



TRANSPORT  
**SCOTLAND**  
CÒMHDHAIL ALBA

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# Annual Procurement Report 2019

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## 1 Foreword

Transport Scotland was allocated a budget of £2.43 billion for the financial year 2018/2019, to provide the people of Scotland with a safe, efficient, cost effective and sustainable transport system. This reinforces the aims of the Scottish Government to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing and sustainable and inclusive economic growth.

While the majority of the budget was allocated by grants and support to public and private organisations, Transport Scotland's procurement spend during the financial year 2018/2019 was over £950 million on contracts within its portfolio during the reporting period. 18 percent of which was spent with Small to Medium Enterprises (SMEs).

Transport Scotland delivers much of its policies and priorities through its procurement activity, which in turn assists the Scottish Government in achieving the national outcomes. Our vision for procurement is:

*“To support the delivery of value for money, sustainable and innovative infrastructure and services in fulfilment of the Scottish Government's ambition and vision for transport and Transport Scotland's corporate commitments through a strategic and systematic approach to procurement.”*

Transport Scotland's Annual Procurement Report 2019 sets out how we are increasing competitiveness, tackling inequality, providing value for the public purse and ensuring compliance with our legal obligations to ensure safe, efficient, reliable and sustainable infrastructure.



**Roy Brannen**  
Chief Executive  
Transport Scotland

## 2 Executive summary

Transport Scotland's Annual Procurement Report highlights how our procurement activity has delivered on the commitments made in [Transport Scotland's Procurement Strategy 2017-2020](#). These commitments support the Scottish Government's goal of boosting transport investment in services and infrastructure and delivering sustainable inclusive growth. During the reporting period Transport Scotland has undertaken 24 regulated procurements with a value of almost £117 million.

Transport Scotland has consistently scored highly in the [Procurement & Commercial Improvement Programme](#) (PCIP), with the latest assessment in February 2019 increasing our result to 92%. This highlights our commitment to continuous improvement and maintaining a high capability in terms of our procurement activity.

Sustainable procurement is a key component of the way in which Transport Scotland conducts its business.

We are at the forefront of implementing community benefits into our contracts and opening up our procurements to the advantage of SMEs and supported businesses. Transport Scotland has a crucial role to play in the maximisation of employment, investing in skills and supporting young people, adults and businesses in Scotland. We are committed to providing apprenticeship opportunities and supporting employers in developing the standards for workplace training. The provision of apprenticeships and jobs are key Community Benefits. In addition, our suppliers are also supporting local communities by creating economic benefits for local people, schools, community groups and other key stakeholders. We have taken the opportunity at Appendix B to showcase the wide range of community benefits that have been provided by our suppliers over the reporting period.

In line with the Scottish Government policy published in March 2019, we have also reduced the threshold for Project Bank Accounts for works contracts from £10 million to £5 million.

Transport Scotland recognises the importance of monitoring the performance of its suppliers effectively and updated its supplier feedback database and reporting criteria during the period.

These initiatives inform Transport Scotland's approach to procurement and assist in creating a sustainable economy and connecting communities sustainable economy for Scotland.

### 3 Introduction

Procurement is a vital component of Transport Scotland's business and as such this function is delegated to those members of staff with Delegated Purchasing Authority (DPA) who have the relevant expertise and training to oversee procurements across the business areas in the Agency.

The Chief Executive, Roy Brannen, is the accountable officer who has responsibility for the propriety, effectiveness, efficiency and economy of procurement activity within the agency. The Chief Executive has appointed the Director of Purchasing (Michelle Rennie) to hold purchasing authority for all procurement relating to the management and operation of Transport Scotland. The Director of Purchasing has the authority to sub-delegate purchasing authority to members of staff within Transport Scotland as considered appropriate. The Director of Purchasing is supported in her duties by the Deputy Director of Purchasing (John MacIntyre). The Director of Purchasing meets biannually with the Director of Procurement and Commercial (Ainslie McLaughlin) from the Scottish Government's Scottish Procurement and Commercial Directorate to review and discuss procurement-related matters.

Transport Scotland's Procurement Team works directly to the Deputy Director of Purchasing and provide a central role in the agency's procurement activity through the support and advice they offer to those officials undertaking procurement activity within the Agency.

The Procurement Reform (Scotland) Act 2014 ("the Act"), stipulates that a contracting authority must publish a Procurement Strategy and subsequently produce an Annual Procurement Report, as required by section 18 of the Act. The Annual Procurement Report monitors the authority's delivery of regulated procurement activities against its Procurement Strategy and it should be published as soon as is reasonably practicable after the end of their financial year.

This Transport Scotland Annual Procurement Report covers all regulated procurements completed during the period 1 April 2018 to 31 March 2019 and details how those procurements supported the objectives included within the [Transport Scotland Procurement Strategy 2017 to 2020](#).

## 4 Summary of regulated procurement

A regulated procurement<sup>1</sup> is any procurement for public supplies or services with a value of £50,000 or above. For works this value is £2,000,000 or above. This is true for both contracts and framework agreements. Transport Scotland completed 24 regulated procurements, comprising five contracts, two multi-supplier framework agreements, two new single supplier framework agreements and 15 call-offs from existing frameworks during the period.

Transport Scotland's regulated procurements are governed by the policies and procedures described in the [Transport Scotland Procurement Strategy 2017-2020](#).

Between 1 January 2018 and 31 March 2019, Transport Scotland completed 24 regulated procurements. Transport Scotland makes use of existing framework agreements where appropriate as well as procuring new framework agreement agreements where required. In addition to the five new contracts, four new framework agreements were procured (two multi-supplier and two single supplier), and 15 call-offs were made from existing framework agreements. In addition to existing Transport Scotland frameworks, Scottish Government frameworks and UK frameworks are utilised where appropriate.

Table 1 summarises Transport Scotland's regulated procurement activity within the reporting timeframe by the type of procurement procedure undertaken. The total value of these procurements is almost £117 million.

1/1/18 – 31/3/19	Restricted	Competitive dialogue/ negotiated	Framework call-off	Total number
Services/supply	1	0	10	11
Works	0	4	5	9
Frameworks	3	1	0	4
<b>Total</b>	4	5	15	<b>24</b>

**Table 1 - Summary of Transport Scotland's regulated procurement activity**

Further detail on the procurements referred to in Table 1 is contained within Appendix A.

During the reporting period Transport Scotland's Procurement Team verified new contract notices prior to publication, to ensure that contract notices developed in Public Contracts Scotland included the relevant commitments made in the Procurement Strategy.

Transport Scotland paid 97% of our suppliers within ten days during the reporting period.

<sup>1</sup> A regulated procurement is completed when the award notice is published on the Public Contracts Scotland portal, or where the procurement process otherwise comes to an end.

## 5 Review of regulated procurement compliance

Transport Scotland made four procurement commitments in section six of its [Transport Scotland Procurement Strategy 2017-2020](#).

The four commitments are:

- undertake Transport Scotland procurements in a sustainable manner
- ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures
- add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money
- maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement

These commitments were sub-divided into 30 delivery sub-actions. Table 2 shows progress against each of the 30 delivery sub-actions:

<b>Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
1.1	Ensure compliance with the sustainable procurement duty, such that Transport Scotland contracts are procured and managed in an economic, social and environmentally friendly manner, including the consideration of means of transporting materials.	<p>It is mandatory for all regulated procurements within Transport Scotland to have a procurement strategy that has been approved by the Director of Purchasing or the Deputy Director of Purchasing. The procurement strategy records economic, social and environmental requirements and relevant issues, such as sustainability criteria, that should be considered for each procurement.</p> <p>A sustainability test is included in the procurement strategy for each regulated procurement to help embed relevant and proportionate sustainability requirements in the development of frameworks and contracts.</p>

<b>Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
1.2	Fully utilise the Scottish Government's suite of sustainability tools for all regulated procurements.	<p>Sustainability is fully considered in all regulated procurements as part of the sustainability test.</p> <p>The Scottish Government prioritisation tool and sustainability test are included in the procurement strategy for each regulated procurement. This places a mandatory requirement on the Project Procurement Manager to provide details of the social, economic and environmental elements of the proposed procurement that will be addressed through developing a suitable specification, evaluation criteria and key performance indicators where appropriate.</p>
1.3	Deliver community benefits through Transport Scotland's procurement activity and seek opportunities to enhance the scope of these benefits.	<p>Community benefits are considered in the procurement strategy for all regulated procurements.</p> <p>Community benefits are regularly reviewed as part of the lessons learnt process.</p> <p>Transport Scotland continues to investigate ways to further increase community engagement, provide improved community benefits, and further develop its engagement with the third sector and supported businesses. A community benefits guidance document is being developed for the Major Projects Directorate.</p> <p>Appendix B contains examples of community benefits delivered during the reporting period.</p>
1.4	Ensure that opportunities for SMEs to tender for Transport Scotland	Quick Quote is used for non-regulated procurements.

<b>Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
	contracts and to tender for sub-contracts via main suppliers are maximised.	<p>Opportunities for SMEs are considered in the procurement strategy for all regulated procurements.</p> <p>Where appropriate, our tender documents for regulated procurements contain sub-contract clauses that specify the use of Public Contracts Scotland to advertise sub-contract opportunities.</p> <p>Transport Scotland exhibited at Meet the Buyer in June 2018 and September 2018. This was an opportunity to enhance our engagement with many SMEs. This allowed us to set out how our larger contracts are developed and how SMEs could participate on Transport Scotland contracts.</p> <p>Transport Scotland participated at Procurex in October 2018 to highlight opportunities for SMEs on the A9 Trunk Road Dualling Programme.</p> <p>Transport Scotland participated at Scotland Build in November 2018, where opportunities for SMEs were highlighted on major projects including the A9 Dualling, A9 Berriedale Braes Improvement scheme, A737 Dalry Bypass, A737 The Den Realignment and the A90/A96 Haudagain Junction Improvement.</p>

<b>Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
1.5	Promote, and seek to increase opportunities for supported businesses to tender for Transport Scotland contracts and to tender for sub-contracts resulting from our main contracts.	<p>During the reporting period Transport Scotland:</p> <ul style="list-style-type: none"> <li>• liaised with supported businesses and arranged a supported business engagement event for Summer 2019</li> <li>• continued to source Personal Protective Equipment (PPE) from Haven PTS</li> <li>• continued to contract with Haven Products to print and distribute the Road Safety Scotland magazine</li> <li>• ensured that regulated procurement strategies consider whether any element of the contract can be provided by a supported business</li> </ul>
1.6	Promote, and seek to increase opportunities for the third sector to tender for Transport Scotland contracts and to tender for sub-contracts resulting from our main contracts.	<p>Transport Scotland participated at Procurex in October 2018 to encourage opportunities for SMEs, third sector organisations and supported businesses.</p> <p>Meet the Buyer events were held in Perth for the A9 Dualling programme where opportunities for the third sector were highlighted.</p>

<b>Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
1.7	Ensure that Transport Scotland's procurement activity promotes Fair Work Practices, including the use of the Living Wage and the Modern Slavery Act and the procurement of fair and ethically traded goods and services.	<p>Transport Scotland ensures that Fair Work Practices are considered in the procurement strategy for all regulated procurements. This includes ensuring our suppliers adhere to relevant legal obligations, including workplace standards and labour laws.</p> <p>Transport Scotland includes Fair Work questions in the tender documents for selected regulated procurements. This requires suppliers to provide details which demonstrate their approach to fair work.</p>
1.8	Review and update the procurement page of the Transport Scotland website on a quarterly basis to ensure key information is visible to suppliers.	<p>The procurement pages of the Transport Scotland website are routinely reviewed and updated.</p> <p>The pages explain how Transport Scotland does business and how suppliers can become involved in Transport Scotland procurements.</p>

<b>Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
2.1	Review and update model contract documents for works, goods and services and identify a 'Champion' to take ownership and ensure that documents are compliant with relevant legislation and policy.	<p>Model contract documents for goods and services are subject to on-going review by the Procurement Team, updated as practice evolves and lessons learned are developed, and are held in centrally available templates.</p> <p>The model contract documents for works are subject to on-going review by the Transport Scotland Contracts</p>

<b>Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
		<p>Team, updated as practice evolves and lessons learned are developed, and are held in centrally available templates.</p> <p>The Head of Procurement is the Champion of the model contract documents and leads the development and improvement of templates for use throughout Transport Scotland.</p>
2.2	<p>Provide consistent procurement advice and support to Transport Scotland staff who are undertaking procurement activity and ensure that all such activity is compliant with current European and Scottish procurement legislation.</p>	<p>Internal guidance has been developed to assist the Procurement Team in ensuring that the advice they provide is consistent across all parts of the agency.</p> <p>The Procurement Team operates a procurement query tracker which monitors the progress and outcome of all queries received. This tracker is reviewed regularly to ensure consistency of responses, and to identify training needs.</p> <p>The Procurement Team delivered the training noted in item 2.3.</p> <p>Transport Scotland has developed a Procurement Toolkit to provide staff with information, guidance and templates to ensure procurements comply with relevant EU and Scottish legislation, internal policy and governance procedures.</p>

<b>Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
2.3	Deliver a programme of procurement training to Transport Scotland staff to ensure that procurement activity remains compliant with current European and Scottish and procurement legislation.	<p>DPA holders and other procurement staff completed the Scottish Government Procurement Competency Framework to highlight areas where development was required. This, along with a review of the procurement queries received, was used to identify a programme of staff training. Procurement training requirements are reviewed on an annual basis and the training programme is also updated on an ad-hoc basis when required.</p> <p>The training programme was delivered over thirteen sessions during the reporting period using both in-house training and external suppliers, which trained over 250 attendees.</p>
2.4	Review and update Transport Scotland procurement policy and governance processes and procedures to ensure compliance with current European and Scottish procurement legislation.	<p>The following activities were completed in the reporting period:</p> <ul style="list-style-type: none"> <li>• the Transport Scotland procurement strategy template was last amended in January 2019 to update the governance procedures</li> <li>• five Scottish Procurement Policy Notes and two Construction Policy Notes were shared with delegated purchasing authority holders in Transport Scotland</li> <li>• six Procurement Advice Notes were published on the Transport Scotland procurement intranet site</li> <li>• governance arrangements for the Transport Scotland Procurement</li> </ul>

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
		<p>Group are routinely reviewed and were updated at the meeting of the Procurement Group on 18 September 2018</p> <ul style="list-style-type: none"> <li>the Director of Purchasing meets biannually with the Director of Procurement and Commercial (Ainslie McLaughlin) from the Scottish Government's Scottish Procurement and Commercial Directorate to discuss policy and legislation which may impact on procurement activity</li> <li>Transport Scotland actively publishes a substantial amount of information in relation to major construction projects on its website and continues to identify further information suitable for proactive publication. It is working towards the production and implementation of its Open Data Strategy</li> </ul>
2.5	Implement Project Bank Accounts on all Transport Scotland construction contracts of a value of £10 million and above in line with SPPN/11/2016.	Transport Scotland implemented Project Bank Accounts on all works contracts with a value in excess of £10 million in March 2017. CPN 1/2019 revised the threshold for Scottish Government civil engineering works projects to £5 million and Transport Scotland updated its approach to mandate the use of Project Bank Accounts for this lower threshold in March 2019. Transport Scotland implemented three Project Bank Accounts during the reporting period for:

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
		<ul style="list-style-type: none"> <li>• A9 Dualling: Luncarty to Pass of Birnam</li> <li>• A737 The Den Realignment</li> <li>• A9 Berriedale Braes Improvement</li> </ul>
2.6	Review and update the procurement section of the Transport Scotland intranet to ensure that it remains an effective means of communicating policy, systems and guidance to Transport Scotland staff.	<p>The intranet pages were fully updated during the reporting period and continue to be reviewed regularly and updated as appropriate.</p> <p>The Procurement Team use the intranet to communicate policy, systems and guidance. Transport Scotland staff use the intranet pages to access information about:</p> <ul style="list-style-type: none"> <li>• how to contact the Procurement Team</li> <li>• procurement policy and procedures</li> <li>• procurement advice and support</li> <li>• delegated purchasing authority</li> <li>• sustainable procurement</li> <li>• tender receipt and opening</li> <li>• the contracts database</li> <li>• contract reference numbers</li> <li>• procurement feedback</li> </ul>

**Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.**

Delivery sub-action	Description	Compliance
2.7	Utilise data gathered via Contracts Database to assist with monitoring and ensuring compliance.	<p>The Contract Database is used to monitor the expiry dates for contracts and call-offs. This informs the need for future procurements and their programme.</p> <p>Information from the Contracts Database is used to help to identify off-contract spend.</p> <p>Further work was undertaken during the reporting period to enhance the export of information from the Contracts Database to improve the reporting capability. It is anticipated this will be completed in late 2019.</p>

**Commitment 3: Add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money.**

Delivery sub-action	Description	Compliance
3.1	Utilise Scottish Government and UK wide collaborative contracts to secure a range of benefits and savings, where feasible.	<p>Transport Scotland seeks to use existing frameworks before tendering bespoke requirements.</p> <p>Transport Scotland utilised frameworks from Scottish Government, Crown Commercial Service (CCS), Department for Transport and Scotland Excel.</p> <p>Where other suitable frameworks are not available, Transport Scotland lets frameworks for its own bespoke needs (such as ground investigation works).</p>

**Commitment 3: Add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money.**

Delivery sub-action	Description	Compliance
		<p>Transport Scotland saved £1,051,026.42 by using Scottish Government collaborative frameworks during the reporting period.</p>
3.2	<p>Review performance of Transport Scotland Frameworks prior to any re-let.</p>	<p>Transport Scotland conducts periodic reviews of existing frameworks which consider:</p> <ul style="list-style-type: none"> <li>• quality</li> <li>• service</li> <li>• sustainability</li> <li>• cost</li> </ul> <p>A full evaluation is considered as part of each procurement strategy for any future re-tendering exercise for frameworks.</p>
3.3	<p>Continue to provide feedback to suppliers on a biannual basis and consider implementation of an electronic system to support activity.</p>	<p>Supplier performance is reviewed biannually by Transport Scotland staff. Reports are subsequently issued to suppliers to evaluate their performance. Following feedback from Project Managers, Transport Scotland updated its Supplier Feedback database and reporting criteria and the new system was implemented for feedback reports covering the period 1 January – 30 June 2019.</p>
3.4	<p>Continue to undertake early market engagement, where appropriate.</p>	<p>Every new procurement has a procurement strategy.</p> <p>This identifies the nature and extent of market engagement that is appropriate for each procurement. This must</p>

**Commitment 3: Add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money.**

Delivery sub-action	Description	Compliance
		<p>receive the necessary approvals prior to the procurement being progressed.</p> <p>For large value contracts, Transport Scotland considers the use of Prior Information Notices (PINs) and Supplier Information Days to support early market engagement, such as the local community days on the A9 Dualling schemes.</p> <p>Transport Scotland routinely undertakes market engagement with the supply chain including:</p> <ul style="list-style-type: none"> <li>• Association for Consultancy and Engineering</li> <li>• Civil Engineering Contractors Association</li> <li>• trunk road operating companies</li> <li>• train operating companies</li> <li>• freight operating companies</li> <li>• software providers</li> </ul>
3.5	Ensure sub-contract opportunities continue to be advertised on Public Contracts Scotland, where appropriate.	<p>Transport Scotland utilised Public Contracts Scotland to advertise over £1.8 billion of sub-contract opportunities on contracts which were live during the reporting period. Infrastructure contracts that were live during the reporting period included:</p> <ul style="list-style-type: none"> <li>• A9 Dualling: Luncarty to Pass of Birnam</li> </ul>

**Commitment 3: Add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money.**

Delivery sub-action	Description	Compliance
		<ul style="list-style-type: none"> <li>• A9 Berriedale Braes Improvement</li> <li>• A737 The Den Re-alignment</li> </ul> <p>Transport Scotland has mandated that future works procurements should encourage suppliers to use PCS to advertise sub-contract opportunities in line with SPPN 05/2019.</p>
3.6	Engage with suppliers to identify areas of savings, added value and innovation.	<p>Transport Scotland works with its supply chain to identify savings by:</p> <ul style="list-style-type: none"> <li>• undertaking effective engagement before the commencement of, and during, the procurement process</li> <li>• effective use of value engineering clauses in contracts to deliver value for money for the public purse</li> <li>• effective management of our contracts to ensure compliance with the contractual terms and conditions</li> </ul>
3.7	Review, and update where required, Transport Scotland contract and supplier management guidance.	<p>Staff are directed to the Procurement Journey for guidance on contract and supplier management.</p> <p>Transport Scotland has developed a Procurement Toolkit to provide staff with information, guidance and templates to ensure procurements comply with relevant EU and Scottish legislation, internal policy and governance procedures.</p>

