



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

Annual Procurement Report 2024-2025

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Foreword

Procurement is pivotal to the delivery of Transport Scotland's corporate goals and enables us to use our influence as a contracting authority to deliver outcomes that are good for Scotland. Our procurement activity supports the Scottish Government's key priorities.

The transport sector is a major pillar of the Scottish economy. [Connecting Scotland - the Value of Transport](#) assessed that it is estimated to support more than 1 in 20 jobs and contribute a similar share of overall economic activity. Even on this measure alone, its influence is significant and wide ranging.

Beyond these direct contributions, transport plays an even broader role in shaping both the economy and daily life. It underpins the everyday activities we rely on and acts as a vital foundation for many of the opportunities we pursue. Transport can help to deliver social and economic benefits at national, regional, and local levels as well as enhancing productivity, improving public health, reducing inequalities, and supporting efforts to address climate change.

Transport Scotland's [National Transport Strategy \(NTS2\)](#), sets out a long-term vision for Scotland's transport system until 2040, which is:

“We will have a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors”

The NTS2 vision is underpinned by four priorities to: reduce inequalities, take climate action, help deliver inclusive economic growth, and improve our health and wellbeing. This vision and the [Strategic Transport Project Review 2](#) form the basis upon which we take decisions and evaluate the success of Scotland's transport policies going forward. This approach is consistent with the procurement objectives we detailed in our [Transport Scotland Corporate Procurement Strategy 2024-2025](#), which also align with those in the Scottish Government's [Public Procurement Strategy: 2023 to 2028](#).

In addition to funding allocated by grants and subsidies to public and private organisations, Transport Scotland's spend on procured contracts during the financial year 2024-2025 was over £985 million. An important part of this (10%) was direct spend with Small to Medium Enterprises (SMEs).

Procurement also enables us to deliver policies and priorities that support the Scottish Government in achieving the [National Outcomes](#). Transport Scotland's 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.”

This Annual Procurement Report 2024-2025 sets out how we are providing value for money and ensuring compliance with our obligations to provide sustainable, inclusive, safe and accessible transport infrastructure and services. This supports the Scottish Government's vision of putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland. Transport Scotland continues to focus on placing sustainability at the heart of all our procurement activity as we deliver on the priorities of the Scottish Government.

Alison Irvine

Chief Executive

Transport Scotland

Executive summary

This Annual Procurement Report records Transport Scotland's regulated procurement activity during the period 1 April 2024 to 31 March 2025. During this year Transport Scotland awarded 33 regulated procurements with a value in excess of £241 million.

Procurement was undertaken in accordance with the Transport Scotland Corporate Procurement Strategy 2024-2025 and supported its [four corporate procurement objectives](#) to ensure compliance with legislation while delivering value for money, sustainability and wider social benefits. Transport Scotland retains its commitment to continuous improvement and maintenance of high capability in its procurement activities. Details of Transport Scotland's regulated procurement activity during the reporting period is shown in Appendix A.

Sustainable procurement principles were embedded in all Transport Scotland procurement activity and contribute to the delivery of the Scottish Government's [just transition](#). It remains at the forefront of implementing a wide range of community benefits in its contracts and procurements. Transport Scotland maximised its impact in delivering a wide range of employment and training opportunities, supporting young people, adults and businesses throughout Scotland. Suppliers on its contracts are supporting local communities by creating economic benefits and supporting community groups, as well as visiting schools, providing environmental benefits, supporting local businesses and making charity donations.

Community benefits reported by contracted suppliers during the period include the creation of 832 new entrants' positions, 63 apprenticeships, 172 graduate positions and 77 work placements. Appendix B highlights the range of employment positions provided by suppliers over the reporting year as a result of community benefits, as well as showcasing examples of other community benefits provided on one contract. Transport Scotland's suppliers also awarded over 570 sub-contracts valued in excess of £160 million.

Transport Scotland is committed to promoting the use of supported businesses and social enterprises through procurement. Its suppliers reported placing orders in excess £560,000 with supported businesses and social enterprises during the reporting period.

Introduction

Section 18 of the Procurement Reform (Scotland) Act 2014 requires contracting authorities to publish a Procurement Strategy and produce an Annual Procurement Report. The Annual Procurement Report details the contracting 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 Annual Procurement Report covers all regulated procurements completed during the period 1 April 2024 to 31 March 2025 and provides details of how those procurements supported the four procurement objectives included in Transport Scotland's [Corporate Procurement Strategy 2024-2025](#). These objectives support Transport Scotland's aim of delivering a sustainable, inclusive, safe and accessible transport system through procurement activity.

Transport Scotland operates a devolved model of procurement, with procurement activity being carried out by staff with appropriate skills and expertise who are members of specific project teams, overseen by a Delegated Purchasing Authority (DPA) holder. The central Procurement Team provides support and advice to project teams as required.

The Chief Executive is the accountable officer who is responsible for the propriety of procurement activity and ensuring value for money in the agency. The Chief Executive has appointed the Director of Purchasing 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 and is supported by the Depute Director of Purchasing in this role.

The Director of Purchasing meets bi-annually with the Director of Procurement and Property from the Scottish Government's Scottish Procurement and Property Directorate to review and discuss procurement-related matters. Transport Scotland's Procurement Team provides a central role in the Agency's procurement activity through the support and advice they offer to those officials undertaking their procurements.

Summary of regulated procurement

Transport Scotland's regulated procurements are governed by the policies and procedures described in Transport Scotland's [Corporate Procurement Strategy 2024-2025](#). A regulated procurement is any procurement for public supplies or services with a value greater than £50,000 excluding VAT, or greater than £2 million excluding VAT for works contracts.

Where appropriate, Transport Scotland makes use of collaborative framework agreements, including those established by the Scottish Government, Scotland Excel and UK Government frameworks, as well as procuring new Transport Scotland framework agreements and contracts where required. Transport Scotland spent over £985 million on procured contracts during the reporting period.

During the reporting period, Transport Scotland completed 33 regulated procurements as shown in Table 1, with a combined total value of over £241 million. This includes one major works contract worth just under £185 million, 14 call-offs from Transport Scotland frameworks and a further 18 call-offs from collaborative frameworks owned by Scottish Government, Crown Commercial Services (now known as Government Commercial Agency) or Scotland Excel. A regulated procurement is considered completed when the award notice is published on the Public Contracts Scotland website, or where the procurement process otherwise comes to an end.

01/04/24 – 31/03/25	Transport Scotland Contract	Transport Scotland Framework call-off	Collaborative Framework call-off	Total
Services and Supply	0	13	18	31
Works	1	1	0	2

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.

Review of regulated procurement compliance

Transport Scotland set out its strategic objectives in section six of its [Corporate Procurement Strategy 2024-2025](#), which align with the four procurement objectives in the Scottish Government's [Public Procurement Strategy for Scotland published in April 2023](#). Transport Scotland's four objectives during the reporting period were:

1. Good for Businesses and Their Employees - Transport Scotland will maximise the impact of sustainable procurement that includes boosting of a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.
2. Good for Places and Communities - Transport Scotland will use the procurement programme for strong community engagement and development to deliver social and economic outcomes to drive wellbeing by creating quality employment and skills.
3. Good for Society - Transport Scotland will ensure that it is efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.
4. Open and Connected - Transport Scotland will maintain a high standard of procurement process that is open, transparent, and connected at local, national, and international levels.

These objectives were further sub-divided into delivery sub-objectives. Details of how Transport Scotland has complied with its four procurement objectives are provided below.

Objective 1 - Good for Businesses and Their Employees

Transport Scotland will maximise the impact of sustainable procurement that includes boosting of a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.

Sub-objective 1.1

Promote early supplier engagement to foster innovative and entrepreneurial responses to Public Sector needs and requirements

Transport Scotland engages with suppliers at an early stage to support effective procurement design and encourage innovative responses. During the reporting period, Transport Scotland attended the Supplier Development Programme's Meet the Buyer National Event, which was held in Edinburgh in June 2024, Meet the Buyer North in Aberdeen in September 2024, and Meet the Buyer South in Galashiels in October 2024. Transport Scotland also attended Procurex 2024 in October 2024 in Glasgow, where Transport Scotland's Head of Procurement and Contracts presented on the subject of Procurement in Transport Scotland.



