	£122k
Staff Uniform – Corporate Clothing & Workwear	Renew	January 26	£1.5m
Media Monitoring	Renew	January 26	£20k
Salvage Conservation Contract	Renew	May 26	£75k
Minor Archaeology Services	Renew	May 26	£320k

Document Storage and Related Services	Renew	May 26	£750k
Security Information and Event Management (SIEM)	Renew	June 26	£600k
Archive Digitisation Framework	Renew	August 26	£400k
Facilities Management Services	Renew	September 26	£400k
Grounds Maintenance Shetland	Renew	December 26	£162k
Grounds Maintenance Perthshire	Renew	December 26	£300k



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