**Commitment 3: Add value through Transport Scotland procurements and promote collaborative procurement opportunities where appropriate to ensure Transport Scotland contracts represent value for money.**

Delivery sub-action	Description	Compliance
		<p>Guidance is reviewed and updated where appropriate. The Procurement Toolkit was last updated in November 2018 and is due to be updated again later in 2019.</p> <p>Transport Scotland's lessons learned register helps to identify where updates are required. Tender evaluation and award procedures were updated using lessons learned from construction projects.</p>
3.8	Utilise additional data gathering function in the Contracts Database to enable more detailed market analysis and decision making.	<p>A Contracts Database was used to report contract and call-off information and to inform procurement strategies for future procurements.</p> <p>The Contract Database was used to inform decision making, such as the decisions on how to identify and design appropriate lots in framework procurements.</p> <p>Contract managers use Transport Scotland systems to monitor spend on contracts, which also informs decision making in relation to the nature and scale of future contracts.</p>
3.9	Ensure all staff undertake fraud training and are aware of the Transport Scotland Fraud Policy and Response Plan.	<p>All Transport Scotland staff who engage in procurement activity have undertaken counter fraud training. An annual refresher course is mandatory for all procurement staff.</p> <p>Transport Scotland has a Fraud Policy and Response Plan which is available to all employees though their intranet, which is subject to annual updates. The next update is due later in 2019.</p>

<b>Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
4.1	Create a central repository for procurement lessons learned feedback and review the process for analysis and change implementation.	<p>Transport Scotland has developed a central database to record lessons learned across its projects and procurements to ensure lessons are readily shared across teams. It is anticipated the new system will be fully implemented later in 2019.</p> <p>This database will ensure that project and procurement lessons learned are incorporated into future procurement activity.</p> <p>Lessons learned from construction projects during the period were used to inform the review of Transport Scotland evaluation and award procedures.</p>
4.2	Review and update the Transport Scotland Procurement Strategy template, Transport Scotland Procurement Guide Toolkit and Procurement Compliance Check Procedure annually to take account of any legislative changes, internal policy changes and ensure consistency between documents.	<p>Transport Scotland amended its Procurement Strategy template in January 2019 to update the governance procedures.</p> <p>The Procurement Toolkit and the Procurement Compliance Check are regularly reviewed and were most recently updated in October 2018. The next update is due in Autumn 2019.</p>

<b>Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
4.3	Engage with Scottish Government and wider public sector led initiatives, such as e-procurement and consider implementation within Transport Scotland.	<p>Transport Scotland supported a number of public sector led activities including:</p> <ul style="list-style-type: none"> <li>• attending Scottish Government collaborative meetings relating to procurement and fair work practices</li> <li>• ongoing stakeholder engagement with public bodies to share knowledge about implementing Project Bank Accounts</li> <li>• biannual meetings with SPCD to discuss contentious or novel procurements</li> <li>• attending a programme of UK Government led procurement and contract practice webinars</li> <li>• Transport Scotland uses PECOS EASEBUY for e-Procurement and are liaising with Scottish Government colleagues about the implementation of electronic invoicing</li> <li>• the UK Government is committed to making improvements to payment practices across the public and private sector. Transport Scotland made 97% of total payments on time in the reporting period</li> </ul>
4.4	Complete Improvement Plan actions resulting from PCIP 2019.	Actions contained in the 2019 PCIP action plan have been completed as shown in Appendix C.

<b>Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement</b>		
<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
4.5	Prepare for next PCIP assessment (date to be confirmed).	Transport Scotland achieved the highest banding, F1, at the last PCIP assessment with a score of 92% completed in February 2019, which demonstrated a high and improved standard of procurement capability.
4.6	Engage with internal and external stakeholders, as appropriate, to facilitate sharing of best practice.	<p>Transport Scotland is an active, supportive member of the Scottish Government’s Procurement Collaboration Group and routinely shares best practice with attendees.</p> <p>Transport Scotland has engaged with the following external organisations to facilitate sharing of best practice:</p> <ul style="list-style-type: none"> <li>• Association for Consultancy and Engineering</li> <li>• Civil Engineering Contractors Association</li> <li>• Network Rail</li> <li>• train operating companies</li> <li>• freight operating companies</li> <li>• Office of Rail and Road</li> <li>• Rail Delivery Group</li> <li>• Audit Scotland</li> <li>• Highlands &amp; Islands Enterprise</li> </ul>

**Table 2 - Summary of progress against commitments made in the procurement strategy during the reporting period**

## 6 Summary of community benefits

The Community Benefits generated through our projects can be a powerful catalyst to improving the economic, social and environmental wellbeing of the communities in which we live. The Procurement Reform (Scotland) Act 2014 stipulates that community benefits must be considered for all procurements greater than £4 million.

In this reporting period, five of the six regulated procurements above the £4 million threshold contained community benefits requirements. These were:

- A90/A96 Haudagain Improvement Scheme
- A9 Berriedale Braes Improvement
- A737 The Den Realignment
- A9 Dualling: Luncarty to Pass of Birnam
- Strategic Projects Review Consultancy 2

There is an increasing focus within Transport Scotland to provide community benefits as part of our contracts. Transport Scotland is developing a toolkit to assist project managers when assessing the potential to include community benefits into their procurements. The toolkit will also provide draft text for inclusion in procurement documents, regardless of the value.

During the reporting period, Transport Scotland undertook a comprehensive data gathering exercise across the full range of live contracts to inform on the full range of community benefits that were delivered. Community Benefits provided included 739 new entrants positions, 312 apprenticeships, 219 graduate, 142 work placements, places and over £1.8 billion of work advertised through Public Contracts Scotland.

Transport Scotland will continue to ensure that community benefit requirements are considered in its procurements. Appendix B contains examples that demonstrate the wide range of benefits delivered on different types of Transport Scotland contracts during this reporting period.

## 7 Supported businesses and social enterprise spend summary

Transport Scotland ensures that supported businesses are considered when a new procurement strategy is developed. Transport Scotland spent almost £5,500 in direct spend with supported businesses during the reporting period for the following activities:

- supply of personal protective equipment from Haven PTS
- printing of the Road Safety Scotland biannual magazine by Haven Products

The use of supported businesses is promoted by Transport Scotland at their regular feedback meetings with their suppliers. Transport Scotland's suppliers have placed a number of sub-contracts with supported businesses and social enterprises, with a value of over £350,000. These include:

### Social Enterprise

- Cfine for the supply of foodstuffs for the Northern Isles Ferry Services contract;
- COPE Ltd for the supply of Soap & Sandwiches for the Northern Isles Ferry Services contract;
- Social Stuff for the supply of Scarves for the Northern Isles Ferry Services;
- Glencraft for the supply of mattresses for the Northern Isles Ferry Services contract and the Caledonian Sleeper contract;
- Social Bite for the supply of sandwiches/catering for the Caledonian Sleeper contract and the A96 Dualling Inverness to Nairn (including Nairn Bypass) and A9/A96 Inshes to Smithton project;
- Wild Hearts for the supply of stationery supplies for the Caledonian Sleeper contract;
- Space within the Nairn Community Arts Centre was used for local exhibitions and meetings on the A96 Dualling Inverness to Nairn (including Nairn Bypass) and A9/A96 Inshes to Smithton project.

### Supported Business

- Scotland's Bravest for the supply of signage to the trunk road operating companies.

## 8 Future regulated procurement summary

A list of anticipated regulated procurement activity over the next two years is shown in Appendix D.

## 9 Appendices

[Appendix A](#) - List of regulated procurement activity awarded during the reporting period

[Appendix B](#) - Portfolio of community benefits and engagement activities

[Appendix C](#) - Actions from the 2019 PCIP Action Plan

[Appendix D](#) - Future procurement summary 1 April 2019 to 31 March 2021

## Appendix A – List of regulated procurement activity awarded during the reporting period

Contract reference	Contract name	Tender type	Contract type	Value
TS/MTRIPS/SER/2017/06	Single Supplier Framework Agreement for Development Update and Application of the Transport and Land-use Model of Scotland (TELMoS)	Negotiated	Services and Supply	£100,000
TS/TRBO/SER/2017/04 TS/TRBO/SER/2017/07 TS/TRBO/SER/2017/08	Multiple Framework Agreement for Transport Research	Restricted	Services and Supply	£1,600,000
TS/MTRIPS/SER/2018/17 TS/MTRIPS/SER/2018/18 TS/MTRIPS/SER/2018/06	Multi-Supplier Framework Agreement for Proposed Utility Diversions and/or Protection Audit & Advice Services	Restricted	Services and Supply	£500,000
TS/MTRIPS/SER/2017/04	Post Archaeological Services Contract for the A75 Dunragit Bypass	Restricted	Services and Supply	£358,835
TS/MTRIPS/WKS/2017/01	A9 Dualling: Luncarty to Pass of Birnam	Competitive dialogue	Works	£61,770,849
TS/MTRIPS/WKS/2017/03	A737 The Den Realignment	Competitive dialogue	Works	£4,668,655
TS/MTRIPS/WKS/2017/06	A9 Berriedale Braes Improvement	Competitive dialogue	Works	£5,956,459
TS/MP/WKS/2018/01	A90/A96 Haudagain Improvement Scheme	Negotiated	Works	£17,643,515
TS/MTRIPS/SER/2018/11	Strategic Projects Review Consultancy 2	Restricted	Services and Supply	£5,000,000

**Table 1 – New regulated procurements and frameworks completed during the reporting period**

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2014/12/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 1 Roads	MTRIPS Community Benefits Project	Services and Supply	£116,192
TS/MTRIPS/SER/2014/17/05	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 4 Maritime	Evaluation of the Roll-Out of Road Equivalent Tariff (RET) on the Clyde And Hebrides Ferry Services (CHFS) Network	Services and Supply	£101,149
TS/MTRIPS/SER/2014/19/05	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Transport Scotland Rail Directorate: ScotRail Franchise Rebasing and Section 30 Handbook Technical Adviser	Services and Supply	£100,000
TS/MTRIPS/SER/2014/19/06	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Specialist independent review	Services and Supply	£60,000
TS/MTRIPS/WKS/2014/08/03	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Central Section Crubenmore to Kinraig Detailed Ground Investigation	Works	£2,738,922

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/WKS/2014/08/04	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Central Section Glen Garry to Crubenmore Supplementary Detailed Ground Investigation.	Works	£3,640,404
TS/MTRIPS/WKS/2014/09/09	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Northern Section: Tomatin to Moy Detailed Ground Investigation Phase 2	Works	£3,941,667
TS/MTRIPS/WKS/2014/09/10	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Central Section Glen Garry to Crubenmore Supplementary Detailed Ground Investigation.	Works	£5,158,164
TS/MTRIPS/WKS/2014/10/06	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Southern Section: Pitlochry to Glen Garry Supplementary Ground Investigation	Works	£2,637,591
TS/TRBO/SER/2015/01/09	Multiple Framework Agreement for Design Standards Advice and Professional Services	Roads for All - Scoping	Services and Supply	£50,000
TS/MTRIPS/SER/2016/02/06	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	South West Scotland Transport Study - Initial Appraisal: Case for Change - Main Study	Services and Supply	£190,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2016/11/04	Single Supplier Framework Agreement for Development Update and Application of the Transport and Land-use Model of Scotland (TELMoS)	Scenario Planning Tool Main Project	Services and Supply	£180,000
TS/MTRIPS/SER/2017/06/05	Single Supplier Framework Agreement for Development Update and Application of the Transport and Land-use Model of Scotland (TELMoS)	APPI2018 work with TELMoS	Services and Supply	£50,000
TS/MTRIPS/SER/2018/03/06	MFA for Geotechnical Certification Services	A9 Dualling - Glen Garry to Crubenmore Ground Investigation Geotechnical Certification Services	Services and Supply	£52,615
TS/MTRIPS/SER/2018/03/15	MFA for Geotechnical Certification Services	A96 Dualling - Hardmuir to Fochabers - Geotechnical Certification Services	Services and Supply	£76,829

**Table 2 - Call-offs from existing frameworks**

## Appendix B – Portfolio of community benefits and engagement activities

This appendix provides statistics for selected schemes, along with examples of benefits that were delivered which contribute towards the Scottish Government's [National Outcomes 2016 - 2018](#).

There is an increasing focus on the provision of community benefits as part of our contracts. Transport Scotland is developing a bespoke toolkit to help project managers identify community benefits that could be included in their contracts.



Transport Scotland undertook a comprehensive data gathering exercise of contracts that were live contracts during the reporting period, which demonstrated that over 70 of our live contracts delivered community benefits. The following case studies illustrate the wide range of benefits delivered during the reporting period on different types of Transport Scotland contracts that are at different stages of delivery. Examples range from the larger construction and maintenance contracts that can provide considerable benefits, to the smaller contracts that still have scope to deliver limited community benefits.

**A737 Dalry Bypass**

Farrans Roadbridge Joint Venture



**Aerial image of the Highfield roundabout and the link roads to the B707/C99 and the current A737.**

The A737 Dalry Bypass project opened to traffic on 30 May 2019, seven months ahead of schedule. You can view [aerial footage of the new road](#).

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	25
Total Number of Sub Contracts Awarded	16
Total Value of Sub-Contracts Awarded	£2,089,274
Of these, number of Sub Contracts Awarded to SME	15
Value of Sub-Contracts Awarded to SME	£1,856,021
Number of Work Placements	5
Number of qualifications gained (SVQ2 and above)*	12
Industry certification gained*	175

\* Includes Farrans Roadbridge Joint Venture and all sub-contractors

## Examples of community benefits delivered

### Community engagement

The contractor held two drop in sessions in April 2018 to provide an update on progress of the Dalry Bypass project.

Staff from the contractor attended the Dalry Farm Show in May 2018, and were on hand to answer any queries people had about the project.

The contractor made a presentation to the Dalry Business Group in November, visited the Blair Tennant's and Residents Association, and attended the Dalry Community Council Meeting in February 2019.

### Educational engagement

STEM Ambassadors from the Contractor visited Dalry Primary School to meet with primary 1 pupils, allowing them to safely watch a 16 tonne wheeled excavator operate. They also spoke to around 50 primary 5 pupils about the important role engineering plays in society.

STEM Ambassadors visited St Palladius Primary School as part of the school's STEM activity week, attended an event at Mearns Primary hosted by STEM learning, and attended a "Bridges to Schools" event involving 93 students at Dalziel High School.

The contractor attended careers events at Elderbank Primary and Largs Academy, and facilitated a site visit from Strathclyde University students to give them an insight into the construction industry. In May 2018, the contractor facilitated a further site visit for 9 civil engineering students and apprentices from Tony Gee & Partners, Glasgow.

The contractor delivered two "Safety Sam" presentations to local primary schools, highlighting the dangers of construction sites and, as part of the contractor's school programme, their Health and Safety Advisor visited St Bridget's Primary School as part of their 'World of Work' week.



**H&S Advisor speaking to children at St Bridget's Primary**



**Students and apprentices attending a site visit**

## Environment

Electric and Low Emission Vehicles are used on site by the contractor. This is the first time these have been used on a major road construction contract in Scotland.

Of 320,000 m<sup>3</sup> of materials excavated, 270,000 m<sup>3</sup> was reused to construct the road and bund embankments.

The contractor donated:

- top soil to the Beith Community Gardens and Dalry Primary school garden to assist with their gardening plans
- surplus timber to the Lynne Glen Fairy Trail Community Event in April 2019 to make bird/bat boxes on the trail
- funds to The Dalry Station Garden Group and the Garnock Valley Parklives initiative, which runs over the summer months and aims to increase access to sports and leisure opportunities for the children of Dalry, Kilbirnie, Beith and the surrounding areas

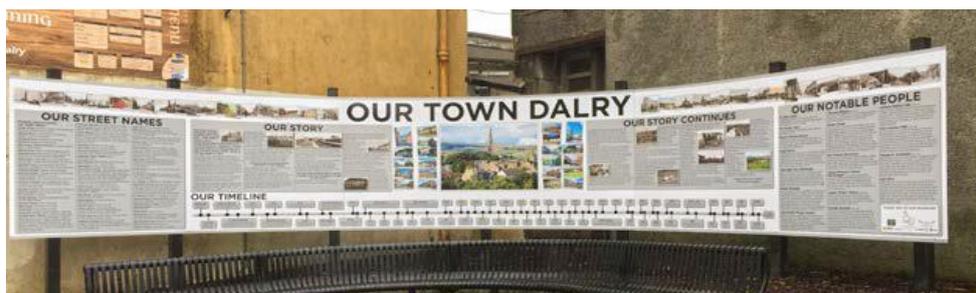
A land improvement scheme using surplus material from site took place at a nearby holding in Dalry. An old quarry was improved and converted into agricultural land suitable for grazing.



**The site before and after**

## Additional opportunities

The contractor donated nine metal posts to the Dalry Bypass Art Group to erect heritage signs in the town centre and the public park. The signs were designed with the help of local primary school pupils.



**One of the heritage signs erected at Dalry**

The contractor joined the Blair Gymkhana as an event sponsor, helping to raise funds for Riding for the Disabled, Erskine and the Ayrshire Hospice and have agreed to donate to the event again in 2019. They also attended the Dalry Farm show and made a donation.

The contractor supported North Ayrshire Foodbank, and donated over 65kg of tinned food and provisions to assist the foodbank over the busy school summer holiday period. Prior to the Christmas break, a massive 110 kgs of food items was donated. Generous staff also donated toys and books. One of the project sub-contractors, Murform, also made a separate collection from their Livingstone office to make the donation as generous as possible.



**Handing over the donations to the Ardrossan based foodbank**

The contractor donated to the Dalry Action Group, contributing to costs for the Dalry Tinsel and Torchlight Christmas parade. They also donated to the Dalry Welfare Club, contributing the cost of their Christmas lunch. The group meet every Tuesday to take part in an armchair exercise class.

**A9 Dualling: Luncarty to Pass of Birnam – Contract for the design and construction**

Contractor: Balfour Beatty Civil Engineering Limited



**Aerial photos March 2019**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (exc graduates and apprentices)	8
Total Number of Sub Contracts Awarded	29
Total Value of Sub-Contracts Awarded	£2,394,000
Of these, number of Sub Contracts Awarded to SME	22
Value of Sub-Contracts Awarded to SME	£1,066,000

**Examples of community benefits delivered**

Community engagement

What has been delivered to date:

- three drop-in events in Luncarty, Stanley and Bankfoot in December 2018 giving the local community the opportunity to view plans for the new road layout and ask the contractor questions about the construction works programme directly
- mobile exhibitions and a community council forum in February 2019
- Balfour Beatty attended a ‘Meet the Buyer’ event held in Tayside in February 2019 to assist in promoting sub-contract opportunities in the local area on the project
- Balfour Beatty issued their Spring Project Newsletter

## Training

What has been delivered to date:

- 63 training days have been delivered to date
- 94 training weeks on site for apprentices, graduates and new entrants

Planned training:

- our contractor has committed to providing training opportunities for all project employees to allow them to develop their skills to meet the needs of an evolving industry

## Educational engagement

What has been delivered to date:

- Napier University attended a “hackathon” event hosted and run by Balfour Beatty at their site compound for 10 university students from 1st to 5th year, which required students to develop innovative solutions to ‘live’ challenges on the project
- our contractor undertook mock interview sessions with students at Napier University in February 2019, and also supported a student with their final year project
- the contractor attended a Market Street Event in October 2018 at Abertay University
- our contractor has also supported a number of schools at events including careers fairs and construction based workshops

Over the lifetime of the project, Balfour Beatty plans to:

- work with local schools, colleges and universities to promote careers in engineering and to assist educators in delivering science, technology, engineering and maths (STEM) based education opportunities. Balfour Beatty will do this through Transport Scotland’s well established Academy9 programme and through continuing partnerships with local schools

Additional opportunities

Over the lifetime of the project, our contractor plans to:

- guarantee interviews to candidates applying for advertised roles who live within ten miles of the project
- work with employability services within Perth and the surrounding area to help break down barriers to employment
- work with local businesses wherever possible to deliver the project to ensure that the economic benefits of the scheme are felt within the local community
- support a diverse range of community based initiatives

**Advanced Archaeological Works for A9 Dualling - Luncarty to Pass of Birnam**  
 AOC Archaeology Group



**Excavating trenches along the route of the new dual carriageway**

<b>Project key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Total Number of all Sub Contracts Awarded	4
Total value of all Sub Contracts Awarded	£38,800
Of which, the number of Sub Contracts Awarded to SME	3
Value of Sub-Contracts Awarded to SME	£32,500

**Examples of community benefits delivered**

Educational engagement

Interactive workshops were delivered to pupils from Murthly Primary School by the team of archaeologists who spent six months excavating trenches along the route of the new dual carriageway. The pupils gained an understanding of timelines and chronologies and had the opportunity to handle archaeological artefacts.

A series of half day workshops were developed by AOC Archaeology Group to involve local schools in the finds and have been rolled out to some of the primary schools local to the A9 Dualling: Luncarty to Pass of Birnam Project.

AOC Archaeology are in the process of preparing to share knowledge gained as part of these works to local interest groups later in 2019.

**Post Archaeological Services Contract for the A75 Dunragit Bypass**  
 GUARD Archaeology Services



**Excavation of the Iron Age settlement at Myrtle Cottage Farm**



**Jet bead jewellery from East Challoch Farm**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	6
Number of training weeks undertaken	13

## Examples of community benefits delivered

### Community engagement

A [Blog Post](#) for the Dunragit post-excavation works is currently live.

There are plans to publish details about the archaeological finds, and to attend an archaeological conference to present those findings in 2020.

### Educational engagement

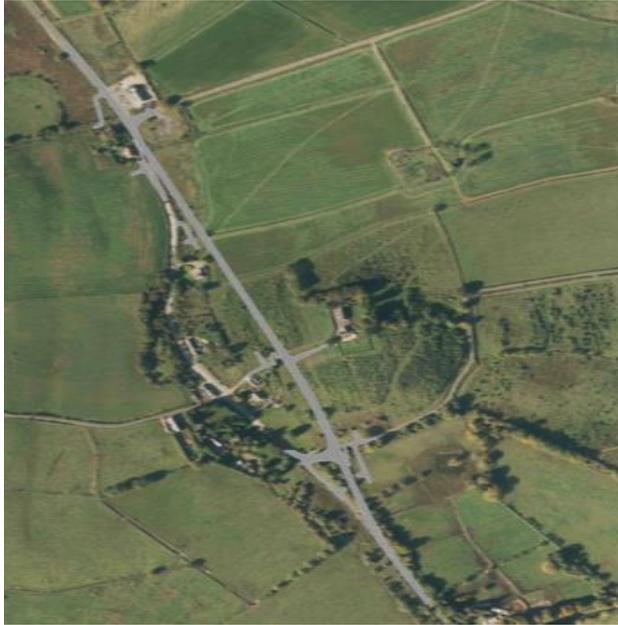
The contractor visited two primary schools local to the A75 Dunragit Bypass in April 2019, enabling children to engage with the archaeological finds.



**Visiting a local primary school**

## Discrete Construction Contracts

Towards the latter end of the reporting period, a further three major discrete construction contracts were awarded and main construction works have now commenced.



**A737 The Den Realignment**  
(Graphic showing the new single carriageway road on completion)



**A9 Berriedale Braes**  
(Aerial view from the East)



**A92/A96 Haudagain Improvement**  
(Graphic showing the new dual carriageway on completion)

As the projects progress community benefits, both contractual and additional, will be realised and full details will be captured for the 2020 Annual Report. However, at this early stage some benefits have already been delivered:

<b>A737 The Den Realignment - Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Total Number of Sub Contracts Awarded	17
Total Value of Sub-Contracts Awarded	£740,000
Of these, number of Sub Contracts Awarded to SME's	14
Value of Sub-Contracts Awarded to SME's	£425,000

<b>A9 Berriedale Braes - Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Total Number of Sub Contracts Awarded	7
Total Value of Sub-Contracts Awarded	£1,080,000
Of these, number of Sub Contracts Awarded to SME's	6
Value of Sub-Contracts Awarded to SME's	£180,000

<b>A92/A96 Haudagain Improvement - Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	1
Training weeks on site	1

### **Examples of community benefits delivered**

#### A737 The Den Realignment - community engagement

The contractor, Interserve Construction Ltd, held two Meet the Team events in March 2019 in Beith and Dalry to discuss the project with the local communities. Two Meet the Buyer events were also held in March 2019 to promote sub-contracting opportunities to local businesses.

#### A9 Berriedale Braes - educational engagement

In March 2019 the contractor, RJ MacLeod Ltd, facilitated a 'Step into STEM' event at North Highland College for S2 pupils.

#### A9 Berriedale Braes - additional opportunities

The contractor, RJ MacLeod Ltd, has had initial engagement with two local charity organisations, John O'Groats trail to discuss potential improvements to the walking route in the area, and Ousdale Broch relating to potential provision of a hardstanding area.

## Academy9



**The Cabinet Secretary for Transport, Infrastructure and Connectivity at the Academy9 Conference**

Academy9 is a Transport Scotland initiative to raise awareness and improve understanding of the nature and benefits of upgrading the A9, and is also engaged in increasing the impact of Science, Technology, Engineering and Maths related activities by focusing on the motivation and aspirations of young people.

### Examples of community benefits delivered

#### Training

Transport Scotland was given a SQA Level 4 Customised Award in Civil and Infrastructure Engineering for its Academy9 programme, which has been successfully piloted with S3 pupils. This is the first SQA Customised Award that has been given for directing pupils into STEM-related careers.

Transport Scotland, through its Academy9 programme, won the prestigious Skills Impact Initiative of the Year Award in October 2018. Representatives from Transport Scotland, the Academy9 team and the Knowledge Exchange Partnership attended the awards ceremony in London.



**Representatives at the awards ceremony**

## Educational engagement

Academy9 has continued to raise awareness and improve understanding of the nature and benefits of upgrading the A9, and is now also engaged in increasing the impact of STEM-related activities by focusing on the motivation and aspirations of young people. Core activities have included:

- eight roadshows
- four gateway events
- three Apprenticeship Academy sessions
- one Next Steps Workshop
- two World Town Planning Day events at Pitlochry High School and Breadalbane Academy



**Pupils engaging with an Academy9 Gateway activity, Roadshow and Apprenticeship Academy**

During this reporting period, the number of participants in Academy9 activities was consistent with previous years, recorded attendance figures for this year are 550 primary pupils, 374 secondary pupils and 90 members of school staff.

Events included:

- Bridges Lesson at Pitlochry Primary (P4 pupils)
- Native Trees Lesson at Breadalbane Academy (2 x P6 classes)
- Archaeology workshop about the Luncarty dig at Murthly Primary (P6 and P7)
- World GIS Day at Breadalbane Academy (maths workshop)
- Further discussions on possible translation of the Academy9 Roadshow Handbook into Gaelic
- Education Practitioners Industry Week held at Jacobs' offices in Glasgow for 6 teachers
- Development of materials for P2 pupils

- Planning and preparation for activities with nursery and early years pupils
- Development of Health and Safety lesson plans for Construction projects

Collaboration between education and industry professionals was a key feature of the inaugural Academy9 conference. The conference was held in Aviemore on 19 and 20 March 2019, attracting approximately 200 people from across the UK and Europe. The distinctive character of this conference was achieved through the involvement of young people from primary and secondary schools who were fully integrated into the event as conference delegates and participants.

**Multi-Disciplinary Programme Support Services Contract for the A9 Trunk Road Dualling**

Lot 1 – Glengarry to Dalraddy – Halcrow Group Ltd Fairhurst Joint Venture

Lot 2 – Birnam to Glen Garry - Jacobs UK



**Loch Garry Trial Pitting**



**Dalwhinnie Trial Pitting**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	<b>Lot 1</b>	<b>Lot 2</b>
Number of New Entrant Positions (excluding Apprentices and Graduates)	2	0
Number of Apprentice positions created	1	0
Number of Graduate positions created	2	2
Total Number of Sub Contracts Awarded	0	4
Total Value of Sub-Contracts Awarded	£0	£325,000
Of these, number of Sub Contracts Awarded to SME	0	3
Value of Sub-Contracts Awarded to SME	£0	£275,000
Number of Work Placements	3	0
Number of Qualifications gained (SVQ2 and above)	2	1
Number of Industry Certifications gained	1	3

**Examples of community benefits delivered**

Community engagement

As part of the co-creative process on the Pass of Birnam to Tay Crossing project, various open sessions were held between April and June allowing the community to vote for their preferred route.

Public information events were held on 31 October and 1 November 2018 in Killiecrankie Village Hall as part of the A9 Dualling Killiecrankie to Glen Garry project to present information on the results of archaeological



**Visitors at a public information event**

investigations in the Killiecrankie Battlefield and Transport Scotland's proposed design refinements.

Draft orders exhibitions for the Tay Crossing to Ballinluig project were held in Ballinluig in August 2018 and for the Crubenmore to Kincraig project in October 2018.

Community engagement events for the Pass of Birnam to Tay Crossing project were held in March 2019 with follow up drop in sessions being held in May 2019.

### Educational engagement

The consultant delivered a native trees presentation at Breadalbane Academy in May 2018.

The consultant also attended an Apprenticeship Academy at Kingussie High School in May 2018 and again at Breadalbane Academy in October 2018.

Roadshows were held at Pitlochry and Breadalbane Academy.

An archaeology presentation was delivered in Murthly Primary School in September and Luncarty in November 2018. A pottery presentation was delivered in Luncarty Primary School on October 2018.

The consultant attended events for World Town Planning Day, World GIS Day, Industry Practitioners Week and Gateway events at various local schools.

The consultant attended a careers fair at Breadalbane Academy in January 2019 and provided help with mock interviews for students at Pitlochry High School.

**Multi-Disciplinary Programme Support Services Contract for the A9 Trunk Road Dualling**

Lot 3 - Dalraddy to Inverness  
 Atkins Mouchel



**Climbing rig at Slochd (looking North) on the recent Ground Investigations**



**Looking South East from High Burnside to the Cairngorms**



**Slochd Summit looking south**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	17
Number of Apprentice positions created	4
Number of Graduate positions created	21
Number of Work Placements	7

**Examples of community benefits delivered**

Community engagement

Tomatin to Moy – An exhibition was held in June 2018 in Tomatin to display the draft orders that were published at that time.

Dalraddy to Slochd – Exhibitions to display draft orders were also held in September 2018 in Aviemore and Carrbridge.

**A96 Dualling East of Huntly to Aberdeen Multi-Disciplinary Support Services Contract**

Amey Arup Joint Venture



**A96 looking South East toward the River Don crossing**



**River Urie looking North from Howford Bridge**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	3
Number of Apprentice positions created	8
Number of Graduate positions created	12
Number of Work Placements	1

**Examples of community benefits delivered**

Educational engagement

Engineers have provided STEM and careers advice to four local schools.

14 schools took part in a Primary Engineer Celebration event.

Training

Diversity training has been undertaken by staff members, and AmeyArup demonstrates commitment to work practices that improve staff wellbeing, recognises mental health as an issue and reduce absenteeism due to ill health.

Mental Health Ambassadors and Mental Health First Aiders have been appointed.

Additional opportunities

Six schools/organisations received £250 each from Amey/Arup Community Development Fund.

Local businesses are used by Amey/Arup staff during site visits, and local community venues are used for public exhibitions.

Amey Arup Joint Venture uses Flycup, a supported business, for catering requirements where possible.

**A96 Dualling Inverness to Nairn (including Nairn Bypass) and A9/A96 Inshes to Smithton**

Jacobs UK



**Looking east from Inshes to Smithton**

<b>Project key statistics during period 1 Apr 18 – 31 Mar 19</b>	<b>A96 Inverness to Nairn</b>	<b>A9/A96 Inshes to Smithton</b>
Number of New Entrant positions created (exc graduates and apprentices)	13	10
Number of Apprentice positions created	2	2
Number of Graduate positions created	13	20
Total Number of Sub Contracts Awarded (in Scotland)	9	6
Total Value of Sub-Contracts Awarded	£10,453	£16,745
Of these, number of Sub Contracts Awarded to SME	5	2
Value of Sub-Contracts Awarded to SME	£2,361	£15,919
Of these, number of Sub Contracts Awarded to Social Enterprises	1	2
Value of Sub-Contracts Awarded to Social Enterprises	£1,075	£209
Number of Work Placements	2	2
Number of industry certifications gained	4	0

## Examples of community benefits delivered

### Community engagement

Staff from the consultant attended a “Meet the Buyer” event in Inverness in September 2018. This gave the opportunity for local suppliers to gain information on upcoming opportunities on both projects and other local Transport Scotland projects.

Public drop-in sessions were held at two local locations in May 2018 to provide an update on the development of the A9/A96 Inshes to Smithton scheme design and allowing the community to ask the design team questions regarding the scheme directly. The [exhibition leaflet and panels](#) are available to view on the Transport Scotland website.

### Educational engagement

In conjunction with the A9/A82 Longman Junction Improvement scheme, training was given to teachers from 3 local secondary and 8 local primary schools to support in the delivery of “Fluid Power” and “Structures and Mechanisms with Basic Electrics” (Car Building) STEM sessions to their classes.

Continued engineering support was then provided to the classes where pupils built either a shoe-box or battery powered car (dependent upon age group). Sessions culminated in local judging within the schools and a ‘celebration’ event where pupils competed in a series of engineering challenges and interviews.



**Pupils from Milton of Leys being presented With Best Communicator Award (left) and Celebration Event marking the end of School Engagement Programme (right)**

Staff from the consultant delivered 6 presentations to local primary school children entitled ‘What is Engineering?’ followed by Q&A sessions allowing the children to discover the many benefits of engineering.

Further career events at local secondary schools were attended by staff to allow pupils considering a career in Engineering direct contact with Engineers.

Additional opportunities

The contractor was able to support Nairn Community Arts Centre; a local social enterprise whose aim is to support the promotion of arts and culture locally whilst providing a community hub. Space within the centre was used for local exhibitions and meetings.

Catering for meetings is provided using Social Bite where possible, which is a social enterprise whose mission is to end homelessness within Scotland.

**4<sup>th</sup> Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network – South East Unit**

Amey Highways



**Beast from the East – M8**



**Winter aid supplies**



**Gritter naming 2019**

<b>Project key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	21
Number of Apprentice positions created	6
Number of Graduate positions created	2
Number of Sub Contracts Awarded to SME	4
Value of Sub-Contracts Awarded to SME	£342,000
Number of Work Placements	4

## Examples of community benefits delivered

### Community engagement

The contractor provided assistance to the community by providing traffic management and signage for:

- The Tour De Lauder annual road race on closed roads around a 95 mile course, and the Muckle Toon, Langholm 60 mile Cycle Event
- The Scottish Borders rugby seven-a-side tournament in Jedburgh
- The Hunter and Lass Festival, Penicuik and the Music Festival in Jedburgh
- A Scottish Police Recreation Association community event in Kincardine
- The Bo'ness Children's Fair Festival
- Remembrance Day parades in Haddington, Lauder and Biggar
- The New Year Street Party, High Street, Biggar

### Educational engagement

The contractor attended Bannockburn High School to run a STEM event which involved the use of Virtual Reality technology.

The contractor has sponsored the Junior Road Safety Awards, Lanarkshire from 2015 – 2019

### Training

The contractor held an employer event to encourage people to sign up to the Disability Confident initiative to raise awareness of disability support.



**Junior Road Safety Awards**

### Additional opportunities

The contractor provided assistance to the Annual Farmers Parade Day in Biggar.

The contractor made charity collections, and took part in events such as “Dress Down Friday” and Bake sales for the following good causes:

- Marie Curie Cancer
- Cystic Fibrosis – Adult ward at Ninewells Hospital
- Camp Kenya
- Day Stroke Unit – Edinburgh Royal Infirmary
- Breast Cancer – Western General Hospital, Edinburgh
- MacMillan Cancer Support
- Trussell Trust Foodbank/Edinburgh Food Project

Two staff volunteered to assist Falkirk foodbank with shelf stacking, sorting and package preparation during Amey Groups Trussell Trust Community Involvement Day drive, which saw 111 staff use their volunteering day with Trussell Trust in November/December.

Scotland’s Bravest is a social enterprise facility, which supports veterans to develop new skills, regain independence and earn in a supportive environment. All Amey Highways contracts in Scotland use Scotland’s Bravest for the supply of sign faces and other printing services, totalling around £40,000 over the past two years, and it is planned to increase this in the future.



**Staff from across Amey’s Scottish Divisions enjoyed a factory tour of Scotland’s Bravest Manufacturing Company**

**4<sup>th</sup> Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network – South West Unit**  
 Scotland TranServ



**The M8 at the Kingston Bridge**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of Apprentice positions created	1
Number of Graduate positions created	2
Total Number of Sub Contracts Awarded	58
Total Value of Sub-Contracts Awarded	£54,837,651
Of these, number of Sub Contracts awarded to SME's	54
Value of Sub-Contracts Awarded to SME's	£20,652,539
Number of Work Placements	7
Number of qualifications gained (SVQ2 and above)	35
Number of industry certifications gained	81

**Examples of community benefits delivered**

Community engagement

Traffic management was provided for the St Andrews Hospice charity fun run in September 2018.

Scotland TranServ's TRISS team supported a number of events across South West Scotland, including the Scottish International Airshow.



**Scottish International Airshow**

### Educational engagement

The contractor supports the SmartSTEMs organisation, which promoted careers in civil engineering and quality management to more than 700 young women at events on two University of West of Scotland campuses.

TranServ participated in careers fayres in North Ayrshire which were attended by senior secondary school pupils from across the region, promoting civil engineering studies and wider routes into the industry. Apprenticeship schemes were also promoted to Glasgow High School pupils at an event held in Glasgow City Chambers.

Scotland TranServ is working with schools across ten local authority areas to promote the activities of its spreader fleet and the Transport Scotland Gritter Tracker. During 2018/19 a total of ten spreaders received new names that were chosen by primary school pupils, including Gritter Bug, Spread Sheeran, and Han Snolo.

### Environment

Working alongside Transport Scotland and PAG, Scotland TranServ employees participated in three charity beach cleans as part of the Marine Conservation Society's Great British Beach Clean weekend.

The contractor has worked alongside national charity Keep Scotland Beautiful to support their roadside litter campaign.

In consultation with statutory authorities, the contractor ensures that works comply with regulations, deliver benefits and prevent harm. This includes:

- construction of a fish pass at Glaisnock Water under the A76
- addition of a wildlife ledge to provide improved otter passage on the A78 culvert at Skelmorlie water
- safeguarding the water voles of the M8 by harmonising the cyclic maintenance regime
- replacing over 1800 of the M8's orange HPS lanterns with modern LED alternatives delivering an annual energy saving of around 2,349,010KWH. In carbon terms this is a saving of 1261 tonnes of CO. In replacing 61 high mast towers 64 tonnes of steel was recycled
- refurbishing rather than replacing gantries along the M8 corridor amounted to a saving of 435 tonnes of steel



**Improving otter passage on the A78 culvert at Skelmorlie Water**

Training opportunities

Through Transport Scotland’s Innovation Fund Scotland TranServ’s Road Safety team undertook training with Samaritans Scotland. The initiative provided frontline staff with training to equip them with the necessary skills to manage situations involving vulnerable individuals on the trunk road network and potentially engage with them to provide comfort and perhaps dissuade them from any drastic actions.

Scotland TranServ is represented on the Industrial Advisory Board of University of West Scotland (UWS), and has advised both Glasgow Caledonian University and UWS on course structure.

Additional opportunities

Through Dress Down Friday fundraising, and other efforts, Scotland TranServ has been able to support 23 local, national and international charities during 2018/19.



**Handing over cheques to some of the worthy causes supported in 2018/2019**

Scotland TranServ has been working with Fhoss to develop LED illuminated vehicle panels on the rear of Trunk Road Incident Support Service and Incident Response Unit vehicles to make these front line responders more prominent in times of reduced visibility.

In conjunction with Neatebox, Scotland TranServ have introduced an app with Bluetooth technology at a number of trunk road crossings to aid visually and mobility impaired pedestrians.



**A TRISS vehicle with an illuminated vehicle panel**

**4<sup>th</sup> Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network – North East and North West Units**  
 BEAR Scotland



The clean-up operation at the 'Rest and Be Thankful' after a major landslide



Part of the Northern Road Network



Overnight roadworks

Key statistics during period 1 Apr 18 – 31 Mar 19	North East	North West
Number of New Entrant positions created (excluding graduates and apprentices)	5	7
Number of Apprentice positions created	2	3
Number of Graduate positions created	21	32
Number of Work Placements	16	18

**Examples of community benefits delivered**

Training

The contractor attended career fairs at Edinburgh Napier University and University of Abertay.

Each summer, the contractor takes on a number of students for summer placements as part of its on-going partnership with Abertay University in Dundee.

## Educational engagement

Graduate Engineers visited primary five pupils at Eastern Primary School in Broughty Ferry as part of the Institute of Civil Engineers Bridges to Schools activity, which runs each year to reach out to the next generation of future engineers. They also visited Milnathort Primary to give a presentation about different types of bridges.

Mentors from BEAR Scotland provided support to:

- pupils from Webster High School in Kirriemuir, who won their first regional round in a STEM challenge set by the Engineering Development Trust
- pupils from Webster High School who competed in the National Go4SET eco-challenge
- Pitlochry High School and the Institute of Civil Engineers to deliver the Rapid Response Engineering Challenge

A cardboard cut-out of beloved children's character Flat Stanley (who was famously flattened by a bulletin board in his bedroom in 1964) was sent to the BEAR team from the primary four class at Bellyeoman Primary School in Dunfermline as part of their project about the world of work. The pupils asked if the BEAR team would be able to take photos of Stanley completing some work related tasks. The team had a great deal of fun putting Stanley to work!



**Flat Stanley hard at work**

## Environment

The North East Minor Improvements and Road Safety team helped to continue with improvements for the Auchterarder Core Paths Group. This is part of BEAR's ongoing relationship with Perth and Kinross Countryside Trust.

Multiple groups of volunteers, including representatives from BEAR Scotland, worked together to clear over 30 bags of rubbish across different areas of Kinnoull Hill in a bid to 'spring clean' the picturesque woodland park.



**Volunteers helped to 'Spring Clean' a picturesque woodland park**

## Additional opportunities

The contractor made charity collections, and took part in events such as Christmas Jumper Day and Coffee mornings/Bake sales to raise money for:

- Cash 4 kids
- MacMillan Cancer Support
- Annual Mission Fundraising
- Movember Foundation



**People in Christmas jumpers for Christmas Jumper Day**

The eighth BEAR Scotland charity five-a-side tournament took place in Perth earlier this year, with ten teams from across the business helping to raise £1,600 for the Scottish Association for Mental Health in the process. Over £15,000 has been raised for good causes across the country since the tournament started.

BEAR Scotland supports the armed forces in a number of ways. Firstly, in 2018 by entering into a supply chain agreement with Scotland's Bravest Manufacturing Company, a social enterprise and supported business, for the supply of permanent traffic signs for use on the Scottish Trunk Road Network. Having spent approximately £50k with the organisation in 2019, they are now Bear's tier 1 supplier for these products. Furthermore, this opportunity has led to support of the British Army Personnel Recovery Centre in Edinburgh, supporting their efforts in training and work placements for recovering persons and also fundraising events.

In partnership with Transport Scotland BEAR embraced a programme of gritter naming with local communities, schools and industry. In conjunction with Tay FM's 'Wake-Up-With-Webster' breakfast show a competition was launched to name one of the Dundee depot's frontline gritters. The winning name was Plougher O' Scotland. This is part of BEAR's ongoing and active support of the Bauer Media Cash for Kids charity, which has raised over £30k in the past five years. A total of twelve vehicles have named across our North East and North West Units, each being named by local communities, schools and charities.



**Plougher O' Scotland and For your ice only gritters**

**4<sup>th</sup> Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network – Forth Bridges Unit**  
 Amey Highways



**The icon Forth bridges**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	21
Number of Apprentice positions created	6
Number of Graduate positions created	5
Total Number of Sub Contracts Awarded	10
Total Value of Sub-Contracts Awarded	£452,652
Of these, number of Sub Contracts Awarded to SME	6
Value of Sub-Contracts Awarded to SME	£193,652
Number of Work Placements	4
Number of qualifications gained	54

**Examples of community benefits delivered**

Community engagement

Following on from last year’s community involvement day, the contractor helped to complete the painting of the South Queensferry Community Centre.

The contractor participated in a community involvement day, painting a flat for the Rock Trust, who provide accommodation for at risk youths (aged 16-21).

The Operations Manager gave a talk to a regiment of royal engineers at the Forth Bridge Unit.

A presentation was delivered on Truss End Link repairs to The Welding Institute and Scottish Association for Metals.

The contractor addressed a Public Meeting Forum at the Forth Bridges Unit.

The contractor attended St Anza Poetry Festival to provide general help and assistance, and also attended the Dalgety Bay and Hillend Gala, helping to put up the bunting and taking it down afterwards.

### Educational engagement

A student from Edinburgh Academy completed week work experience placement.

The contractor attended St Johns Roman Catholic school to deliver a presentation on the work Amey undertakes on the Forth Road Bridges.

The contractor attended the Big Bang Scotland Institution of Civil Engineers event, an event for young people bringing engineering and science to life.

One of the project sub-contractors, the Spencer Group, visited Kirkliston Primary and Kings Road Primary Schools to deliver an engineering talk to pupils.

An Engineering Bridges Lecture was delivered to second year students at Napier University. Several students were subsequently given a guided tour of the Forth Bridges Unit.

### Environment

22 employees participated in a project cleaning five beaches in North Queensferry as part of a community involvement project.



**Employees cleaning a beach in North Queensferry**

### Training

Amey Highways' Chris Scappaticcio has won the prestigious 'Most Promising Apprentice' award from Civil Engineering Contractors Association Scotland. Chris, who works in Transport Scotland's Forth Bridges Unit, was presented with the award and a prize of £500 at a glittering ceremony in Glasgow attended by almost 600 industry guests.



**Chris Scappaticcio (left) celebrates with other award winners.**

### Additional opportunities

An apprentice engineer abseiled the Forth Bridge, raising £1,050 for Chest, Heart and Stroke Scotland.

The contractor made charity collections, and took part in events such as Dress Down days, and Coffee morning/Bake sales for several good causes.

As part of the Duke of Edinburgh scheme, volunteers from the Forth Bridges Unit and the South East unit went to Kenya to help the Masai community complete an orphanage and construct bore holes. They also helped with the two hour walks to collect water.



**Volunteers helped out the Masai Community**

## Road Safety Scotland Bi-annual Direction Magazine

Haven



Direction magazine

### Examples of community benefits delivered

The contract for printing the magazine is reserved and supplied by a supported business

## Clyde and Hebrides Ferry Services

Calmac Ferries Ltd



**MV Loch Seaforth is the biggest and newest vessel in the fleet**

<b>Key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	16
Number of Apprentice positions created	23
Total Number of Sub Contracts Awarded	151
Total Value of Sub-Contracts Awarded	£51,511
Of these, number of Sub Contracts Awarded to SME's	88
Value of Sub-Contracts Awarded to SME's	£15,134
Number of Work Placements	20

### Examples of community benefits delivered

#### Community engagement

In August, the contractor supported Greenock Morton Community Trust to deliver a summer camp in South Uist in partnership with Southend Football and Community Club engaging 60 children.

The CalMac Community Fund was launched in January 2019, which supports over 30 non-profit organisations that engage with children and young people.

The contractor has agreed community investment support initiatives to support children and young people, and to support restoration activities with the following organisations:

- Gourock's Golf Club
- Sailor's Orphans Society of Scotland
- TS Queen Mary
- Wood Foundation
- Rockfield Centre

### Educational engagement

A wildlife presentation was arranged at Hermitage Primary School.

### Training

Joint Nature Conservation Committee Bird training courses were hosted in June and November 2018 as part of the Marine Awareness Programme.

A training partnership between CalMac and the City of Glasgow College has resulted in them securing a top award. The College won this year's Association of Colleges' Beacon Award in the City & Guilds College Engagement with Employers category for its training and apprenticeship partnership with the company. The Beacon assessors consider this an outstanding project - offering meaningful employment to young people in remote island communities. The partnership between the college and CalMac has been running for over three years, training young people as Deck, Engineering and Retail Modern Apprentices (MA) within the ferry operator's fleet.



**A group of Modern Apprentices**

### Environment

During the months of April to October, an ORCA Wildlife Officer on board CalMac vessels undertakes environmental engagement with passengers.

Monthly citizen science marine mammal surveys are undertaken from April to October under the Marine Awareness Programme.

A food waste segregation pilot was undertaken at Ardrossan, Gourock, Oban, Wemyss Bay and a portable battery take back scheme was operated in all terminal buildings.

To reduce single-use plastics on the vessels, there has been a reduction in use of disposable cups, milk portions have been replaced with jugs and sauce sachets with

pumps. The contractor also attended a marine litter summit in Oban and supported the setting up of the Oban Plastics Reduction Initiative steering group.

As part of World Oceans Day in June, a screening of A Plastic Ocean was arranged at the Phoenix Cinema in Oban.

The contractor supported the Keep Scotland Beautiful 'Upstream Battle' campaign on the Clyde in October.

CalMac is on course to cut its carbon emissions by 5% the end of 2019. The significant reduction in carbon produced is mainly down to using fuel monitoring systems to improve efficiency of the vessels, increasing operational efficiency and by working with industry academics to deliver energy efficient vessels.

#### Additional opportunities

A Community Board Initiative pilot, Strengthening Communities: Diverse Approaches to Business Success was held in March 2019.

**Scotrail Franchise Renewal**  
 Abellio Scotrail Ltd



**Train en-route from Aberdeen**

<b>Project key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created (excluding graduates and apprentices)	476
Number of Apprentice positions created	19
Number of Graduate positions created	4
Total Number of Sub Contracts Awarded	18
Total Value of Sub-Contracts Awarded	£57,200,000
Of these, number of Sub Contracts Awarded to SME	6
Value of Sub-Contracts Awarded to SME	£3,800,000
Number of Work Placements	7
Number of qualifications gained (SVQ or workplace core skills)	124

**Examples of community benefits delivered**

Community engagement

The [Station Adoption Scheme](#) is one of the most popular ways people can volunteer with Scotrail. Stations play an important role in communities and are often the first thing people see when they arrive in a town. Station adopters range from businesses and charities, to clubs and schools, to dedicated individuals helping to improve the appearance of our stations. The Stations Community Regeneration Fund also enables

business and community groups to transform redundant station rooms into facilities to benefit local people. Grants of between £5,000 and £75,000 can be used to contribute towards the costs of any structural repairs and to assist with the costs of fitting out station premises for their intended use.

Funding is also available for projects aiming to increase biodiversity in stations and the local area. The fund is managed by Keep Scotland Beautiful, a registered charity who are committed to making Scotland clean, green and more sustainable. An example of this was the transformation of a disused rail track in Largs into a vibrant community garden.



**Largs community garden**

Anyone who volunteers at least ten hours per month during spring, summer and autumn, is eligible for the ScotRail Deal, which offers volunteers two different types of complimentary passes for rail travel.

Scotrail encourage community uses for stations so people can use meeting rooms, put up posters and artwork, develop heritage centre's and run community shops. Occasionally, start-up spaces may be available at ScotRail stations which can be used as incubator space for new local businesses. Scotrail help to fund any necessary changes to these spaces to adapt them to the particular business need.

### Educational engagement

School visits have continued to take place across Scotland with special need schools, primary and secondary classes, as well as speed networking sessions with whole year groups.

A new summer internship initiative was launched in partnership with Entrepreneurial Scotland, which provides a great way for students to gain work experience before they graduate and help them to gain transferrable skills and make their applications stand out to employers.



**Primary School visit for skills in Railway**

### Training

In the 2018 intake, fifty percent of Engineering Apprentices were female.

Cameron Shaw won the Apprentice of the year at the Young Rail Professional Awards.



**Apprentice Engineer**

Nearly £900,000 has been invested in comprehensive staff training totalling almost 15,000 training days. Courses included Environmental and Energy Awareness, Hospitality, Food and Beverage Services SVQ, Customer Service SVQ, Assessor Awards, and Rail Services Driving SVQ. 100 Managers completed specialised mental health awareness training.

The ScotRail Graduate Scheme was launched in 2018. The graduates will undertake a two-year programme and will develop their skills in the engineering, commercial, safety and operations teams, and will be supported in undertaking an Institute of Leadership Management course to prepare them for their future careers.

### Environment

Energy used to power trains has been reduced by 9.8% against a target of 1%. Energy used in stations and depots reduced by 7.45% against a target of 4%.

Overall total energy demand for trains has reduced by 4% and carbon emissions have reduced by 1.6%.

Installation of LED lighting is on target to reduce energy use by 27% at staffed stations and 49% at unstaffed stations.

The percentage of waste by tonnage that is diverted from landfill has increased to 92%. Funding has been obtained to invest in upgrading 'Recycling on the Go' facilities in more than 50 stations and introduce new recycling facilities at a further 40 stations, including many stations in the north of Scotland.

Plastic cups are no longer used in Abellio Scotrail Ltd's head office and this initiative will also roll out to stations and depots.

### Additional opportunities

More than £160,000 has been raised for Abellio Scotrail Ltd's charity partner, MND Scotland - smashing the target a year ahead of schedule.

Abellio Scotrail employees can benefit from the Foundation's £10,000 Employee Charitable Giving Fund. This rewards employees fundraising, and can match the money raised – up to £250 for each application. In total, since 2016, over £77,000 has been raised, which was topped up by £27,000 from the fund.

£200,000 was invested in seven cycling infrastructure projects.

ScotRail offers free travel to jobseekers attending interviews. The initiative provides jobseekers two free return journeys per month in exchange for attending an interview, as well as a free ScotRail travel ticket for the first month of a person's return to work. Since January 2018, almost 500 people have benefited from this offer.

**Caledonian Sleeper**

Serco Caledonian Sleepers Ltd



**Caledonian Sleeper**

<b>Project key statistics during period 1 Apr 18 – 31 Mar 19</b>	
Number of New Entrant positions created Excluding graduates and apprentices	43
Total Number of Sub Contracts Awarded	147
Total Value of Sub-Contracts Awarded	£61,807,145
Number of Sub Contracts Awarded to SME	56
Value of Sub-Contracts Awarded to SME	£2,409,089
Number of Sub Contracts Awarded to Social Enterprise and Supported Business	3
Value of Sub-Contracts Awarded to Social Enterprise and Supported Business	£87,096

**Examples of community benefits delivered**

Additional opportunities

The contractor attended the Highland Spotlight Exhibition in September 2018. This is the Highlands' only dedicated business to business event to showcase the wide range of products and services available in the Highlands.

Caledonian Sleeper's commitment to using quality Scottish produce and ingredients has earned the company VisitScotland's Taste Our Best award and supports Serco's intention to double its procurement spending from Scottish companies.

The Head Office and Guest Services Centre are located in Inverness employing around 30 people from the locality.

Mattresses used on the Caledonian Sleeper are handcrafted by [Glencraft Mattresses](#), a social enterprise that provides jobs and training for people with disabilities.



**Bad Girl Bakery from the Muir of Ord will be supplying the overnight service with freshly baked breakfast muffins.**

## Appendix C – Actions from the 2019 PCIP Action Plan

PCIP question (2019)	Score achieved	Key recommendation	Proposed action
<b>Q4.3</b> Has the organisation assessed its procurement process automation and information requirements and at what stage is the organisation with implementing an ICT strategy to meet them?	2.5 out of possible 4.0	Consideration should be given to undertake an annual review of E-Procurement strategy.	<ul style="list-style-type: none"> <li>• E- Procurement working group implemented</li> <li>• E-Procurement strategy to be updated to reflect ongoing work</li> </ul>

## Appendix D - Future Regulated Procurement summary 1 April 2019 to 31 March 2021

Description	Name	Re-let or new
Air Services	Glasgow to Campbeltown, Tiree and Barra air services	Re-let
Audit Services	Multiple Framework Agreement for Environmental Advice & Audit	Re-let
Audit Services	Performance Audit Group Contract	Re-let
Bus Services	Solheim Cup Park and Ride Bus Shuttle Service	New
Civil Engineering Construction Works	A77 Maybole Bypass	New
Civil Engineering Construction Works	A9 Dualling Advance Works - Framework Agreement	New
Civil Engineering Construction Works	A9 Dualling Programme – Tay Crossing to Balinluig (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Pitlochry to Killiecrankie (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Killiecrankie to Glengarry (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Killiecrankie to Pitagowan (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Glengarry to Dalwhinnie (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Dalwhinnie to Crubenmore (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Crubenmore to Kincaig (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Dalraddy to Slochd (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Programme – Tomatin To Moy (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New

Description	Name	Re-let or new
Civil Engineering Works	A96 Dualling Programme – East of Huntly to Aberdeen – Ground Investigation - Preliminary GI - Mini Competition	New
Civil Engineering Works	A96 Dualling Hardmuir to Fochabers - Ground Investigation - Preliminary GI - Mini Competition	New
Civil Engineering Construction Works	A737 Improvements at Beith (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Design Services	A96 Dualling Central section (East of Fochabers to East of Huntly) Multi-Disciplinary Support Services Contract	New
Design Services	Multiple Framework Agreement for Design Standards and Professional Services	New
Design Services	Multiple Framework Agreement for ITS Design and Advisory Services	New
Design Services	Multi-Supplier Framework Agreement for Road Engineering & Transportation Consultancy Services	New
Design Services	Multi-Supplier Framework Agreement for Maritime Consultancy Services	New
Design Services	Technical Aggregator - Alpha Phase	New
Ferry Services	Clyde and Hebrides Ferry Services 2 (Formerly BaRTS) – Ar Turras	New
Ferry Services	Northern Isles Ferry Services	Re-let
ICT Services	Asset Management Service – Host Operator Process Systems (AMS-HOPS) Replacement	Re-let
ICT Services	Gazetteer Management System	New
ICT Services	Transport Scotland Multi-Function Devices and Print Services	Re-let
ICT Services	Transport Scotland Systems Contract (Replacement)	Re-let
Specialist Services	Real Estate Advisory Services	New
Specialist Services	A9 Dualling Programme – Commercial and Financial Advisory Services	New
Specialist Services	A9 Dualling Programme – Legal Advisory Services	New
Specialist Services	A9 Dualling Programme – Dalraddy to Slochd - Advanced Archaeological Survey	New
Specialist Services	A9 Dualling Programme – Tomatin to Moy - Advanced Archaeological Survey	New

Description	Name	Re-let or new
Specialist Services	A96 Dualling Programme – Hardmuir to Fochabers - Topographical Survey	New
Specialist Services	A96 Dualling Inverness to Nairn (including Nairn Bypass) - Advanced Archaeological Survey	New
Specialist Services	Archaeology Services: Multi Supplier Framework	New
Specialist Services	Baseline research into public and private fleets in Scotland	New
Specialist Services	Charge Your Car	Re-let
Specialist Services	Depot and Stabling Business Case	New
Specialist Services	Dispute/Claims Advice, Qualification and Cost Estimation Services. Lot 1 and Lot 2	New
Specialist Services	Insurance Advisory Services Contract	New
Specialist Services	Land Use and Transport Integration in Scotland (LATIS) Framework	Re-let
Specialist Services	Multiple Framework Agreement for Asset Management	Re-let
Specialist Services	Multiple Framework Agreement for Development Management And Road Safety Services	New
Specialist Services	Multi-supplier Framework Agreement for Rail Directorate Strategic Rail Technical Advisors	New
Specialist Services	Reston and East Linton Stations Business Case	New
Specialist Services	Skills Baselineing	New
Specialist Services	Traffic Scotland Operations and Infrastructure Support Contract Replacement	Re-let
Specialist Services	Transport Scotland Rail Directorate – Contingent Franchise Technical Management	New
Specialist Services	Transport Scotland Rail Directorate – Financial & Commercial Advice & Support	Re-let
Specialist Services	Transport Scotland Rail Directorate – Franchise Technical Advisory Services	New
Specialist Services	Transport Scotland Rail Directorate – High-Speed Rail Scotland Strategic Business Case	New
Supply contract	A9 Dualling Programme – Native Seed Supply Contract	New

Description	Name	Re-let or new
Supply contract	A9 Dualling Programme – Native Plant Material Supply Contract	New
Works contract	A828 Connel Bridge Deck Replacement	New
Works contract	A828 Connel Bridge Deck Repainting	New
Works contract	A898 Erskine Bridge - External Painting - over 4 summer seasons	New
Works contract	A9 Cromarty Bridge - CP Refurbishment (Phase 2)	New
Works contract	A9 Findhorn Bridge North Bound	New
Works contract	A9 Kessock Bridge Fender Replacement	New
Works contract	A9 Kessock Bridge Painting over 4 summers	New
Works contract	A985 Kincardine Bridge Concrete Approach Viaduct Replacement	New
Works contract	A90 Forth Road Bridge - Carriageway Resurfacing	New
Works contract	A90 Forth Road Bridge - Parapet Replacement	New
Works contract	A90 Forth Road Bridge - Suspended Span Painting & Strengthening	New
Works contract	M8 Kingston Complex - Main Crossing, N&S approaches waterproofing and resurfacing works	New
Works contract	M8 Kingston Complex - North Approaches and Parapet	New
Works contract	M90 Friarton Bridge - Edge Beam Refurbishment	New
Works contract	Scottish Trunk Road NMC – SW	Re-let
Works contract	Scottish Trunk Road NMC – SE	Re-let
Works contract	Scottish Trunk Road NMC – NE	Re-let
Works contract	Scottish Trunk Road NMC – NW	Re-let



**TRANSPORT  
SCOTLAND**

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**Scottish Government  
Riaghaltas na h-Alba**