Figure 1. Transport Scotland staff engage with attendees at Meet the Buyer

Transport Scotland works with its supply chain to foster innovative and entrepreneurial responses by undertaking engagement before the commencement of procurement competitions and permitting variant tenders for some major projects, which enables suppliers to propose further innovations within their tenders. Use of the competitive dialogue public procurement process for major projects allows engagement with suppliers, and encourages innovation and added-value input prior to the issue of final tender documents. Transport Scotland also uses Prior Information Notices (PINs), Requests for Information (RFIs) and industry days when appropriate, to support early market engagement on procurements.

On the A9 Dualling: Tay Crossing to Ballinuig project, a PIN was published to alert contractors and supply chains to upcoming opportunities under the A9 Dualling programme. The PIN was followed by a virtual industry information day, which attracted 33 registered attendees. The event featured videos and presentations that were made available for viewing. Suppliers were also given the opportunity to sign up for one-to-one sessions with the project team. The procurement of this £153 million design and build contract was underway during this reporting period with the contract awarded in Summer 2025. The tender documents for this contract permitted the submission of variant tenders, allowing suppliers to provide innovative solutions as part of their tender submissions.

Sub-objective 1.2

Collaborate with organisations to deliver positive, green, inclusive social impacts within public contracts and adopt a holistic approach with key suppliers

Transport Scotland collaborates with local authorities and public sector procurement forums to embed carbon, climate, and sustainability into its procurement and contracts. Transport Scotland's Procurement Team supports knowledge sharing and application of robust environmental measures across the agency's directorates. This has assisted with the practical application of Scottish Government policy, such as supporting the practical implementation of environmental management measures question (4C.7) in the Single Procurement Document (SPD) for procurement competitions.

Transport Scotland requires operating companies to deliver community benefits and sustainability benefits through the Network Management Contracts (NMC). Progress on delivery of these initiatives are regularly discussed with operating companies, and the contract includes regular reporting requirements. Social impacts are also discussed at Transport Scotland's Roads Directorate quarterly Partner and Leadership Boards, which are partnering boards established with operating

companies to consider strategic matters and opportunities that may arise during the contract.

Transport Scotland engaged with other public-sector organisations - like the Edinburgh and South East Scotland City Region deal, and Glasgow City Council - for knowledge sharing on best practice for delivery of community benefits during the reporting period.

Regular meetings are held with key stakeholders from across the transport and construction sectors - including the Construction Leadership Forum, the Association for Consultancy and Engineering Scotland, the Civil Engineering Contractors Association, local authorities, transport operators, and Scottish Water - to exchange ideas, explore opportunities, and address shared challenges.

Sub-objective 1.3

Encourage a sustainable supply base that can support the work of the Public Sector to provide resilient and robust supply chains

Transport Scotland recognises the importance of developing a resilient supply chain capable of supporting long-term public-sector requirements. Every project procurement strategy requires project teams to consider lotting structure of contracts to ensure that opportunities are available to SMEs where appropriate. Several of our frameworks include the option to direct award smaller call-off contracts on a rotational basis, meaning that smaller elements of work are distributed across all framework participants, supporting skills and knowledge development through a wider supplier base.

Transport Scotland attends Meet the Buyer and Procurex events to meet with potential suppliers and provide information on how they can find opportunities to work with public-sector contracting authorities.

Transport Scotland aligns with the Scottish Government's policy on prompt payment of suppliers, aiming to pay all valid invoices within 10 working days of receipt. SPD Question 4C.4 is used in the selection stage of procurements, requiring suppliers to demonstrate a good track record of prompt payment to subcontractors as part of the procurement process.

For major construction projects with a value greater than £5 million, Project Bank Accounts are mandatory. This means that payment is released to the main

contractor and subcontractors simultaneously, to reduce payment timescales through the supply chain and improve cash flow.

Sub-objective 1.4

Develop appropriate relationships and putting forward looking plans in place to support the development of the supply markets, improving security of supply and reducing risk

Transport Scotland has a procurement waveplan that is updated quarterly, which forms the basis of its published forward-looking information. Appendix C of this Annual Procurement Report includes details of anticipated future regulated procurements. Regular [construction pipeline](#) publication through the Scottish Futures Trust also provides suppliers with visibility of upcoming opportunities.

Supply market capacity is considered when programming the future pipeline of work. For example, the A9 Dualling programme has been phased to ensure that the market will have capacity to bid for and deliver the work required for this major construction programme. PINs provide early notification to suppliers of forthcoming opportunities, enabling the market to prepare for participation in procurement processes.

Since 2023, A9 Dualling programme has used an amended form of the NEC4 Engineering and Construction Contract for capital funded projects. This form of contract is used in other parts of the construction and engineering sectors, and its use was welcomed by industry and the Civil Engineering Contractors Association. The use of standard forms of contract supports our supply chain, provides uniformity across the sector, and supports fair risk allocation between parties.



Figure 2. A9 Dualling: Tomatin to Moy project site compound under construction

Transport Scotland actively contributes to Scottish Government budgeting processes through regular financial forecast updates, continued ministerial dialogue, and delivery of value-for-money projects. Internal governance processes ensure no procurement commences without secured financial approvals, establishing the organisation as a reliable and dependable contracting authority.

Sub-objective 1.5

Consider how procurements are conducted and contracts are developed, to reduce barriers and enable participation for SMEs, Third Sector organisations, and Supported Business, in Public Sector Procurement

During this reporting period, 63% of Transport Scotland's procured suppliers were SMEs, which accounted for a total spend of over £99 million (10% of the overall procurement spend). Additionally, suppliers reported a further £52 million spent on over 350 sub-contracts with SMEs.

Through adoption of proportionate approaches for low-value contracts, lotting strategies, targeted guidance, and contract management, Transport Scotland supports SME and supported-business access to its supply chain. Project procurement strategies require managers to consider SMEs when determining the procurement route and contract structure, helping to create a diverse and inclusive supplier base. These approaches are reinforced through contract clauses that support SME participation, and the use of Public Contracts Scotland portals to

advertise subcontracting opportunities, ensuring an enabling environment for SMEs and supported businesses to contribute meaningfully to Scotland's infrastructure development while supporting sustainable economic growth.

Transport Scotland's project procurement strategy requires project managers to consider SMEs when deciding on the procurement route and structure of the contract. This produces a diverse and inclusive supplier base. Transport Scotland's Ground Investigation framework included 6 SMEs across two lots. This successful approach to encouraging SME participation in framework procurement led to Soil Engineering Geoservices Ltd, an SME, being awarded a ground investigation contract worth nearly £635k for the Tay Crossing to Ballinluig and Pitlochry to Killiecrankie sections of the A9 Dualling programme. The contract included specific sustainability requirements encouraging use of local resources and renewable fuel, which enhanced economic opportunities for smaller enterprises in the project supply chain. A similar lotting structure has been adopted in the procurement of the next Ground Investigation framework, which is scheduled for award during next financial year (2025/2026).



Figure 3. Ground investigation work for A9 Dualling: Tay Crossing to Ballinluig project

On the A9 Dualling: Tomatin to Moy project, contractor and sub-contractor selection has delivered benefits for SMEs. The construction work has led to 35 subcontracts worth over a value of £33m being awarded to SMEs during the reporting period. This

contract also provides apprenticeships, training, and employment opportunities, underpinning not only economic growth for SMEs but sustainable workforce development. Targeted support includes outreach to disadvantaged groups, demonstrating the agency's commitment to inclusive economic participation and social value creation.

Sub-objective 1.6

Carry out ongoing proportional contract management to ensure the right outcomes are delivered and the performance of contracts is maximised

Transport Scotland uses a range of tools, training, and template documents to support effective and proportional contract management. This ensures that effective reporting and performance reviews are undertaken which influence continuous improvements in contract management regimes.

Commitments made at the tender stage by bidders are incorporated into contracts (e.g. health and safety commitments on construction contracts) and are monitored and discussed at progress meetings throughout the life of the project.

Where appropriate, Transport Scotland uses key performance indicators or service level agreements to support successful management of contracts. Examples of contracts which include these mechanisms are Transport Scotland's contracts for the ChargePlace Scotland operator, the Scottish Trunk Road Network Management contracts, and the Digital Data Travel Services contract.

In addition, Transport Scotland operates a supplier performance feedback process, providing six-monthly performance reports to suppliers across all active contracts, enabling both parties to benchmark performance and identify improvement opportunities.

Transport Scotland's approach to contract management for higher value contracts can be seen in the [Trunk Road Network Management Contracts](#). These contracts require monthly progress meetings and the submission of a monthly report by the operating company. Contractual mechanisms allow performance issues to be identified and addressed through the means of remedial notices. Additionally, the Performance Audit Group contract has been procured to support Transport Scotland in monitoring and auditing the performance of Trunk Road Network Management operating companies, to ensure value for money.

Objective 2 - Good for Places and Communities

Transport Scotland will use the procurement programme for strong community engagement and development to deliver social and economic outcomes to drive wellbeing by creating quality employment and skills.

Sub-objective 2.1

Maximise economic and social benefits through procurement and commissioning, applying fair work practices, developing good enterprises, and secure supply chains

Transport Scotland embeds Fair Work First, Real Living Wage, and community benefit commitments by requiring project teams to use sustainable procurement criteria and regularly updating training. Project managers are directed to [Scottish Procurement Policy Notes](#) and Scottish Government guidance on sustainability when completing procurement strategies. Community benefits guidance is provided to project teams on Transport Scotland's procurement intranet pages to assist them when identifying suitable community benefit requirements, including training, recruitment and sub-contracting opportunities. The guidance includes Transport Scotland's community benefits metrics, which are used within the procurement and contract management stages of projects. A version of the metrics is available on the Transport Scotland [website](#), which allows suppliers to gain a better understanding of community benefits requirements.

Transport Scotland's project procurement strategy template requires consideration of Fair Work First, community benefits and environmental sustainability alongside SME and supported business participation. Including these requirements from the outset means that they are embedded within the procurement process.

Fair Work First and the Real Living Wage are considered in all Transport Scotland procurements. A training course on Fair Work First has been developed and is delivered regularly, ensuring that staff are kept up to date with the Scottish Government's Fair Work First Guidance and the Procurement Reform (Scotland) Act 2014 Statutory Guidance. This training, alongside guidance produced by the Procurement Team, ensures that project teams understand this policy and how this should be incorporated into procurements and contracts. Through embedding social value requirements and fair work practices, Transport Scotland ensures procurement

delivers community and economic benefits. The A9 Dualling Programme projects apply these principles with requirements for employment opportunities, apprenticeships, and community engagement incorporated into procurement competitions and contracts. For instance, archaeological project activities have included educational workshops with local schools, and contract clauses promote employment and training outcomes for local residents.

Transport Scotland's suppliers develop and maintain forward looking plans and appropriate relationships for the development of supply markets through their contracts. During this reporting period, the ChargePlace Scotland operator, SWARCO, was an active member in the local authority Work Experience placement pool. This ongoing commitment helps to create structured pathways for developing the next generation of skilled workers in the transport infrastructure sector. It does so by strengthening links with educational institutions and establishing sustainable talent pipelines that reduce long-term recruitment risks and support market development through consistent skills investment.



Figure 4. An electric vehicle charging station

Sub-objective 2.2

Maximise opportunities in procurement to develop, enhance and maintain a sustainable built environment

Procurement processes require consideration of whole life costings, supporting net zero targets and best environmental practice. Collaboration with internal

sustainability teams, regular updates to business practices, and integration of tools such as the sustainability test ensure that all major procurements contribute to sustainable outcomes and the built environment's long-term resilience.

Where required, Transport Scotland undertakes Environmental Impact Assessments (EIA) for construction projects. The EIA is a statutory requirement and a systematic process to evaluate the potential environmental, social, and economic effects of a proposed project or development before decisions are made. It is an integral part of Transport Scotland's project development process and provides a valuable opportunity to minimise potential environmental impacts. Environmental constraints and issues are identified through consultation, extensive environmental surveys and technical assessments. The information gathered forms part of the tender documentation, and mitigation measures identified within the EIA are included in the requirements of the contract. These assessments support Transport Scotland in minimising the environmental impact of the projects which are being procured.

Transport Scotland was developing the [Trunk Road Adaptation Plan](#) during this reporting period. This plan identifies adaptations which will be needed on the Trunk Road that are required to ensure that our built environment remains sustainable and resilient in the face of extreme weather events becoming more frequent. The plan provides a clear and focussed roadmap to guide Transport Scotland's efforts over the next 5 years to ensure that the trunk road network remains safe, reliable and resilient.

The Transport Scotland Vulnerable Locations Operations Group (VLOG) provides a dedicated mechanism for overseeing the delivery of actions set out in the Trunk Road Adaptation Plan. It works in partnership with the Operating Companies to embed climate adaptation across the operational and strategic frameworks of Transport Scotland's Roads Directorate. Forum members regularly monitor progress, including the prioritisation of actions and the evaluation of their effectiveness, to ensure continuous improvement and value for money. A budget of approximately £7 million, allocated across the four Network Management Contracts, enabled the construction of 31 schemes in the 2024/25 financial year.

Through Transport Scotland's Cycling by Design – Promotion & Development contract, Jacobs delivered Cycling by Design training to industry professionals through two live sessions. The training focusing on using the current guidance to optimise cycle infrastructure in Scotland, supporting the development and maintenance of a sustainable built environment. It ensured that professionals were equipped with the latest knowledge to create cycling infrastructure that supports Scotland's active travel objectives.

The Scottish Government's sustainable procurement tools are used to support delivery of Transport Scotland's sustainable procurement objectives. This includes the sustainability test and flexible framework tool. Use of these tools supports a consistent approach within public contracts across Scotland.

Sub-objective 2.3

Utilise frameworks and contracts to deliver a range of construction activity across the public sector which considers the economic impact and the sustainability of the construction industry and the requirement for inclusive growth and climate change targets. Ensure construction projects reflect and help deliver all pertinent Scottish Government obligations including Fair Work First and Net Zero. Actively consider issues including but not limited to Fair Work First and Net Zero early in procurements and commissioning activity

Transport Scotland is a key client for the construction industry in Scotland. In addition to maintenance and operation of the existing trunk road network, it is also committed to construction of improvements to the network, including the A9 Dualling Programme and the A83 Rest and Be Thankful. These large construction schemes involve numerous contracts often undertaken in advance of the main works contract including Ground Investigation works, utility diversions, archaeological surveys, site clearance and property demolition. Transport Scotland regularly engages with the Civil Engineering Contractors Association (CECA) to understand current issues which impact on the sector.

In relation to the A9 Dualling: Tay Crossing to Ballinluig project, no suitable existing construction framework was available that met the specific technical, commercial and delivery requirements of the main works. As a result, the main works contract was procured as a stand-alone procurement, enabling Transport Scotland to tailor the procurement approach to the scale, complexity and risk profile of the project while ensuring continued alignment with Scottish Government procurement policy.



Figure 5. Landslip protection measures on the A83 Rest and Be Thankful

To support decision making prior to construction of Trunk Roads schemes, Transport Scotland carries out a rigorous assessment process to establish the preferred line for a trunk road improvement project. The three-stage assessment process is based on standards and good practice set by the Design Manual for Roads and Bridges and considers environmental, engineering, traffic and economics.

For the A9 Dualling: Tay Crossing to Ballinluig project, Transport Scotland implemented strategic mitigation measures by procuring advance works such as archaeological surveys, ground investigations, and utility diversions prior to the main construction contract. This work reduced the risk associated with the main works contract, by providing suppliers with additional information about the conditions on site, and by removing some elements of work from the main construction contract.



Figure 6. Archaeology advance works for A9 Dualling Tay Crossing to Ballinluig

Transport Scotland's recent A9 Dualling construction contracts have included a high emphasis on sustainable procurement principles within the quality element of the evaluation process, meaning that this was a significant aspect of the procurement process.

As with all Transport Scotland procurements, a project procurement strategy must be completed ahead of any construction project procurement commencing. This strategy includes questions on sustainable procurement, including Fair Work First and environmental suitability, ensuring that they are considered from the start of procurement activity and taken through the procurement competition stage and incorporated into the contract.

In parallel, Transport Scotland has supported the Scottish Government in the development of the Civil Engineering Construction Framework and sits on the framework steering group. This engagement helps ensure that future public sector frameworks are informed by Transport Scotland's experience of delivering major infrastructure projects and are capable of supporting sustainable, resilient and inclusive construction delivery across Scotland.

Sub-objective 2.4

Promote sustainable procurement through routine consideration of whole life costing to ensure value for money in procurement, minimise environmental damage and maximise socio-economic benefits

Transport Scotland's Investment Decision Making (IDM) framework sets out the process by which Transport Scotland agrees investment decisions, including a decision to for projects to proceed to procurement. For major projects the IDM approval process incorporates a five-case model: the strategic case, economic case, commercial Case, financial Case, and management Case. This means projects are assessed at key decision points to ensure that whole-life costs, value for money, environmental impacts and socio-economic benefits are considered alongside strategic and commercial factors. The Director of Purchasing sits on the Major Investment IDM Board, providing procurement input and advice to support the consideration of sustainable procurement and whole-life value as part of investment decision making.

Transport Scotland also ensure that its sponsored bodies consider sustainable procurement. For example, CalMac launched their new Environmental Plan 2024-2027 in September 2024, demonstrating sustainable procurement through comprehensive whole life cost considerations. One of their goals is to utilise partnerships with communities, environmental groups, and educational institutions to deliver long-term environmental and social benefits. This approach ensures value for money by considering the full lifecycle environmental impact while maximising socio-economic benefits through community engagement and environmental education programs.



Figure 7. The Clansman Ferry

Sub-objective 2.5

Engage with communities to understand local needs and requirements to help shape procurement policies, initiatives and contracts

Transport Scotland routinely consults communities and stakeholders as part of its work. The procurement strategy template provides for planned stakeholder engagement to be recorded, to ensure that project procurement managers have identified and considered relevant stakeholders and taken account of their views as part of the procurement process.

Transport Scotland actively integrates stakeholder and community input into transport infrastructure development, ensuring projects respect local heritage and societal values. For example, during the planning of the A9 Dualling: Killiecrankie to Glen Garry project, extensive consultation with local communities and Historic Environment Scotland led to design refinements minimising impacts to the historic

battlefield site of the Battle of Killiecrankie, demonstrating sensitive and inclusive planning practices.



Figure 8. A public drop-in exhibition for the A9 Dualling delivery plan

Additionally, contracts for archaeological investigations along the route, such as those near Kindallachan Cairn, embed community engagement through educational programmes and local outreach. These initiatives both safeguard heritage and create tangible social value, reflecting Transport Scotland's ambition to leave a lasting legacy in the communities impacted by the dualling programme.

Through procured contracts, Transport Scotland has been undertaking community needs assessment which will feed into the development of the Islands Connectivity Plan. This plan will feed into the future delivery strategy for how ferry services, supported by other transport modes, will be delivered, and strengthened, working towards a long-term vision, and supported by clear priorities and defined outcomes for people and places.

As part of the A985 Kincardine bridge southern piled viaduct replacement, Transport Scotland's contractor Balfour Beatty attended two Kincardine community council meetings in May and December 2024 to provide project updates. This engagement supported regular stakeholder communication, helped address community concerns, and enabled transparent reporting of progress. Proactive and responsive engagement of this nature supports effective performance monitoring and helps

ensure that contract delivery remains aligned with community needs and expected outcomes.



Figure 9. The A985 Kincardine bridge southern piled viaduct replacement

Sub-objective 2.6

Make informed decisions through early engagement with suppliers to create innovative solutions to positively respond to the climate crisis

Representatives from across Transport Scotland's directorates work collaboratively to review and strengthen procurement and resilience processes in the context of the climate emergency. This cross-directorate engagement also supports knowledge-sharing and consistency in the integration of carbon reduction and climate change considerations within procurement activity. This collaboration has assisted with the practical application in Transport Scotland of question (4C.7) "Environmental management measures" in the Single Procurement Document for procurement competitions. The SPD also asks bidders (4D.2) to confirm they will be

able to provide certificates drawn up by independent bodies attesting that the bidder complies with the required environmental management systems or standards.

For major contracts Transport Scotland routinely publishes PINs and engages with suppliers through industry day events ahead of the procurement process commencing. Where a project includes specific requirements relating to the environment, these will be included in information presented to potential bidders, enabling them to consider this information at an early stage.

The A9 Dualling: Tomatin to Moy project was procured through a competitive dialogue process, enabling the suppliers to engage directly with Transport Scotland, discussing and developing possible solutions and supporting innovation. This project requires extensive work in areas of peat, which are very good carbon stores. Traditionally in road construction, the peat would be removed and disposed of as part of the construction process, which releases stored carbon, contributing to climate change. Transport Scotland sought a more sustainable solution through the development of an innovative Peat Management Plan, which outlines a process for re-using and re-purposing excavated peat. The Plan, produced following input from delivery partners including Scottish Environment Protection Agency (SEPA) and Forestry Land Scotland (FLS), aims to minimise the environmental impact of construction by reducing the opportunity for carbon loss and involves forming multiple 'cell' like structures within an area identified as suitable for peat reuse that will be in-filled with peat extracted as part of the dualling. Over time, the site will also provide opportunity for natural peatland flora and fauna habitat and woodland to form, further enhancing the local ecosystem.



Figure 10. Peat reuse cells on A9 Dualling: Tomatin to Moy project



Figure 11. Fiona Hyslop, Cabinet Secretary for Transport, visiting the peat reuse area on A9 Dualling: Tomatin to Moy project

Sub-objective 2.7

Eliminate waste throughout the supply chain where possible

Waste considerations are built into template specifications and tender criteria on relevant procurements, with a view to improving supply chain visibility, process efficiency, and both cost reduction and environmental impact.

Advance works such as ground investigations, archaeological studies, and utility diversions ahead of full construction contracts are undertaken to reduce delivery risks. This precautionary risk management reduces wastage of materials, time, and costs by addressing uncertainties at an early stage, contributing to more sustainable project delivery and reduced environmental impact.

Transport Scotland's Clyde and Hebrides Ferry Services operator, CalMac Ferries Ltd, partnered with Enva during Scotland's Climate Week to deliver two informative sessions on waste. These sessions addressed global and national waste issues, as well as CalMac's own performance in this area. The aim was to raise staff

awareness of the volume of waste they produce, the associated disposal costs, and the challenges faced in meeting new Scottish Government waste reduction targets.

The Trunk Roads Network Management Contracts highlight waste and carbon management as being a key investment objective. This objective is reinforced by the application of measurement and performance indicators. In particular, there is a performance indicator which measures “Waste generation and management”. This is linked to a potential payment adjustment if performance falls below a certain threshold. Performance is assessed based on how much waste goes to landfill compared to the volume of waste that is reused or recycled.

For example, for all road schemes with an estimated value of over £350,000, a Site Waste Management Plan must be developed to set out how the waste produced will be minimised, reused, recycled, recovered or otherwise diverted from landfill. For Works contracts the Trunk Road Operating Company must produce a feasibility report on sourcing at least 20% of materials from recycled or re-used resources.

This arrangement provides a direct financial incentive for Operating Companies to minimise landfill waste. The incentive is twofold: poor performance may result in a payment adjustment, while reuse of materials avoids landfill tax and disposal costs. During the annual period April 2024 to March 2025, sufficiently high performance was achieved in waste management on all four Network Management Contracts to avoid any payment adjustments.

Sub-objective 2.8

Act in a way that will secure net zero emissions through a Just Transition and promote a circular economy

It is mandatory for all Transport Scotland staff involved in procurement to complete the Scottish Government’s climate literacy training, which includes information on the circular economy within procurement. In addition to this, the Procurement Team run regular training sessions on the climate emergency and procurement. Climate change and the circular economy are included within the project procurement strategy template which must be completed ahead of any procurement activity commencing.

Updates on the development of Transport Scotland’s approach to incorporating climate change considerations within procurement activity are shared with Directors at the quarterly Procurement Group Meetings. This provides a forum for engagement with senior managers and supports organisational oversight and leadership on climate-related procurement issues.

Transport Scotland uses a carbon calculator tool on construction contracts to provide a baseline of anticipated carbon emissions and track delivery of reductions against that baseline through the life of the contract.

Sustainability is embedded in the Trunk Road Network Management Contracts and is included as one of the seven key investment objectives of the contract. The contracts require that the Operating Companies' activities support and contribute towards Scotland's transition to a low carbon economy. This includes carbon reporting in accordance with a contract Carbon Management System. Operating Companies are required to report monthly material and transport carbon outputs based on the actual quantities of material utilised in Operations. There is also a strong emphasis on reuse and recycling of materials.

To support net zero emissions through workforce development in clean technology the ChargePlace Scotland contract operator, SWARCO, provided training for their 39 staff who completed industry courses and qualifications in Electric/Hybrid Vehicle Technology. The supplier is working to promote a Just Transition by ensuring workers have the skills needed for the low-carbon economy. This supports the development of skills required for the low-carbon economy while building local capability for electric vehicle maintenance and technology, contributing to circular economy principles and Scotland's transition to sustainable transport systems.

The Procurement Team collaborated with environmental colleagues and supported with the development of the [Transport Scotland's Carbon Management Plan 2022-2027](#). This document contains details of how procurement can contribute to reducing Transport Scotland's impact on the environment to meet net zero emissions and contribute to the agency's Public Bodies Climate Change Duty reporting.

Objective 3 – Good for Society

Transport Scotland will ensure that it is efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.

Sub-objective 3.1

Make conscious and considered decisions that achieve best value and aim to establish practices and contracts that support the people and organisations of Scotland

Transport Scotland strives to achieve best value through careful consideration of quality/price ratios and scoring methodology within its contracts. The use of the graduated scoring methodology on selected contracts reduces the likelihood of abnormally low tenders being received, while still ensuring that lower prices contracts are appropriately recognised within the scoring criteria.

Recognising the importance of leveraging its influence in the market, it is Transport Scotland's policy that all regulated procurements incorporate Fair Work First, Real Living Wage, and Prompt Payment requirements in addition to community benefits. The mandatory project procurement strategy requires consideration of all of these areas, as well as lotting structure and supported businesses, meaning that they are embedded within procurement activity. Internal guidance is regularly updated to ensure that project managers have the tools needed to support them with these requirements.

The procurement and delivery of the A9 Dualling Tomatin to Moy contract demonstrates some clear social return on investment. Alongside infrastructure improvements, the project has achieved workforce development outcomes, including employment of seven graduates and 27 other new entrant employees, and conducting 27 community engagement events (including educational and environmental). Targeted engagement with groups facing barriers to employment, including ex-offenders, has supported job creation and social inclusion. This approach reflects Transport Scotland's commitment to a fairer and more equitable society through infrastructure investment.

Sub-objective 3.2

Procurement has been critical in responding to previous emergencies and humanitarian situations. Strive to provide innovative, effective, and efficient responses to future emergency situations

Where appropriate, Transport Scotland ensures that its contracts include clauses detailing emergency response and business continuity requirements for its suppliers. The Trunk Road Network Management Contracts, for example, include clauses to ensure that the trunk roads remain resilient. This includes the provision of a Severe Weather Manager, and production of a plan detailing how winter service operations will be delivered from 1 October to 15 May each year.



Figure 12. Cabinet Secretary's visit to a trunk road winter service facility

Experience gained during the Covid-19 pandemic has informed Transport Scotland's understanding of the role procurement plays in supporting resilience during emergency situations. Scottish Government advice issued through [SPPNs](#) during the pandemic, together with practical actions taken by Transport at the time, provide a reference point for responding to future emergency scenarios.

Sub-objective 3.3

Ensure high standards of animal welfare and sustainable production and waste reductions through the procurement process to improve community health, wellbeing, and education

Where required, Transport Scotland undertakes [Environmental Impact Assessments](#) (EIAs), which include detailed surveys to identify wildlife that may be impacted by a project. Mitigation measures that are identified through this process are incorporated into contract documents, to ensure that required outcomes are delivered. This can include restrictions on the timing of some operations to protect nesting birds, the provision of animal crossings and creation of new habitats to replace those impacted by construction.

Across the four Trunk Roads Network Management Contracts, specific animal welfare requirements include the implementation of ecological measures. These provide for once or twice-yearly inspections of wildlife provisions throughout the area of the contract and cover a wide range of measures such as fencing, underpasses, grilles and bat boxes. In addition, the Operating Company must maintain an inventory of the locations of protected species and consult with NatureScot in respect of any operations which may affect them.

On the A9 Dualling: Tomatin to Moy project, pre-construction surveys identified several hairy wood-ant nests. A number of nests were relocated in early Spring 2025, with others protected for translocation in advance of later construction works.

Objective 4 - Open and Connected

Transport Scotland will maintain a high standard of procurement process that is open, transparent, and connected at local, national, and international levels.

Sub-objective 4.1

Remain connected to support development of best practice

Proactive participation in procurement forums, best practice groups, and training platforms keeps Transport Scotland fully connected to best practice in procurement.

The Procurement Team has close links with project teams across Transport Scotland, working closely with project teams and Delegated Purchasing Authority (DPA) holders to ensure that procurements are undertaken in line with best practice. Procurement lessons learned are regularly gathered from project teams, and are reviewed by the Procurement Team to identify good practice ideas and advice which needs to be incorporated into guidance.

The quarterly Transport Scotland Procurement Group Meetings, attended by senior staff from across the organisation, are a key governance reporting tool and provide a platform to report on procurement performance across Transport Scotland's nine directorates. In addition to governance reporting, the Procurement Team also reports on progress against its objectives, and provides an update on recent procurement news and policy developments. This communication enables senior staff to remain up to date with best practice in procurement and to support their colleagues in their directorate with implementation.

The Procurement Team also facilitates internal stakeholder groups on procurement information and communication technologies, the climate emergency, and also run drop-in sessions for DPA holders to share updates and insights across directorates. The Director of Purchasing meets biannually with the Scottish Government's Director of Procurement and Property to share information and discuss procurement topics.

Transport Scotland is an active member of the Scottish Government's Heads of Procurement Group, Procurement Collaboration Group and Procurement Cluster Group. These groups enable Transport Scotland to remain connected to colleagues from across the public sector, receiving updates on procurement policy and facilitating discussion on best practice.

In addition, the Procurement Team regularly supports engagement with a wide range of stakeholders to discuss specific areas of procurement and share knowledge. This includes regular engagement with industry bodies such as the Association of Consultancy and Engineering and the Civil Engineering Contractors Association as well as participation in meetings with other public sector bodies.

Sub-objective 4.2

Strive to ensure that Transport Scotland can easily do business with its suppliers

Transport Scotland actively seeks to make it easy for suppliers to engage with, bid for, and deliver contracts by adopting a transparent, proportionate and well-communicated approach to procurement and contract management.

Early and ongoing supplier engagement is a key feature of Transport Scotland's approach. This includes the use of PINs, supplier engagement events, virtual industry days and structured market consultation exercises to inform procurement strategies, contract design and risk allocation, particularly for high value and complex procurements. Feedback from suppliers is actively considered, influencing both procurement approach and contractual terms, for example through changes to risk allocation and contract structure on major works programmes such as A9 Dualling.

All regulated procurements are advertised and managed through the Public Contracts Scotland (PCS) portal, providing a single, accessible route for suppliers to view opportunities, access documentation and submit bids. Transport Scotland also uses PCS to support transparency further down the supply chain by requiring advertising of subcontract opportunities on appropriate contracts.

Transport Scotland supports positive supplier relationships through robust contract and supplier management arrangements and a strong commitment to prompt payment, aspiring to pay suppliers within 10 days in line with Scottish Government policy. Contractual requirements are also in place to ensure suppliers pay their own subcontractors promptly, and compliance is subject to audit where appropriate.

From a contractual perspective, Transport Scotland seeks to minimise unnecessary barriers to entry by using well-established forms of contract wherever possible. This includes use of NEC contracts, Scottish Government terms and conditions and Crown Commercial Service standard terms. Specialist contract forms are used where required too. The selection of contract form is informed by market analysis and supplier feedback to ensure it is familiar, proportionate and fit for purpose.

The Procurement Team updates procurement and contract templates including procurement strategies, specifications, tender documentation and contract schedules to improve quality and reduce unnecessary variation for suppliers across Transport Scotland procurements.

Sub-objective 4.3

Take advantage of opportunities to develop and improve data, management information and systems, while leveraging automation and future technologies

Transport Scotland continues to invest in and enhance its digital systems to improve the quality of procurement data, strengthen management information, and increase automation across procurement and contract management activities.

The Contracts Database (CoDa) is a key enabler in this approach. It supports robust spend reporting and contract management by holding comprehensive information on procurements and live contracts. This enables the Procurement Team to provide assurance that procurement activity is undertaken in line with Transport Scotland's Corporate Procurement Strategy and remains compliant with legislative and governance requirements. CoDa also supports the monitoring of contract expiry dates, actual and committed spend, and upcoming procurement activity, enabling improved forward planning and more effective pipeline management. Records within the system are monitored by the Procurement Team to ensure they remain accurate, current and reflective of Transport Scotland's procurement activity.

Oracle has streamlined Transport Scotland's procurement processes by enabling better monitoring of contract spend and more efficient invoice processing. With the introduction of Oracle, the Procurement Team can now more easily track off-contract

spend and process invoices using Contract Purchase Agreements and Smart Forms. During this reporting period, the Procurement Team, alongside finance colleagues, regularly engaged with the Scottish Government Shared Services Programme team responsible for the development and implementation of the Scottish Government Oracle finance and HR system in Transport Scotland. This helped to ensure that system met organisational requirements.

As well as feedback that suppliers receive from their contract managers, Transport Scotland operates a formal supplier feedback process to ensure that suppliers are receiving consistent feedback on their performance in key areas. Supplier performance was provided by Transport Scotland project managers on all of its contracts every six months and reports were issued to suppliers to provide feedback on their performance. The data from the supplier performance feedback process is used as a tool, by both Transport Scotland and the supplier, to enable comparison of performance across the supplier's current contracts.

Transport Scotland uses a range of different forms of contract, with reporting and contract management requirements which are appropriate for the scale and subject matter of the contract. Within the devolved procurement model, each of the nine directorates is responsible for their own contract and supplier management processes.

Sub-objective 4.4

Promote consistent use of tools, platforms and systems, processes, guidance, and templates

Transport Scotland promotes consistency in procurement activity through the routine use of standard tools, systems, guidance and templates, supported by clear communication and ongoing review

The procurement intranet pages provide a centralised source of information for all staff and were reviewed and updated during the reporting period. The Procurement Team use the intranet pages to publish procurement guidance, which outline procurement processes and procedures, from inception through to award of a contract or framework agreement to support consistency across Transport Scotland's directorates.

The procurement intranet pages are the primary source of procurement information for staff and provide access to guidance on:

- how to contact the Procurement Team

- procurement policy and procedures
- procurement advice and support
- delegated purchasing authority
- sustainable procurement
- tender receipt and opening
- the Transport Scotland contracts database
- contract reference numbers
- procurement feedback
- training sessions in relevant areas
- how legal and policy requirements operate in practice

In addition to the procurement intranet pages, Transport Scotland also advertises changes to procurement policy through targeted emails to DPA holders, publication of news stories in its staff notice and through updates given at quarterly Procurement Group Meetings. This helps to ensure that key messages are consistently understood and applied

The Procurement Team uses a structured approach to update and review template procurement documents which project teams can use for their procurement activities. Continuous review of tools, flowcharts and induction packs ensures staff are equipped to implement best practice everywhere.

The procurement pages of the [Transport Scotland website](#) are routinely reviewed and updated when required. The pages explain how Transport Scotland does business and how suppliers can become involved in Transport Scotland procurements.

Information about sustainable procurement and community benefits is available on Transport Scotland's public-facing website, to support suppliers who may be interested in tendering for procurements. This information includes a [community benefits metrics template](#) which is used within Transport Scotland procurements and contracts to benchmark and monitor delivery of community benefits, as well as links to information about Fair Work First within the procurement process.

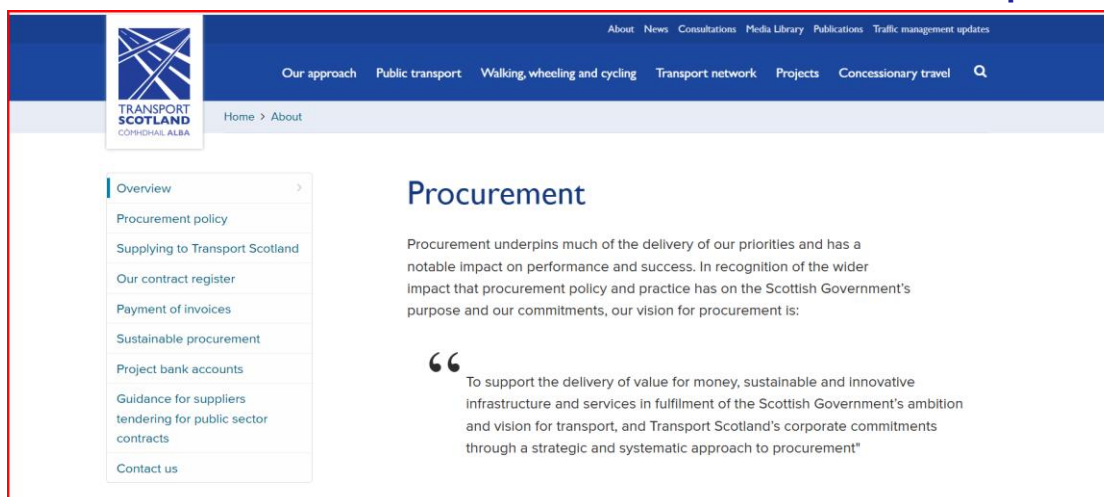


Figure 13. Transport Scotland's procurement webpage

Summary of community benefits

Community benefits generated through Transport Scotland procurements can be a powerful catalyst to improving the economic, social and environmental wellbeing of communities. The Procurement Reform (Scotland) Act 2014 stipulates that community benefits must be considered for all procurements greater than £4 million. Transport Scotland aims to deliver community benefits as part of all regulated procurement activity and assists staff when assessing the potential to include community benefits in procurements.

During the reporting period, Transport Scotland's suppliers reported that live contracts delivered 832 new entrants' positions, 63 apprenticeships, 172 graduate positions and 77 work placements. Suppliers also reported that they have awarded 562 sub-contracts valued in excess of £150 million. Appendix B highlights the range of employment positions provided by suppliers over the reporting year as a result of community benefits, along with a case study.

Supported businesses and social enterprise spend summary

Transport Scotland ensures that supported businesses are considered when a new procurement strategy is developed. For example, Transport Scotland spent over £5,000 in direct spend with supported businesses during the reporting period on the supply of Personal Protective Equipment and from Haven Products. In addition, suppliers have reported placing four contracts with a value of £419,000 and orders

from new and existing contracts with a value in excess of £560,000 with supported businesses and social enterprises. These include:

- [cfine](#) for the supply of foodstuffs for the Northern Isles Ferry Services contract
- [Caber Coffee](#) for the supply of coffee for the Northern Isles Ferry Services contract
- [Glencraft Mattresses](#) for the supply of mattresses for the Northern Isles Ferry Services contract
- [Shetland Soap Company](#) for the provision of toiletries for the Northern Isles Ferry Services contract
- [Scotland's Bravest Manufacturing Company](#) for the supply of road signage for the Trunk Road Operating Companies.

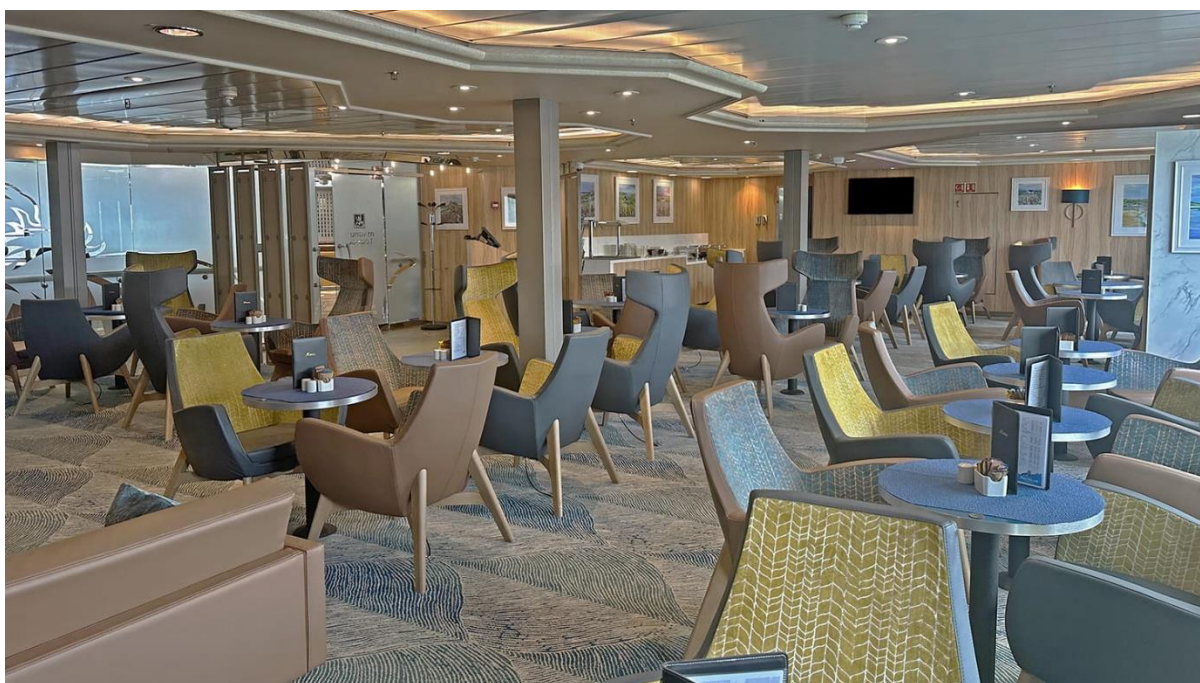


Figure 14. The Magnus Lounge on board the NorthLink Ferry to Shetland and Orkney

Anticipated future regulated procurement summary

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

Appendices

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

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

[Appendix C](#) – Anticipated future procurement summary 1 April 2025 to 31 March 2027

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

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MP/SER/2020/04/04	MFA for Roads and Transportation Multi-Disciplinary Consultancy Services: 2021 - 2025	M8 Woodside Viaducts Permanent Intervention – Technical Advisory Services	Services and Supply	£35,000,000
TS/MP/WKS/2019/02/08	MFA for Ground Investigation Works - Lot 2	A83 Long Term Solution Detailed Ground Investigation	Works	£5,557,989
TS/MP/SER/2020/04/02	MFA for Roads and Transportation Multi-Disciplinary Consultancy Services: 2021 - 2025	A75 Springholm and Crocketford Improvements	Services and Supply	£4,331,088
TS/LCE/SER/2019/01/05	ChargePlace Scotland Charge Point Network Operator Services	Work Package 2 Back Office Services from February 2025	Services and Supply	£3,031,148
TS/LCE/SER/2019/01/04	ChargePlace Scotland Charge Point Network Operator Services	Work Package 2 Back Office Services from July 2024	Services and Supply	£1,000,000
TS/MP/SER/2021/03/01	MFA for Proposed Utility Diversions	A9 Dualling Programme: Tay Crossing to	Services and Supply	£110,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
	and/or Protection Audit and Advice Services	Ballinluig - Utilities Audit & Advisory Services		
TS/TSA/SER/2021/01/06	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 4 - Transport Planning Advice	Levenmouth Rail Project Baseline Data Collection	Services and Supply	£71,000
TS/TSA/SER/2021/01/11	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 4 - Transport Planning Advice	Development Planning Transport Appraisal Guidance (DPTAG) Update	Services and Supply	£70,000
TS/TSA/SER/2021/10/09	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 1 - Development, Update and Application of Transport Models	Model Update - SEStran Regional [Transport] Model - SRM	Services and Supply	£70,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/TSA/SER/2021/10/11	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 1 - Development, Update and Application of Transport Models	Model Update - Tay Cities Regional Transport Model - TCRTM	Services and Supply	£70,000
TS/TSA/SER/2021/10/07	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 1 - Development, Update and Application of Transport Models	Model Update - TELMoS	Services and Supply	£70,000
TS/TSA/SER/2021/10/08	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2021-2024/5: LATIS Lot 1 - Development, Update and	Model Update - TMfS	Services and Supply	£70,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
	Application of Transport Models			
TS/MP/SER/2020/04/05	MFA for Roads and Transportation Multi-Disciplinary Consultancy Services: 2021 - 2025	Environmental Auditor for A9 Dualling Pass of Birnam to Tay Crossing	Services and Supply	£60,000
TS/CCS/CC/2021/04/07	Collaborative Contract - Transport Technology and Associated Services	M74 Junction 10 Nethan Viaduct TASCAR	Services and Supply	£309,356
TS/SPCD/CC/2023/03/16	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Professional Smart Delivery Project Manager Smart Ticketing	Services and Supply	£281,500
TS/SPCD/CC/2023/03/17	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Professional Smart Delivery Project Manager	Services and Supply	£281,000
TS/CCS/CC/2023/02/03	Collaborative Contract - G-Cloud	Transport Scotland Gritter + TRISS Tracker	Services and Supply	£129,535
TS/SE/CC/2021/01/08	Collaborative Contract - Engineering and Technical Consultancy Framework	Minor Improvements Manager	Services and Supply	£123,341

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/CCS/CC/2021/04/06	Collaborative Contract - Transport Technology and Associated Services	TASCAR M80 Junction 9	Services and Supply	£119,410
TS/SPCD/CC/2023/03/21	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Financial Accountant 1	Services and Supply	£118,947
TS/SPCD/CC/2023/03/22	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Financial Accountant 2	Services and Supply	£112,833
TS/SPCD/CC/2023/03/15	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Interim Professional Environment Briefing & Correspondence Officer	Services and Supply	£110,000
TS/CCS/CC/2023/02/01	Collaborative Contract - G-Cloud	Gazetteer Management System for the Provision of Data to the Scottish Road Work Register	Services and Supply	£109,500
TS/SPCD/CC/2023/04/02	Collaborative Contract - Procurement - Digital Technology and Cyber Services Dynamic	Support Maintenance and Development of Small Business Application Systems	Services and Supply	£99,999

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
	Purchasing System			
TS/SPCD/CC/2023/03/23	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Data Analysis Assistant	Services and Supply	£90,616
TS/SPCD/CC/2023/03/20	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Temp Admin South Network Administrator	Services and Supply	£70,917
TS/SPCD/CC/2023/03/13	Collaborative Contract - 4th Generation Temporary and Interim Staff Services	Temp Admin South Network Administrator	Services and Supply	£53,188
TS/MP/SER/2020/12/03	Archaeology Services Framework for Transport Scotland - Lot 3	Mini-Competition for A9 Dualling: Tay Crossing to Ballinluig Non-Invasive and Invasive Archaeological Investigations	Services and Supply	£ 1,969,271
TS/CCS/CC/2024/03/01	Collaborative Contract - G-Cloud - RM1557.14 - Lots 1-4	Transport Scotland Mercury Portal	Services and Supply	£ 372,999
TS/SPCD/CC/2024/01/02	Collaborative Contract - Water and waste water	A9 Dualling: Tay Crossing to Ballinluig - Private Water	Services and Supply	£ 71,511

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
	billing services framework	Supplies monitoring services		
TS/SPCD/CC/2024/03/02	Collaborative Contract - Recruitment advertising and public notices framework	Supply of Advertising and Public Information Notices	Services and Supply	£ 2,000,000
TS/SPCD/CC/2024/03/03	Collaborative Contract - Recruitment advertising and public notices framework	Supply of advertising and public information notices	Services and Supply	£ 500,000
TS/MP/WKS/2021/01	A9 Dualling: P12 Tomatin to Moy		Works	£184,702,663

Table 2. New regulated call-offs from existing frameworks completed during the period

Appendix B – Community benefits statistics and case study

There is a focus on the provision and delivery of community benefits in Transport Scotland's contracts. Community benefits may include opportunities such as:

- generating employment and training opportunities for priority groups
- vocational training
- up-skilling of the existing workforce
- equality and diversity initiatives
- making sub-contracting opportunities available to SMEs, the third sector and supported businesses
- supply-chain development activities
- encouraging and developing capacity in community organisations
- educational support initiatives
- working with schools, colleges and universities to offer work experience, mentoring and curriculum development minimising negative environmental impacts, e.g. impacts associated with vehicle movements and/or associated emissions and impacts on protected areas, buildings or sites.

Key statistics of additional employment opportunities, sub-contracting and training provided reported by suppliers as being delivered through Transport Scotland's contracts are shown below, followed by a case study from one of our contracts.

Key Statistics during period 01 Apr 2024 – 31 Mar 2025

- number of new entrant positions (excluding graduates and apprentices) - 832
- number of graduate positions - 172
- number of apprentice positions - 63
- total number of new sub-contracts awarded - 570
- total value of all sub-contracts - £162,116,349
- of these, total number of new sub-contracts awarded to Small Medium Enterprises (SMEs) - 351
- total value of all sub-contracts awarded to SMEs - £52,202,108

- of these, total number of new sub-contracts awarded to supported business and social enterprises - £419,173
- total spend with supported business and social enterprise - £560,056

Case Study: “BEAR Cares” - community support in 2024

BEAR Scotland who are one of Transport Scotland’s Network Management Contractors has a long-standing corporate social responsibility programme, designed to support local communities. This initiative is termed “BEAR Cares”. In 2024 a total of £50,539 was donated to charities and community groups.

The dashboard below shows the key highlights.



Figure 15. BEAR Scotland “BEAR Cares” Dashboard

The key information presented in Figure 15 is listed below.

- £50,539 donated to good causes in 2024
- 3 major fundraising events hosted in 2024
- 31 charities supported across Scotland
- 8 regional charities received £750 each
- £20,093 of corporate donations
- 39 community groups and clubs supported
- 786 volunteer hours of CSR logged
- £5,158 employee fundraising
- 11.5K school pupils from across Scotland engaged with STEM programme

BEAR's support includes several long-term charity partnerships including "Cash for Kids", Scottish Action for Mental Health, Royal British Legion Industries and "My Name's Doddie". In 2024 there was also an annual charity partner, nominated by BEAR staff, Macmillan Cancer Support. This charity was aided through coffee mornings, a sponsored hike and a Forth Road Bridge Doors Open Day. In addition, at the start of 2024, BEAR employees were asked to nominate a smaller local or regional causes. The eight selected organisations were:

- Edinburgh Children's Hospital Charity
- Scottish Borders Donkey Sanctuary
- Borders Water Rescue Team
- Moodiesburn Coffee House
- The Reconnection Project
- Befrienders Highland
- Highland & Islands Blood Bikes
- Munloch Animal Rescue

Finally, BEAR has taken part in 38 local community engagement exercises including supporting local sports clubs and other organisations as highlighted below.

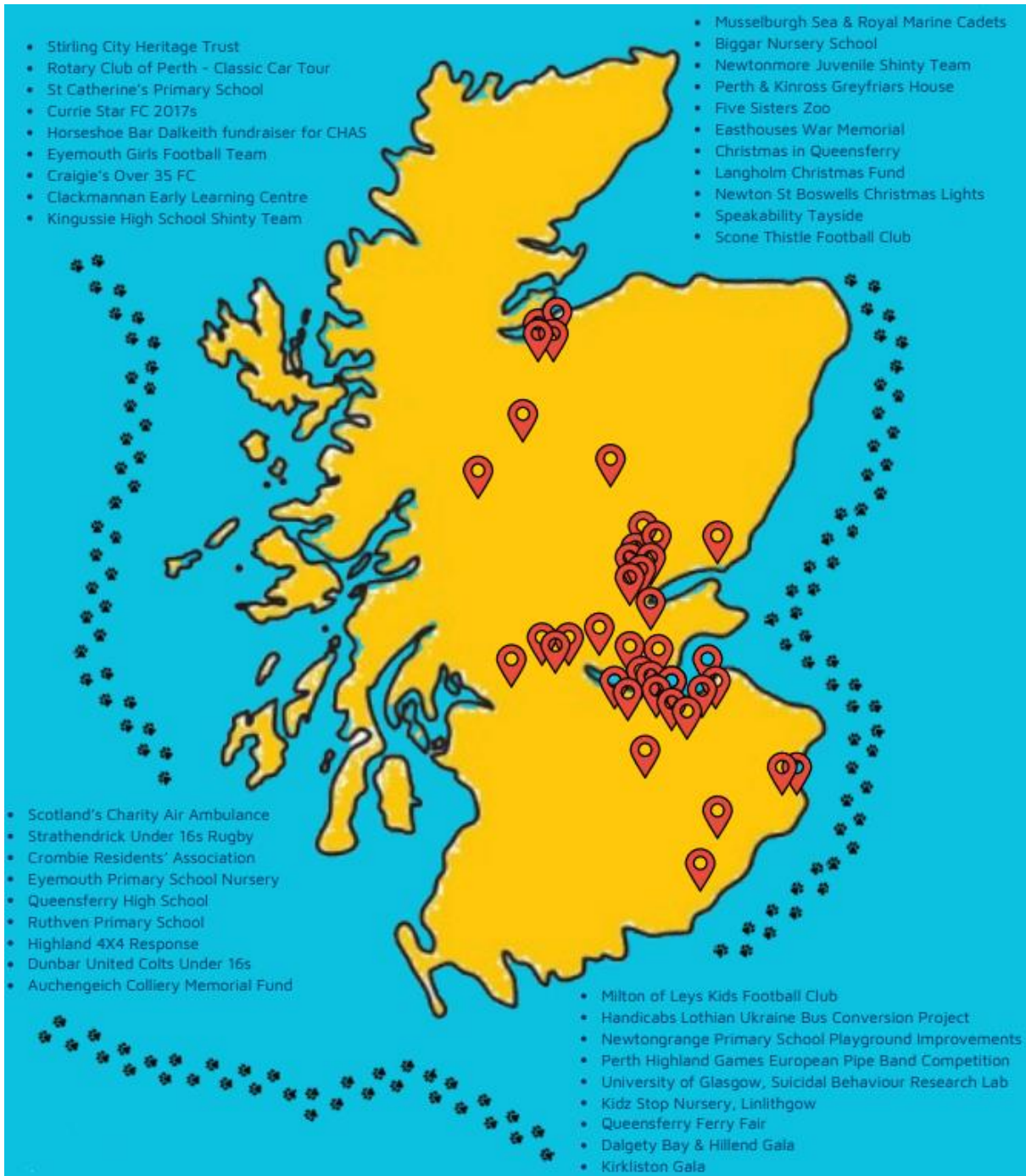


Figure 16. BEAR Scotland local community engagement distribution

A full list of organisations represented in Figure 16 is shown below.

- Stirling City Heritage Trust
- Rotary Club of Perth – Classic Car Tour
- St Catherine’s Primary School
- Currie Star FC 2017s
- Horseshoe Bar Dalkeith fundraiser for CHAS
- Eyemouth Girls Football Team
- Craigie’s Over 35 FC
- Clackmannan Early Learning Centre
- Kingussie High School Shinty Team
- Musselburgh Sea & Royal Marine Cadets
- Biggar Nursery School
- Newtongrange Juvenile Shinty Team
- