

**Knoydart Estate  
Peatland Restoration  
Phase 1**



**Statement of Requirements**

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<b>SoR prepared by:</b>	<b>Date/Month/Year</b>
Rionagh Moggach –Project Manager	16/08/2025
<b>SoR reviewed by:</b>	<b>Date/Month/Year</b>
Matt Watson – Senior Programme Manager	16/08/2025

## 1. BACKGROUND

Scotland's peatlands represent one of the country's most significant terrestrial carbon stores, but large areas are degraded often as result of historic patterns of land management. Degraded peatlands can release carbon contributing to global warming and climate change and can create poorer habitat conditions and impact on biodiversity.

The Scottish and UK Governments seek to support the restoration of degraded peatlands to help mitigate the impacts of future climate change. To support this aim, the Scottish Government established its Peatland ACTION funding programme in 2012. This is managed through five delivery Organisations. Peatland ACTION has helped to put more than 60,000ha of impacted peatland on the road to recovery to date. Restoration work is funded under the assumption that treatment work has a net positive effect on the carbon balance of a site, whether slowing losses or promoting gains.

This SoR sets out the requirements for the delivery of a project to restore degraded peat on this land holding to help deliver this objective and provide other associated environmental benefits such as water regulation and water quality improvements and an improvement in peatland habitat quality and associated biodiversity.

### **Estate and Site overview**

Knoydart Estate is located on the remote Knoydart Peninsula, with the main settlement, Inverie, accessible by boat from Mallaig. Often referred to as the UK's "last great wilderness", the estate covers 6,700 ha of roadless, rugged terrain. The estate is community-owned by The Knoydart Foundation, whose mission and objectives are to create and support both habitat and community regeneration and reliance.

Historically, their upland management has focused on managing herbivore impacts on open range habitats for stalking clients. However, to align with their sustainability focus, Knoydart Estate are continuing to develop and adopt alternative income streams. So far this has included a hydro-electric power station - which provides the community power, and large-scale habitat and woodland regeneration projects such as their 3,000 ha Black Hills regeneration project.

Peatland restoration will play a crucial role in achieving Knoydart estate's objectives. Agricultural improvement, moorland management and past fuel needs have impacted the peatland across Knoydart estate, with networks of man-made drains cut into the peatland and old peat cutting banks evident. The drains have dried the ground and shifted the bog habitat to heathland. Over time drying, trampling and nutrification by livestock and deer has degraded the peatland, resulting in areas with compromised surface vegetation, degraded peat and erosion. By putting these areas into restoration, these changes will help create a nature positive and sustainable future for the landholding.

Zulu Ecosystems have referred to earlier feasibility work funded by NatureScot couple with recent site visits to help the estate develop this project. This first phase of work will be the start a 6 or 7 phase programme of peatland restoration that will span several years with the aim of restoring most of the c.1000ha of degraded peatland on or connected to the Knoydart Estate.

This phase of work is being tendered as a single-year project. Future phases will be tendered on a multi-year basis, with a single tendering phase at the outset of the works.

Key project details are provided in the following sections.

Factor	Details
Land Owner/Manager	The Knoydart Foundation
Estate	Knoydart Estate
Landholding Name	Knoydart Estate
Locality	Lochaber
Nearest town or village	<b>Inverie</b>
Overall landholding area (ha)	c.6,800 ha
Area of peat cover (ha, est.)	c.3700ha
Area of degraded peat (ha, est.)	c.1500ha
Area of this project (ha)	c.166 ha
Locality of this project, central grid ref and altitude	Located across the south of Knoydart Estate. Approx centroid: NG 769 036 Altitude range: 20-200m ASL
Is this project part of a multiyear program of restoration	No – this project should be delivered in one phase.
Estate’s main management activities	Knoydart Estate is managed primarily for habitat and biodiversity improvement and outdoor recreation. Their main activities include deer management and woodland creation.
Estate’s peatland project manager	Matt Watson (Zulu Ecosystems)

### Work timeline overview

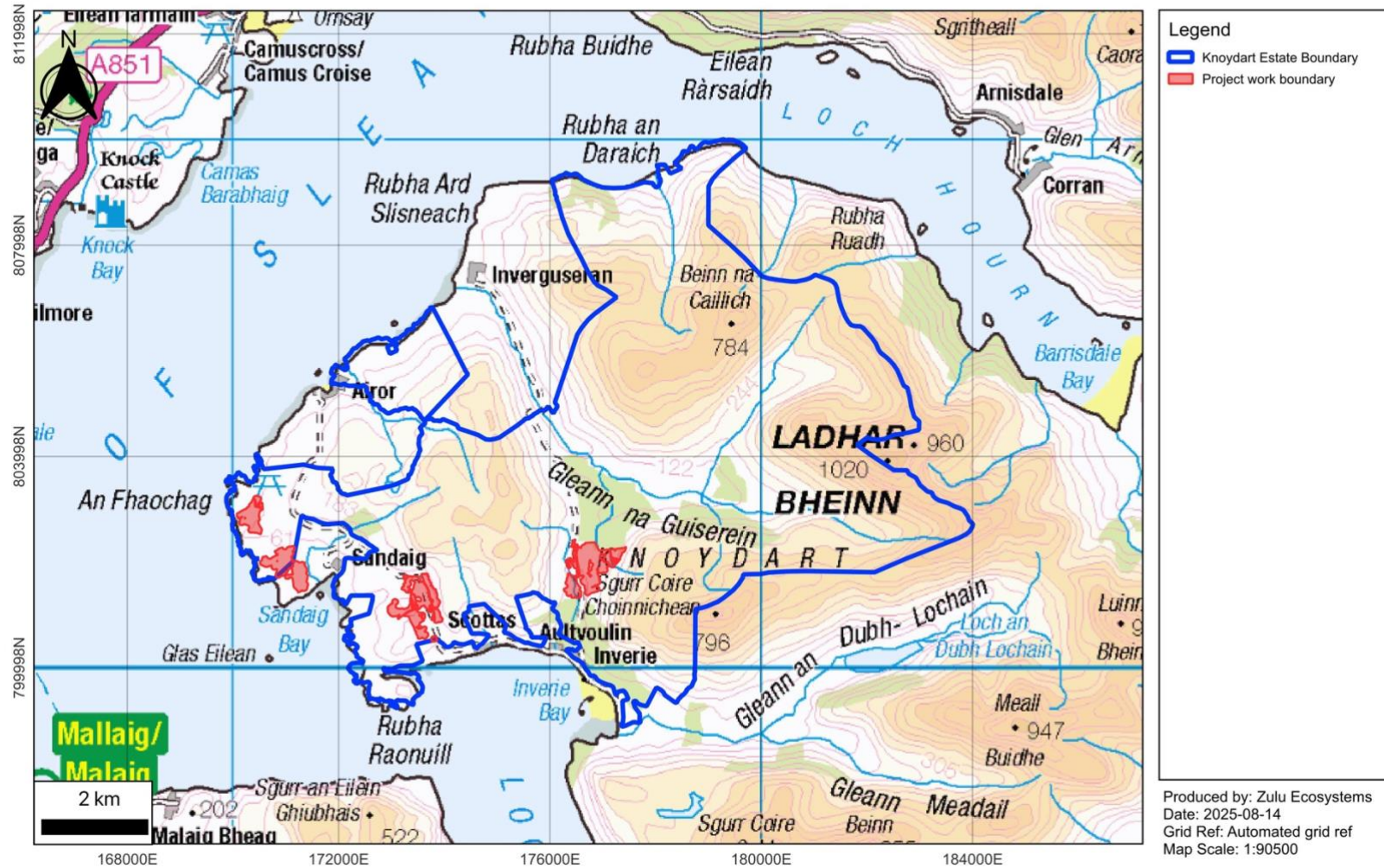
Phase 1 works are expected to be delivered in line with the timelines set out below. The work in Phase 1 is a mixture of drain blocking and sparse, easy erosion. The areas with more erosion will be tackled earlier in the programme to avoid working this in the wetter/harsher part of the year. The work in Phase 1 should ideally start in August 2026 and be largely completed by December. The works must be closed-down by mid-February 2027.

Delivery element	Organisation	Aug	Sep	July	Aug	Sept	Oct	Dec	Jan	Feb
		2025	2025	2026	2026	2026	2025	2026	2027	2027
Design & Tendering	Estate/Zulu Ecosystems									
Enabling	Estate/Zulu Ecosystems									
Delivery	Contractor									
Closedown	Estate/Zulu Ecosystems									

The site location, work areas and features are detailed in the following maps.

# Knoydart Estate - Phase 1 Peatland Restoration

Estate Location and Overview Map



Map 1: Knoydart Estate– Estate location and overview

This project is in a remote location, with creates additional challenges for its delivery, particularly with access, and for site work logistics such as equipment, maintenance and fuel deliveries. Some aspects of this are detailed below:

Daily access from Mallaig is by foot-passenger ferry with c.4 sailings per day. Once a week (currently Fridays) vehicles can be brought out on the Spanish John<sup>1</sup> a freight ferry at a cost of c.£100 each way, this service can also be used to deliver fuel bowsers. Excavators and other larger equipment can be mobilised to Knoydart via a dedicated charter of this boat which can carry up to 3 larger vehicles per crossing. A charter costs in the region of c.£1800 and may allow for 2-3 trips to Inverie. All sailings (foot or freight) are subject to suitable weather conditions.

Accommodation on Knoydart is limited and in high demand for much of the year. As a result, contractors who are not Knoydart based may find they have to stay in Mallaig or nearby and get the ferry daily which may lead to downtime if weather precludes sailing. Moving a Caravan to Knoydart via the Spanish John may be an option.

For these reasons this tender will be weighted to give preference to firms that have staff who are local or, are ideally based on Knoydart. We have phased work so that the first phase focuses on easy and relatively safe drain damming areas and plan to provide enhanced training and support so that local less experienced operators who are new entrants to Peatland Restoration have scope to deliver this work. One of this projects' aims is to help build skills to service more complex areas in the future and to support ongoing project maintenance.

## 2. RESTORATION AREAS

The summary details of this projects peatland restoration sites are provided in the table and maps below. For project management and work timing purposes the work areas have been sub-divided into three work zones.

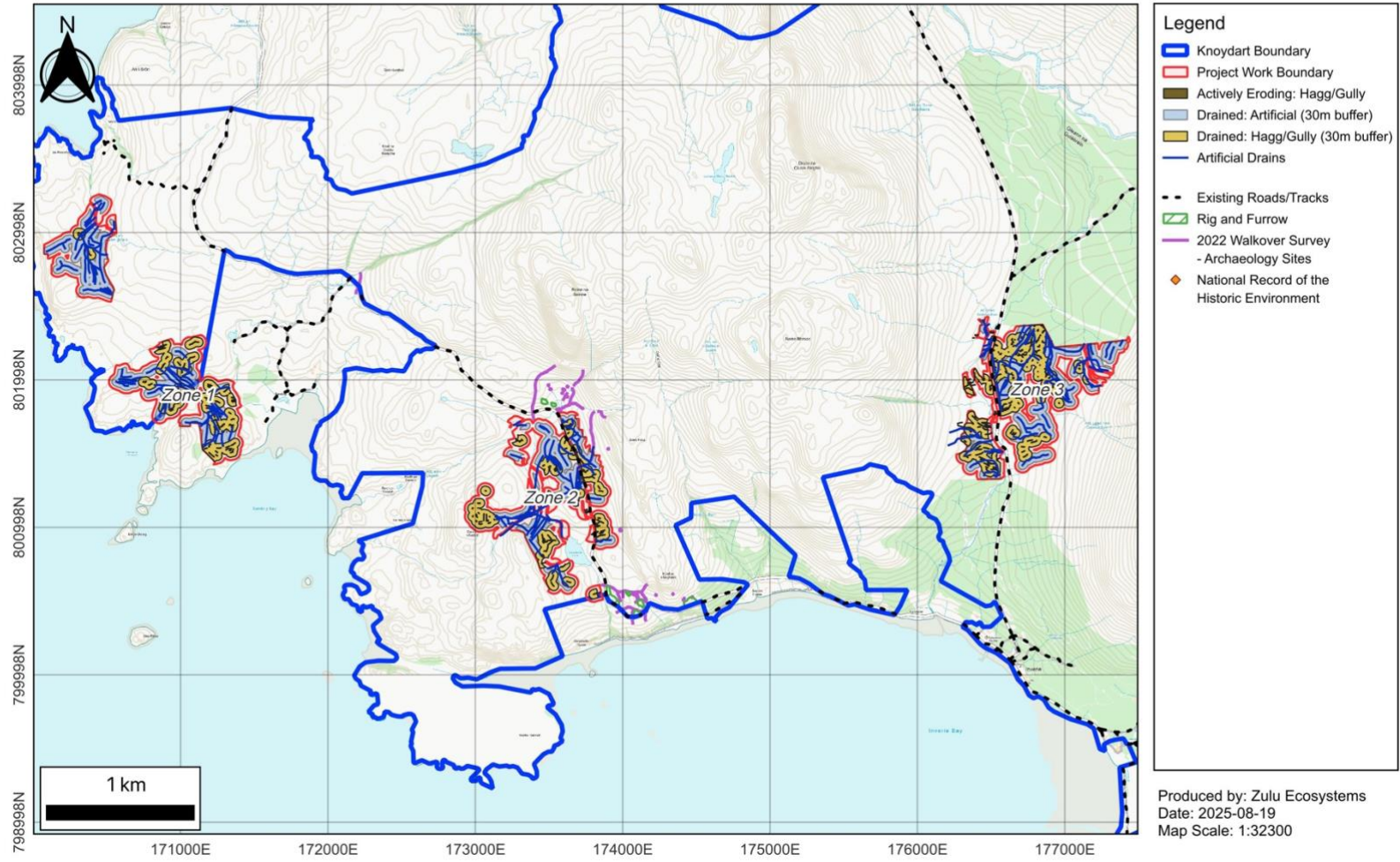
Key elements	Details
Restoration site total area (ha)	166
Area of erosion features to be treated (ha)	1.5
Drained area relating to erosion features to be treated (ha)	56
Area containing man-made drains to be treated Total length of drains to be dammed and reprofiled (linear metres)	108
Total length of drains to be dammed and reprofiled (linear metres)	21,614
Length of cut banks to be treated (treat as hags)	5,262
Total area to be registered under CODE (ha)	112
Number of work zones	3
Work zone ID's	Zone 1,2,3

Note: Approximately 20ha in the east of Zone one is in a sperate landholding known as Sandaig. The owner of this landholding is keen to have this degraded peatland restored and the Knoydart Foundation will deliver this restoration under their grant and arrangement with the contractor. This will be formalised in a written agreement between Knoydart foundation and Sandaig's owner.

<sup>1</sup> [Supply and Transport | West Scotland - Milligan Transport Ltd](#)

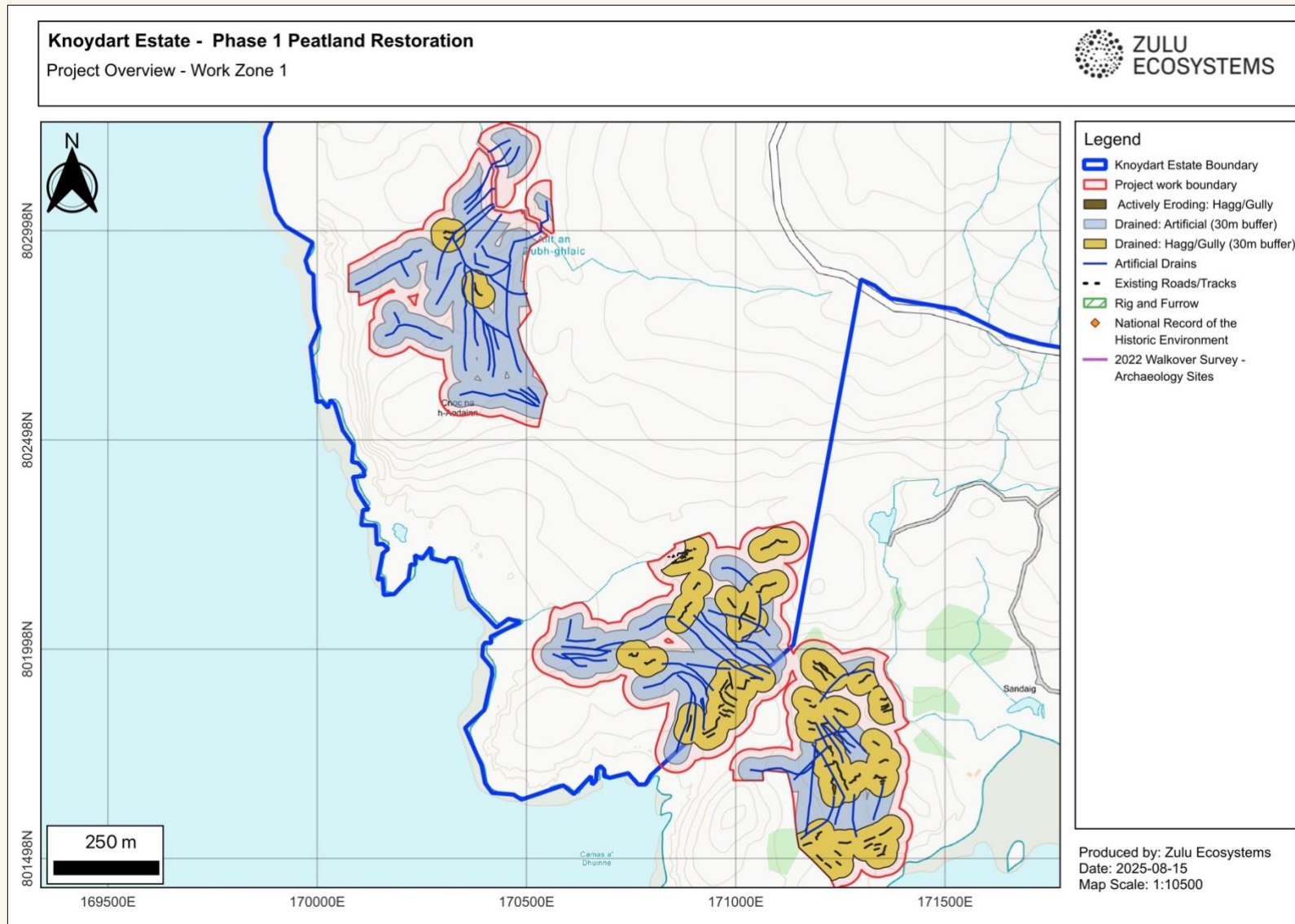
# Knoydart Estate - Phase 1 Peatland Restoration

Project Overview

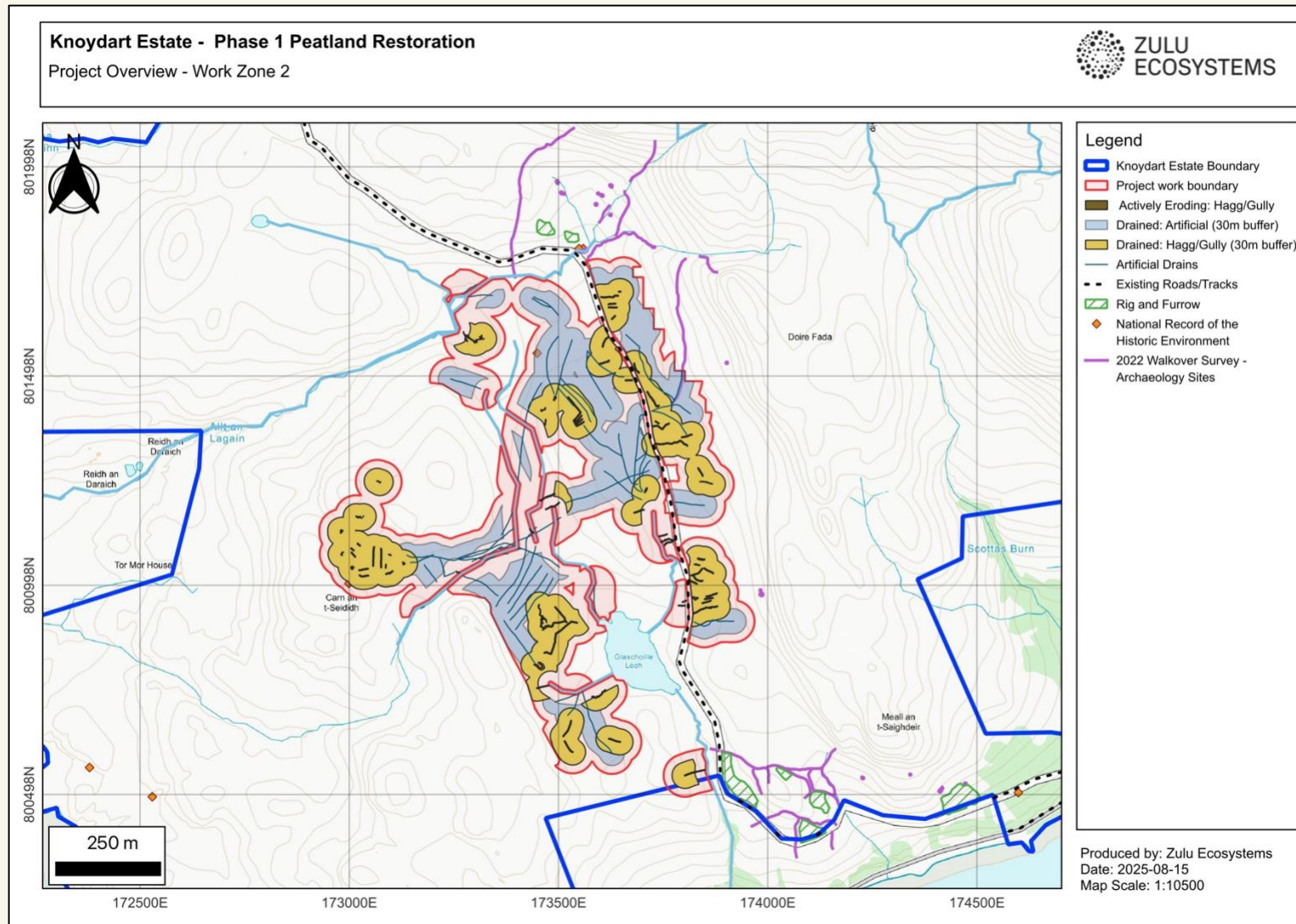


Produced by: Zulu Ecosystems  
Date: 2025-08-19  
Map Scale: 1:32300

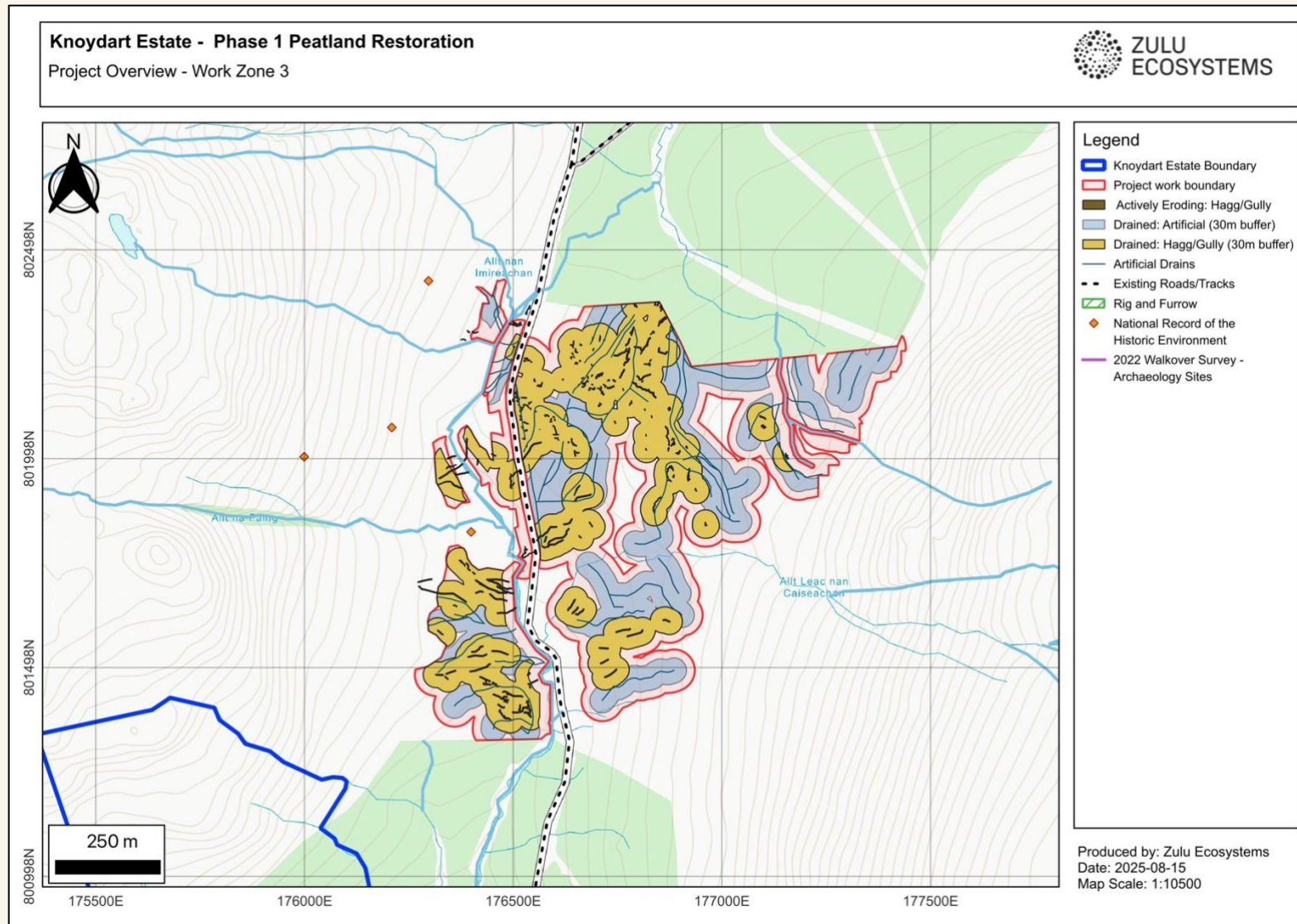
Map 2: Knoydart Estate– total project overview



Map 3: Knoydart Estate – Work Zone 1



Map 4: Knoydart Estate – Work Zone 2



Map 5: Knoydart Estate – Work Zone 3

## **Site access**

The site is extremely remote. Machinery not already on the Knoydart Peninsula can only be brought in via cargo boat from Mallaig to Inverie and therefore, careful planning will be required for mobilisation, daily access, maintenance and refuelling operations. Existing tracks provide access close to the main work zones, though some areas will require overland tracking. Work Zones 2 and 3 can be reached via a track from Inverie that runs through the centre of each zone. Once works commence, access for other traffic must always be maintained. Note that the tarred road from Inverie to Aior and Zones 1 and 2 is a public road and is fragile in places, it has an unenforced weight restriction of 7.5t. Contractors will need to explain how they plan to use the road to mobilise machinery and this proposal will require prior approval from the client/PM.

There are no weight limited bridges or underground/overhead infrastructure to consider. There will be several stream fording points once off the main tracks. These will be straightforward for off road and suitable machinery. When tracking to the work zones, there are occasionally areas of steep ground. Careful route planning will be essential for moving machinery and fuel. Areas >15 degrees will be marked on maps, as they may be unsuitable for machine access. Areas over 18 degrees have been excluded from the work plan due to safety concerns. These parameters are for guidance only; operators should continuously assess ground conditions and make safety-led decisions.

Heavy rain or extended wet periods may limit machine access to parts of the site, as ground conditions may become too soft.

This Phase 1 project has been split into three separate work zones as described previously and these are detailed on Maps 1-6.

<b>Access requirement</b>	<b>Applicable (Y/N)</b>	<b>Details and controls</b>
Main public road accessed from	Y	Tarred road from Inverie to Aior is
Preferred estate access point	N	Access from Inverie
Preferred work zone access points	Y	Various – see site maps for indicative access routes
Site gate keys needed	N	No
Daily contact required	N	Use a project WhatsApp group to update as required
Weekly contact required	Y	Contractor(s) to update the Estates managers and Zulu Ecosystems Project Manager at the end of each week using the project WhatsApp group

## **Site constraints**

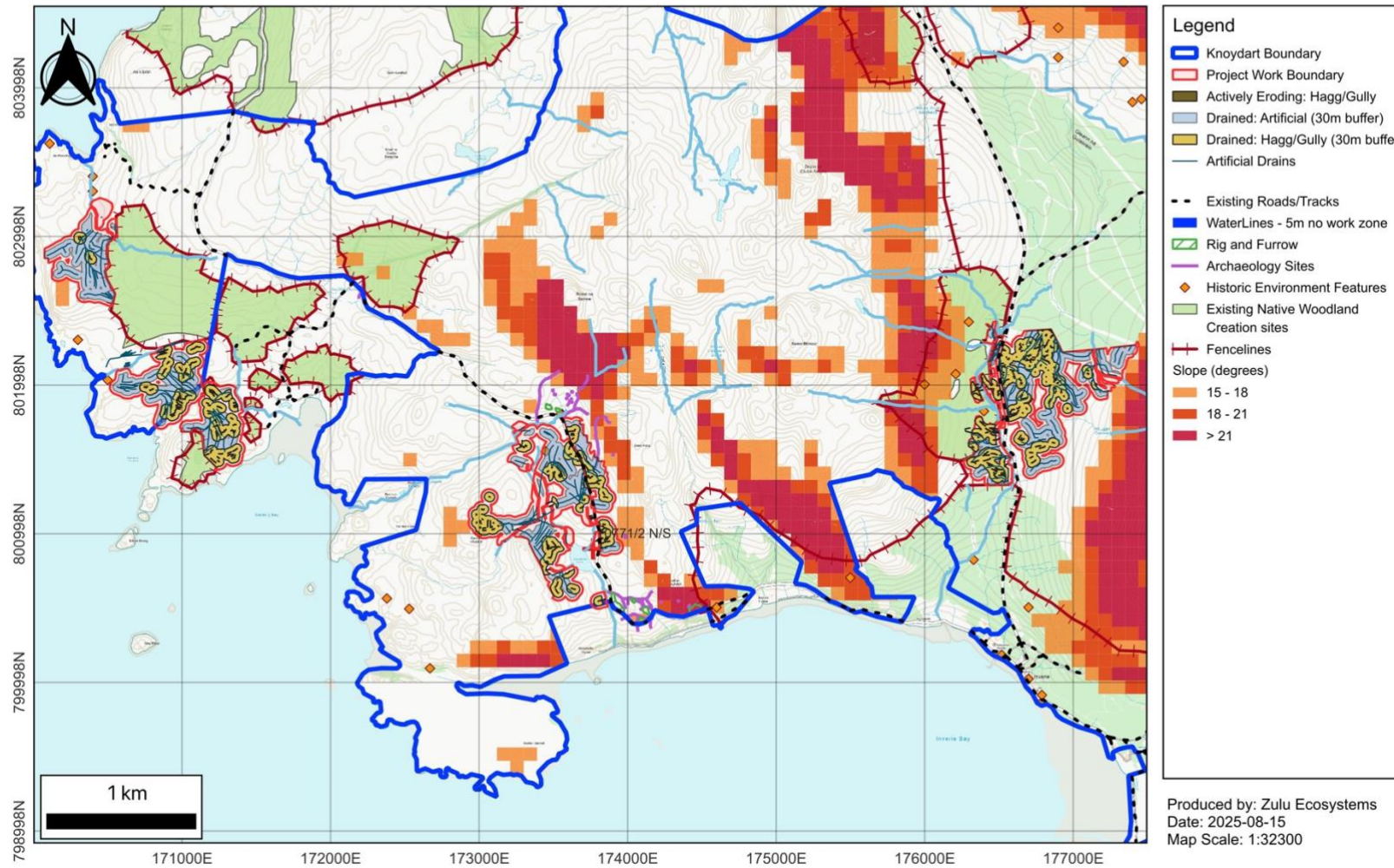
Work at this site will have been approved by the relevant planning authority via a prior notification process for Permitted Development. The initial screening assessment, site surveys and local feedback identified a range of environmental considerations that are relevant to the work and a summary of these is provided in the table and map below.

<b>Constraints</b>	<b>Applicable (Y/N)</b>	<b>Details and controls</b>
Archaeology/Heritage sites	Y	The restoration area is in an archaeologically sensitive landscape. Seven identified heritage features are within 50m of the project work boundary. All features will be clearly marked on the site maps with a suitable buffer/avoidance zone around them. The contractor's staff will be briefed by the PM regarding finds made when doing the site work.

Constraints	Applicable (Y/N)	Details and controls
Forestry and Woodland	N	There are existing native woodland schemes directly adjacent to the peatland work zones, however, no impacts on existing forestry or woodland are expected.
Birds (raptors)	Y	No work will take place in the main bird breeding season.
Birds (ground nesting)	Y	
Otters	Y	There are several mapped watercourses within the site boundary, and there are records of otter sightings across the Knoydart peninsula. As otters are very mobile, we will use precautionary 20m no-work buffers to ensure machine work doesn't take place in zones where otter features could exist. These zones will be checked and approved by Zulu Ecosystems project managers/ecologists during the delivery to ensure they are clear of otter features before they are worked. If there are any holts, couches or resting up areas appropriate exclusions zones will be established around these.
Reptiles	Y	The work site will be reviewed for obvious hibernacula (following the ARG Reptile and Peatland Restoration guidance) and any relevant features identified will be de-marked with an exclusion zone. A toolbox talk with operatives will help them recognise sensitive species and features and ensure they understand what to do if they are encountered.
Water voles	Y	No Water vole signs have been noted on the estate, however precautionary no-work buffers will ensure machine work doesn't take place in the zone where water voles might be active. The Zulu Ecosystems Project Manager or site supervisor will cross check these zones once the site is active and advise if work within these can take place.
Deer management /stalking	Y	Stalking may be taking place in zones when works start. The estate will be kept aware of work locations to ensure stalking and restoration operations remain de-conflicted.
Game bird shooting	N	No game bird shooting will be taking place on the landholding.
Water quality/fisheries	Y	The site is not connected to any important river systems; however, the remote nature of the area means that many of the properties are on private water supplies and hence it is critical that any pollution issues are avoided and that sediment or particulate movement in the aquatic systems is minimised. Always follow normal PPG guidance
Watercourses	Y	No work is to take place within the mapped 5m watercourse buffers. No crossing of watercourses is permitted unless agreed in advance with the project managers and the Estate.
Farming activities	Y	There is no grazing in these areas so no impact on works is expected.
Soils	Y	Peatland restoration has been shown to reduce erosion, reduce sedimentation and protect the carbon stored within peat soils. All techniques used will adhere to the current national best-practice

Constraints	Applicable (Y/N)	Details and controls
Peat slide risk	Y	Assessed by Zulu Ecosystems ahead of work and risk zones will be highlighted where necessary.
Habitats	Y	No significant or rare habitats are noted in this area, other than the peatland habitats which this work seeks to improve. To help avoid passage damage to habitats an enhanced tool-box talk will be provided and access routes to and from work areas will be defined and must be adhered to. Alternatives routes must be pre-approved.
Designated areas	N	Knoydart Estate is located within the Knoydart National Scenic Area. However, no mitigation required as the work will help restore the peatland habitat and help maintain the scenic value of the Knoydart peninsula.
Steep ground	Y	Areas of steep ground will be identified and mapped before work starts. No machinery should be used beyond the limits of safe working as per the manufacturer's handbook and operator judgement. Hand labour restoration work may be used in steep ground zones.
Vegetation	Y	Hummocks of sphagnum moss and permanent bog pools are present in some places. Additionally, there may be areas with thin vegetation cover. They are to be avoided and protected from damage.
Access constraints	Y	The work zones are very remote and the main form of access to Knoydart estate is via a foot passenger boat from Mallaig.

**Knoydart Estate - Phase 1 Peatland Restoration**  
 Access and Constraints



**Map 6:** Knoydart Estate - Access and constraints map

### 3. RESTORATION INFORMATION

#### Restoration overview

The primary objective on this restoration site is to restore a more natural water table, help stabilise existing peatland communities, and prevent further erosion and degradation across the site. In addition, the restoration aims to reduce Carbon emissions, improve water quality, reduce sedimentation, and enhance biodiversity. Summary statistics for the work zones are provided below.

Site	Site boundary	Work Zone	Total zone area	Area containing man-made drains to be treated	Area relating to erosion features to be treated	Length of drains to be treated	Length of cut banks to be treated	Number of discrete sub-zones
	Ha		Ha	Ha	Ha	m	m	
Phase 1	166	1	54.7	38.1	0.43	7,970	1,772	1
		2	51.8	36.2	0.41	5,776	1,555	1
		3	59.6	33.9	0.56	7,868	1,933	1

The following table summarises the distribution of peat depths across each area. The spatial arrangement of drainage and restoration features means that most areas have quite variable peat depths.

Phase	Total no of 100m grid points	<30cm		30-50cm		>50cm	
		Count	%	Count	%	Count	%
1	82	0	0	4	5	78	95

Depth maps can be made available ahead of project delivery.

#### Restoration techniques

The works will use a mix of techniques summarised in the table below with further details provided in **Annex 1**.

Site project management maps with numbered 1ha squares will be provided to help manage the work and the allocation of resources across the work site. A fully detailed restoration plan providing further information including key details needed for CDM and the development of a CPP will be provided ahead of works commencing.

The site mapping and project management will be coordinated through Q-Field – using a free app interface that can be put on smart phones and tablets.

#### Work zone treatment matrix.

The techniques to be used in each work zone across this site are indicated in the table below, with the predominant techniques marked red. Further detail is provided in the appendices. The detailed restoration design paperwork will provide further information and specifications where necessary.

**Overall quantities of machine days to be provided per phase are detailed in the Schedule of Quantities spreadsheet that accompanies this tender document. The**

**accompanying resource sheet should be used to demonstrate how you intend to deliver the resourcing requested.**

To service this contract in the required timeframe, working normal hours and 5-day weeks, a minimum of 1 LGP machine will be needed with minimal downtime.

It is the responsibility of the contractor to ensure staff on site deliver the techniques to a satisfactory standard. The contractors' staff should be competent enough to carry out most of the techniques detailed herein with Zulu Ecosystem's PMs providing training and guidance on what is required.

If during or ahead of the works Contractors feel there are new/novel restoration techniques that we should use or try, then we welcome suggestions for these. Before use these must be agreed with the Zulu Ecosystems Project Manager(s) and the funders either after site demonstration or after providing a method statement and/or diagrams and clearly explaining how the technique(s) will deliver the outcomes required.

Note that climatic conditions in upland and northern environments in Scotland are often more extreme than peatland sites in England or lowland Scotland. Windspeeds are higher, frost and snow usually more severe, frequent and/or longer lasting, intense rain events are frequent, and temperatures are generally lower. The growing season at altitude is very short, probably less than 4-6 weeks for some plants. These environmental conditions will make restoration more challenging, and contractors should note that techniques that work well at lower altitudes or in southern areas are often not as successful in these settings.

In all scenarios contractors should work diligently completing each area to the highest standard before moving on, however this should be matched with reasonable output. Outputs will be checked against standard benchmarks from completed comparable sites, and feedback will be provided if work is slower than expected.

Technique	Sub zone		
	Z1	Z2	Z3
<b>Area (Ha):</b>	<b>32</b>	<b>13</b>	<b>19</b>
<b>Preferred work sequence:</b>	<b>3</b>	<b>2</b>	<b>1</b>
Gully block - Broad turf mattresses			Y
Gully flow management - Sumps with low bunds and channel creation			
Gully flow management - Randomised Island approach		Y	Y
Gully and hag re-profiling (whole turf/carpet methods)	Y	Y	Y
Gully and hag re-profiling (whole turf/carpet methods, checkerboard/hit-miss harvesting from gully bases)		Y	Y
Gully and hag re-profiling (undermine method)		Y	Y
Gully and hag re-profiling (pack method)		Y	Y
Gully and hag re-profiling (squash method)		Y	Y
Gully and hag reprofiling - toe armouring		Y	Y
Scallop/arc/interceptor bunding	Y	Y	Y
Natural degradation and localised capture			Y
Drain damming - peat dams only	Y	Y	Y
Drain reprofiling - conventional	Y	Y	Y
Drain damming - Wave damming	Y	Y	Y
Drain reprofiling - Zippering	Y	Y	Y
Drain damming - Wave damming and Zippering	Y	Y	Y

**Y** - indicates the main techniques for the work zone  
 Y - indicates other techniques likely to be used in that work zone  
 Y - indicates a technique that may be used in that work zone

## 4. RESTORATION FUNDING AND MANAGEMENT

The project will be supported by a Peatland ACTION grant from the Scottish Government as this restoration will help reduce carbon release to the atmosphere, support habitat improvement and reduce biodiversity loss. In this region these grants are administered by NatureScot. Grants will be provided to Knoydart Estate and co-managed by the Zulu Ecosystems Project Manager(s).

The project will be registered under the Peatland Code hence some future carbon credit revenue and private finance may contribute to the project's whole life costs, and future maintenance of the work.

The project work has been designed by dedicated peatland restoration specialists employed by Zulu Ecosystems and this will be approved by the relevant Peatland ACTION officers. The Zulu Ecosystems Project Manager(s) (PMs) will work closely with the Estate's agents/factors, managers, and staff to ensure competent delivery of the project works.

All contracts for the works will be between the Contractor and the Estate, however Zulu Ecosystems PMs will be tasked with acting as designers and will be responsible for technical oversight of the work and quality checking to validate grant claims and hence payment of invoices from the Estate to the Contractor.

## 5. SERVICE REQUIREMENTS

### Site work – Preparation and Access

It is crucial that every effort is made to minimise disturbance and impacts arising from the work, therefore Contractors will need to ensure that they:

1. Agree the timings for all works with the PMs and Estate staff.
2. Agree access routes to the site and across the site by machinery with PMs and be cognisant of all the noted site environmental and access constraints.
3. If bringing machinery via boat from Mallaig or elsewhere, you should specify how you plan to do this and include supporting information demonstrating well-considered logistics. This will form a key part of the evaluation criteria.
4. Only low ground pressure machines are to be used. Contractors must provide details of the weight and ground pressure of each vehicle proposed for use (**in the resourcing and costing sheet**). 4wd vehicles should be optimised to minimise track damage for example Argo's should ideally be fitted with tracks, ATVs should ideally be 6 wheeled.
5. Machine work should be serviced with low ground pressure excavators. All machines should be optimised to ensure low ground pressure. Minimum track widths for c.8t machines is **800mm** and for c14t machines is **1000mm**. However, it is preferable if these are closer to **1000mm** and **1200-1400mm** respectively for more complex erosion work. The machine types, weights, and track width you offer for this work must be stated in this submission (**in the resourcing and costing sheet**).

6. Take photos or video footage of the access route to the site at the start of the works and provide these to the POs and Estate staff. This will be referred to at the end of the work to ensure all access routes are in no worse condition than when works commenced.
7. Contractors must make every effort to minimise excessive travel which may cause damage to the 4x4 track and the wider environment, and repair any damage caused by daily travel.
8. Estate staff and Zulu Ecosystems PMs will monitor site access regularly and recommend changing access routes if un-acceptable damage is occurring. A final site inspection will be undertaken at the end of the project.
9. A location for storing materials, fuel bowsers and for cross fuelling between bowsers and service vehicles will be identified by Estate staff and contractors must only use this area.
10. Prevent fuel/oil/chemical spills and have a method statement of action to be taken, including details of storage facilities.

### **Site work – General**

Contractors will be required to:

11. Source, purchase, and arrange delivery of all appropriate materials for restoration including machines, equipment, fuel and any other materials required. The contractor will be able to drop off material or equipment at pre-agreed laydown areas on the track near the works.
12. Appoint a Site Manager/Foreperson with appropriate experience of upland peat restoration to oversee all restoration work, site management, and health and safety requirements. We require that this person is part of the daily operations on site or, if not, is on site several times a week. This person should spend adequate time supervising the works to ensure optimal managed and quality, and if this causes downtime from other operations this should be compensated for at other times.
13. Role for Site Supervisor (In addition to general responsibilities relating to overseeing their own crew on site):
  - a. Inspecting recent work
  - b. Checking on quantity of work completed
  - c. Checking on quality of work completed
  - d. Recording work completed
  - e. Marking out any features as agreed with the Zulu Ecosystems PMs
  - f. Providing a brief weekly update on progress for the Zulu Ecosystems PMs and for internal project management team to ensure project is on track
14. Plan site work, monitor progress and support reporting using digital devices (phone/tablet etc) that can run free app software such as Avenza or Q-Field. A device with this software should be available to each site worker who is required to work autonomously. Data from multiple devices that isn't synced to a common cloud database should be collated in a suitable format by the site supervisor for weekly reporting.

15. Submit a full set of contact details for all key project contacts as part of the CDM paperwork needed for the site. Any changes to staffing should be notified and where necessary new contact details should be provided. The contractors are responsible for the management of all the works being undertaken and managing any sub-contractors.
16. Invoice based on time spent working on site and materials purchased. This work is specified as a time and materials-based contract. These are based on estimates for productivity derived from analysis of other comparable completed projects and provide robust estimates for the work required. Machine days and Hand labour days are based on an 8 hour 'active' day i.e. on-site doing work, this allows for around 30 minutes of travel time each way to the work site from the access track. The work cannot be invoiced on a per ha or % complete basis and invoices will need to be itemised against the cost's spreadsheet for billed items.
17. Contractors must follow the Scottish Government's Biosecurity guidance when undertaking work in the countryside. Good Biosecurity practice helps prevent the transmission of animal and plant diseases, pest and invasive non-native species that may have tremendous detrimental economic impacts, cause animal suffering, and disrupt our daily work.

The protocol can be found on the Scot Gov website:

<https://www.gov.scot/publications/animal-health-biosecurity-practices-guidance-public-sector-staff/>

### **Site works – Reporting**

18. Day-to-day liaison with estate staff is to be undertaken when on site as required. A NatureScot Peatland ACTION Project Officer may also visit the site occasionally through the works period, accompanied by a Zulu Ecosystems project manager. Any feedback provided will be related to the contractors Site Supervisor.
19. A brief, weekly progress update is to be produced by the Site Supervisor for the Zulu Ecosystems PMs every week during the active project work. This will set out the number of machine and personnel days worked that week, show the area worked/completed (indicated on a map) and highlight any issues or key points.
20. A detailed report of the work undertaken (including a photographic record), and the techniques used, is to be submitted by the contractor within 1 month of project completion. This report should detail the techniques used, highlighting any challenges and lessons learnt. It should also include a submission indicating where works have been completed and any areas of site that have not been worked.
21. Records should be kept for all built features that do not use in-situ materials (for example stone dams or hessian sack features where specified for the project). For dams along gully lines, it is adequate to record a line along the feature treated with a treatment specification i.e. dams c. 10m spaced. Suitable electronic data files for work (with lines or points for key features) will need to be produced and submitted along with the report. For example, lines and points exported from a suitable mapping app (i.e. Avenza) after recording features through the work phase. If using a Q-Field system provided by Zulu this will all be semi-automated and training will be given at the outset of the works.

## **6. CONTRACTUAL ROLES AND RESPONSIBILITIES**

Overall contract management will be by the Estate or their appointed agent who will appoint the Project Designer, Contractors and any others involved in delivering the works.

The Designer for this work will be Zulu Ecosystems who will provide a pre-construction briefing document or design brief in advance of the works and will update or amend this as required if any design elements materially change.

The contractor is responsible for ensuring that all operations are carried out to standards required under the Construction Design and Manufacture (2015) regulations and will be formally appointed the Contractor or Principal Contractor role for this work. They will also ensure that works meet the required functional standards for peatland restoration as set out in the design brief and agreed on site with Zulu Ecosystems PMs/ Estate staff. Progress and completion of the work will be monitored and reviewed by the Zulu Ecosystems PMs, Estate staff and the Contractor's Site Supervisor.

An independent CDM consultant may be commissioned by Zulu Ecosystems to review and approve all submissions.

It is the duty of the Contractor to ensure suitable welfare facilities are provided during the works for their workers and maintain these throughout the work. Due to the very remote location of the project, the Estate are not able to provide any welfare facilities close to the site works and there are no public facilities nearby.

### **Estate owner/nominated staff roles and responsibilities:**

1. Abide by their obligations under the Works Contract between the Estate owner and Contractor.
2. Contribute to the health and safety risk assessment for the work through highlighting site-specific risks and task specific risk and hazards.
3. Ensure that the Designer and Contractor fulfil their duties under the CDM regulations.
4. Attend at least one site meeting with Contractors to assist with initial discussions and provide guidance to the Contractor on expected delivery of the contract.
5. Provide guidance to the contractor on timing of work in relation to estate activities.
6. Aid in identifying donor sites or agree locations for opening borrow pits, storing materials and other minor assistance where necessary.
7. Maintain close liaison with the Contractors on activities and progress.
8. Maintain close liaison with the Zulu Ecosystems PMs

### **Project Managers' roles and responsibilities:**

9. Act as project Designer and design out or propose appropriate risk mitigation in the project design, as well as managing Health and Safety prior to the work starting.
10. Organise a pre-commencement meeting on site with the Contractor and Estate staff to review and discuss site access, H&S, CDM and site conditions.
11. Provide guidance to the Contractor on restoration techniques and help identify donor sites.
12. Maintain close liaison with the Contractors on activities and progress, ensuring the Contractor is delivering good value for money and is meeting agreed targets.

13. Maintain close liaison with the Client.
14. Maintain close liaison with the NatureScot Peatland ACTION Project Officer
15. Provide all relevant information to the independent CDM reviewer for checking.

### **Contractors' roles and responsibilities:**

16. Abide by their obligations under the Works Contract between the Estate owner and Contractor.
17. Provide the resources to deliver the works as specified in their tender submission.
18. Produce risk assessments, a method statement and a construction phase plan for the works and submit these to the Estate for approval ahead of works commencing. These systems must cover all works on the site and should be monitored by the Contractor for the duration of the project. The Contractor must demonstrate how this will be applied in their submission.
19. Fulfil their duties under CDM regulations.
20. Ensure that the works are carried out to specification.
21. Follow all guidance on site constraints and site access requirements.
22. Provide necessary and appropriate equipment, protective clothing, and transport for site staff for the duration of the contract.
23. Liaise with estate staff and provide regular (weekly) reports on progress to the Zulu Ecosystems PMs.
24. Ensure that they have adequate employer's and product and public liability cover, that this remains valid for the duration of the works and provide copies of insurance policies prior to commencing work on site.
25. Be responsible for security of any plant and material while on site.
26. Follow any reasonable requests of Estate staff.
27. Make good any damages (caused by the Contractor) to tracks or estate property during the contract.

## **7. PERFORMANCE MONITORING**

The Estate and the Zulu Ecosystems PMs will monitor the Contractor's performance against the outputs, actions, and specifications set out in this tender brief and related detailed design documentation, the Contractor's tender submission and any additional contract clauses. The Estate reserves the right to determine satisfactory completion of the works and contract deliverables.

### **Failure to deliver – criteria:**

1. Timing of the works - the Contractor fails to commence or complete the works by the specified dates unless a contract variation has been approved by the Estate in writing in advance.
2. Methodology and Outputs - the Contractor consistently fails to work to a satisfactory methodology and or meet the standards specified by the Zulu Ecosystems PMs and estate staff unless a specific contract variation has been approved by the Estate in writing in advance.
3. Significant breaches of Health and Safety issues.
4. Failure to comply with instructions issued by the Estate.

### **Failure to deliver – actions:**

5. Requests for remedial action by the Estate, such requests to be completed within a specified period.
6. Repeated requests for remedial action may result in suspension of the works and withholding of payment until such time as remedial works are carried out to Estate staff satisfaction.
7. In the case of Health and Safety, the Estate may issue an immediate suspension of works until such time as remedial action has been implemented.
8. Poor performance, lack of quality in the work, or failure to work within the agreed timetables may result in the work being cut short.
9. Persistent failures to comply with the contract terms and conditions may result in the cancellation of the contract and the application of any penalty clauses, which are contained in the contract.

## 8. TENDER REQUIREMENTS

Please note that one contractor is required to deliver the full scope of works within the requisite time window and bidders should be adequately resourced for this, if sub-contractors are required these should be detailed and there must be a commitment in principle from them to service this work. Project delays relating to contractor resourcing may incur charges and extra cost to the project owner and these may be deducted from final invoices as set out in the works contract.

The accompanying Project Costs spreadsheet must be completed and includes a separate tab to show how you will resource these works.

Tender submissions should include all items detailed in the tables below. Please use these as a checklist for your submission. Missing or deficient items may constitute a non-compliant bid, rendering the tender submission null and void. If you are unable to fulfil any of these items, please indicate this so we know there isn't missing information.

### Quality criteria

#### **Project costs**

These should be provided using the attached Project Costs EXCEL spreadsheet which is split into the following key sections:

1. Machine day costs (to include all costs to enable each machine day's work, including wages, **travel and subsistence**, fuel, maintenance, breakdown, risk, profit, plus any **4wd drive/ATV<sup>2</sup>** required to provision fuel or to transport staff)
2. Contractor's capacity and resourcing offer sheet

#### **Contractor experience and competency of personnel**

Please either enter tender bid information directly into the below or refer to other existing document but should name the document and give the relevant page ranges.

Evidencing quality		References/links to supporting information, and relevant page numbers or add relevant text here
Q1	Provide supporting information demonstrating an ability to work practically and sensitively on	<a href="#">Click here to enter text.</a>

<sup>2</sup> Any 4wd/ATV costs proposed must be added into the machine or hand labour day rate and be proportionate to the need.

	peatland/upland sites in a way that has minimum impact	
Q2	Provide examples of similar projects you have delivered or detail other examples that you feel support your bid for this work	<a href="#">Click here to enter text.</a>
Q3	Provide brief CVs of proposed personnel and company experience of working on peat	<a href="#">Click here to enter text.</a>
Q4	Provide the relevant qualifications of operators for operating all machinery to be used in this project:	<a href="#">Click here to enter text.</a>
Q5	Provide a supporting statement of less than 500 words setting out why your company is involved in peatland restoration and how you see this part of your businesses evolving in the future.	<a href="#">Click here to enter text.</a>
Q6	Provide a work method plan with details of how you would approach this project area, where work would start, sequence of work across the site, methods for getting materials to site and storage of materials during work?	<a href="#">Click here to enter text.</a>
Q7	Provide a statement on how you will carry out the project in a manner that minimises negative impacts on the environment.	<a href="#">Click here to enter text.</a>
Q8	Detail any efforts your company makes to improve sustainability, deliver fair working practices and support local communities and their economies.	<a href="#">Click here to enter text.</a>

Capacity and resourcing		References/links to supporting information, and relevant page numbers or add relevant text here
T1	Provide a realistic resourcing plan showing when resources will be available in each month of the works. Reflect any staff leave expected and an allow for downtime/servicing of machinery, breakdowns. Indicate the predicted timescale for work (start and finish), how many operators will be assigned during certain periods of time, what operations will happen at what time, etc.	<b>Note: This should be provided in sheet 2 of the costs and resourcing worksheet.</b>
T2	Detail how you will cope with any issues such as breakdowns, poor weather and illness to keep the project on track	<a href="#">Click here to enter text.</a>
T3	Provide evidence of your ability to deliver challenging contracts on time and on budget	<a href="#">Click here to enter text.</a>
T4	Please declare any parts of the operation to be sub-contracted and explain why:	<a href="#">Click here to enter text.</a>

T5	Detail any sub-contractors to be used:	<a href="#">Click here to enter text.</a>
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### **Mandatory criteria**

To meet our requirements, we need to be satisfied that any prospective contractor has appropriate insurance and Health & Safety policies and procedures in place. These must address employee training and safety, and the risks and hazards associated with the work. To evidence this please provide the following items listed in the table below.

Mandatory item		Confirm submission	Title of document submitted
M1	Provide a copy of your Public Liability Insurance certificate or other evidence of insurance cover (e.g., a broker's letter). Minimum cover of £2M is required unless insurers advise that a greater level of cover will be needed.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M2	Provide a copy of your Employers' Liability Insurance certificate or other evidence of insurance cover (e.g., a broker's letter), demonstrating that adequate cover is in place.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M3	In all cases ensure that the cover and related minimum values are appropriate for the scale and nature of the works and that cover extends to remediation for environmental damage that could arise from the work. Either provide details for the insurance that you carry (if already appropriate) or if this will not be taken until you are awarded the work explain how you will increase your cover and evidence this in advance of the works commencing.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M4	A copy of your Health and Safety Policy Statement	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M5	A statement showing your 'Safe Method of Operation' and any generic Risk Assessments for the type of work you intend carrying out (if applicable), including an environmental risk assessment, a Covid-19 risk assessment and any relevant COSH assessments.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M6	Examples of a pollution prevention plan and a relevant upland fire safety plan	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M7	Details of machine operating certificates and first aid qualifications held by staff working on this project and indicate how you ensure these remain valid	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M8	A statement of your procedures for appraising the competence of any sub-contractor that you intend to use on the project (if relevant).	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M9	Indicate if you have run a CDM site previously and, if so, provide an example of your Construction Phase Plan (CPP) for this.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>
M10	These works will be run as a CDM site ( <a href="https://www.hse.gov.uk/construction/cdm/2015/index.htm">https://www.hse.gov.uk/construction/cdm/2015/index.htm</a> ) and the Contractor will fulfil the Contractor role under CDM. Indicate that you are happy to take this responsibility and provide an appropriate CPP for these works, which will be reviewed by an independent CDM consultant.	<input type="checkbox"/>	<a href="#">Click here to enter text.</a>

**If contractors fail to provide suitable information to evidence the above their tender may be regarded as non-compliant.**

## 9. PROCUREMENT AND DELIVERY TIMELINES

This tender process is for a single-phase project to be delivered autumn/winter 26/27.

Note that tendered costs for a winning bidder are required ahead of a funding application to funders NatureScot Peatland ACTION. If this application is successful NatureScot will commit budget for the delivery of this project commencing on the dates indicated below. Confirmation of funding is expected in the weeks following the submission of a funding application on Sept 30<sup>th</sup> 2025.

Once approved this work will be secured for the winning bidder for delivery the following year (Autumn 2026).

To bid for this work suppliers must notify interest and intent to bid via the PCS portal.

Tender paperwork must be submitted via the PCS portal or via email to the contact below **by 5 pm on 12<sup>th</sup> Sept 2025**. Large submissions may be submitted via emails, or using We Transfer to the address below.

**Quotations submitted LATE or by ANY OTHER MEANS than described above may be regarded as non-compliant and not be considered for evaluation.**

The intended timetable for tender review and project delivery is set out in the table below.

Activity	Date
Issued invitation to tender	22/08/2025
Bidders site visit day	Not offered due to logistical complexity
Tender submission date	12/09/2025
Winning bidder project award notification	19/09/2025
Contract start date (indicative, Phase 1)	01/08/2026
Contract latest completion deadline (Phase 1)	28/02/2027

***No bidder's day is offered for this site due to logistical complexity, but contractors can visit independently, and a member of the Knoydart Foundation may be able to support this visit. Please note that key questions and answers relating to or from this will be shared with other tenderers to ensure fairness. Please contact Rionagh Moggach at Zulu Ecosystems to discuss a site visit.***

Contractors must be available to commence work on this project as soon as possible on or after the start date stated above and be confident that they can deliver all the respective work they have bid for by the stated deadline – the intended resourcing to meet this should be clearly demonstrated in the project resourcing tab of the costing sheet.

## 10. EVALUATION CRITERIA

Due to the logistical complexity of this project, we have adjusted the weighting of the evaluation criteria to favour less experienced contractors who may be more local to the site. An enhanced level of training and initial support will be provided by Zulu's project managers where necessary.

This project is deemed suitable for New Entrants to Peatland Restoration and if a qualifying new entrant applies and is successful in winning this work an enhanced package of training and support will be provided. New Entrants are companies who do not have significant experience of delivering peatland restoration projects and do not have experienced peatland restoration operators in their team.

Tender responses will be evaluated against the following list of criteria in order of importance:

<b>Evaluation Criteria</b>		
<b>Cost appraisal</b>		
<b>60%</b>	Assessment of Value for Money	
<b>Quality appraisal</b> – calculated based on the following:		
<b>40%</b>	10%	Company Experience and Competency of personnel assigned to the project
	10%	Locality and sustainability
	10%	Project Approach and Methodology
	10%	Project timetable, capacity and resourcing
<b>Mandatory appraisal</b>		
<b>Pass or fail</b>	Insurance – Contractors must demonstrate they will have the required insurance.	
	Health and Safety – Contractors must demonstrate their ability to meet all Health and Safety requirements and demonstrate good environmental awareness.	

### Scoring Methodology for Quality Criteria

0 Unacceptable	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
1 Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

### PLEASE NOTE:

The Estate or their agents Zulu reserve the right, if deemed necessary, to request copies of financial information (i.e. copies of last two years' annual accounts etc.) to inform the final evaluation decision.

Contractors may be required to demonstrate the provision of the service for which a proposal has been made. Providers will bear their own costs relating to any such demonstrations.

## 11. TENDER CONTACT DETAILS

If you require further clarification of any points in this Statement of Requirements, please initially contact:

**Rionagh Moggach** – Zulu Ecosystems Project Manager

**Zulu Ecosystems**

rionagh@zuluecosystems.com

Tel. 07769 226309

## 12. ANNEX 1 – Restoration technique information

Restoration techniques to be used in this work. Variations on these may be acceptable but must be pre-agreed with the project manager.

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
1.1	Micro	Micro erosion - damming	Place small single bucket turf dams in micro-erosion channels to stop flow pathways. Treat by crossing perpendicular across the slope damming strategically in each pass	L	L	High flows may erode features. Heavy inundation may cause turves to rot or float away. Herbivore passage or grazing may degrade dams
2.1	Gully block	Gully block - Turf and peat dams	To be constructed where machinery can access the gullies and suitable turf and peat are available. Features are weak so need to be frequent to ensure resilience against failure	M	M	Herbivore passage or grazing may degrade dams. Inappropriately sized or built features may be washed out or eroded away
2.2	Gully block	Gully block - Mineral dams	Gullies eroded down to the mineral layer, bunds can be constructed across the whole gully (using the mineral material) and compacted, then covered with turf	L	L	As above
2.7	Gully block	Gully block - Broad turf mattresses	Create a broad mattress of turf c.3-5m, wide regularly down gully bases. These slow flow, strain sediments and promote colonisation	M	M	Herbivore passage or grazing may degrade features. Inappropriately sized or built features may be washed out or eroded away
2.9	Gully flow	Gully flow management - Sumps with low bunds and channel creation	In some wide gullies it's best to create a new channel near the centre and regular hollows or sumps in line with this to capture any mobile material. Low bunds can be formed on the	L	L	If used in high gradient/high flow sites there will be a risk of wash-out or sediment erosion

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
			downstream edge of sumps (use turf capped mineral and excavated stone) to help meander flow around these features and promote deposition.			
3	Gully flow	Gully flow management - Randomised Island approach	Add large loosely placed turf-capped peat 'islands' to the gully base, flow routes between, around and over these slow flows, strain sediments and promote re-colonisation	L	M	As above, risk of movement of turves and these may also be impacted on by herbivore passage or grazing
3.1	Re-vegetate/stabilise	Gully and hag re-profiling (whole turf/carpet methods)	To prevent the further collapse and widening of gullies and hags, slow water flows and trap sediment and to provide a complete vegetative surface on the side or bottom of gullies	M	M	More prone to failure where reprofiled slopes are >40 degrees. Gaps in turfs will allow water ingress and erosion or sloughing. Use of poor lichenous turf or heath dominated turf is likely t fail. Herbivore passage and grazing may impact in places
3.2	Re-vegetate/stabilise	Gully and hag re-profiling (whole turf/carpet methods, checkerboard/hit-miss harvesting from gully bases	As above but with turfs harvested from gully bases where these are already well re-vegetated. Harvest turves in a checkerboard pattern or harvest strips across the gully leaving intact strips between harvesting zones	M	M	As above

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
3.3	Re-vegetate/stabilise	Gully and hag re-profiling (undermine method)	Where hags or gully walls are <1m high extract peat along the base of the feature (undermine) then gently depress the remaining peat above this to create a sloping vegetated face. Place extracted peat in hollows behind the work	M	M	As above
3.4	Re-vegetate/stabilise	Gully and hag re-profiling (pack method)	Where features are smaller (typically <0.75m high) excavate large wedges of peat with intact turves from borrow areas adjacent and pack these into the gap at base of the feature	M	M	As above
3.5	Re-vegetate/stabilise	Gully and hag re-profiling (squash method)	Where features are very small (typically <0.5m high) and where the peat is malleable enough use the weight of the machine and the bucket to squash the edge so that the vegetation meets the base below. Avoid creating voids and ensure an erodible bare edge doesn't remain	L	M	Squashing can cause cracking and tearing and any resulting gaps in turfs will allow water ingress and erosion or sloughing. Lines of bare peat or voids in the feature may allow erosion to re-start, especially where water is tracking adjacent. Using this approach where in-situ turf is poor/lichenous or heath dominated make it more likely to fail. Herbivore passage and grazing may impact in places

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
3.6	Re-vegetate/stabilise	Gully and hag reprofiling - toe armouring	Win mineral material from the base of the gully and place at the base of re-profiling to provide some armouring against erosion and to give a bench for turfs to sit on	M	M	As above
4.3	Flat bare/pans/aprons	Scallop/arc/interceptor bunding	If normal bunding is not suitable or possible create short 5-8m wide scallop shaped bunds in a fish scale pattern perpendicular to slope and every 10m or so downslope. Build controlled stone or turf armoured tips to guide water around these and into the next zone. Form with a mineral core and turf capping where possible, or use coir logs	M	M	As above
6.3	Re-vegetate/stabilise	Natural degradation and localised capture	where islands are dry and harvesting is not possible/practical leave these to degrade naturally (as this is the slowest process) and focus on ensuring any material mobilised from these is re-captured locally. Install networks of cells, bunds and dams joining the islands to achieve this,	L	M	Low risk and risks mainly arise from issues with the sediment screening features (dams) - see risks for the feature types created

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
7.1	Drain damming	Drain damming - peat dams only	Form up conventional peat dams by stripping turfs in the drain, cleaning out degraded peat and then building back up with blocks of good peat before re-turfing	M	H	High flows may erode features. Features on mineral bases may be undermined by flow. Heavy inundation may cause turves to rot or float away. Herbivore passage or grazing may degrade dams
7.2	Drain damming	Drain reprofiling - conventional	Drain margins are peeled back, then the shoulders are knocked into the drain base before re-turfing with the peeled turf.	L	M	As above
7.5	Drain damming	Drain damming - Wave damming	Form rapid dams by cutting the turf and opening a slot, then squeeze the turf capped peat back into a low bund. This often requires three or more buckets width of material to be squeezed backwards and migrated towards the drain centreline. Dress the feature and stretch turf into the hollow left behind	L	M	If not well formed the centre of the dam may still be porous and can re-erode to a new channel. Less of an issue if done in conjunction with zipping. Dam heads can be used as bridges by animals and break down over time. If spaced out then the residual water held in the channels can undermine the dams

ID	Group	Technique	Description/purpose	Generic risk rating	Site specific risk rating	Risk commentary
7.6	Drain damming	Drain reprofiling - Zippering	Working astride the drain insert the bucket into the side of the drain line and pivot material across the drain void. Move back slightly and repeat so the next pivot is tucked behind the first. Tooth material into the voids left behind the pivoted material. Repeat down the drain line to the next dam location.	L	M	If not carried out well there is a danger that a channel can persist beneath the zipped surface and this can channel flow to the dams. Additionally, care is needed that the pivoting process does not create a new seam adjacent to the drain that water flow can adopt.
7.7	Drain damming	Drain damming - Wave damming and Zippering	Form up quick wave dams using the cut and pull method, then dress out any hollows created and seal off the dam head. Then incrementally close the drain void in-between by pivoting interlocking bulks of peat across this from the drain walls. Close any gaps left from this action with other peat and turf stretched in.	L	L	Low risk - tried and tested on >1000km of drain damming with very few issues noted

**Additional supporting information on techniques**

Further guidance on standard restoration techniques is available on-line at:

Wave damming and zipping:

- ♦ <https://youtu.be/7-sLyDqpzrc?si=DnHeyhmZAJVdrtjQ>
- ♦ <https://youtu.be/dqWe9NGeMsU>

Full technique compendium and related videos:

- ♦ <https://www.nature.scot/doc/peatland-action-technical-compendium>
- ♦ <https://www.nature.scot/climate-change/taking-action/peatland-action/peatland-action-project-resources>  
[https://www.youtube.com/watch?v=eFSL3vUX5Qw&list=PLSTn6yg6zH\\_XM-Mw7fKNoGsVYo31B5VH](https://www.youtube.com/watch?v=eFSL3vUX5Qw&list=PLSTn6yg6zH_XM-Mw7fKNoGsVYo31B5VH)

Examples of techniques used in northern England:

- ♦ <http://www.yppartnership.org.uk/restoration/> <https://www.yppartnership.org.uk/resources>.
- ♦ <https://www.moorsforthefuture.org.uk/our-resources>

Some of the techniques used for English projects may need to be modified to account for conditions in the uplands of Scotland.

### **13. ANNEX 2 – see separate larger format maps**

<b>Map 1</b>	Location and overview
<b>Map 2</b>	Total project overview
<b>Map 3</b>	Work Zone 1 Overview
<b>Map 4</b>	Work Zone 2 Overview
<b>Map 5</b>	Work Zone 3 Overview
<b>Map 6</b>	Access and Constraints

### **14. ANNEX 3 – Typical Site conditions – see separate document**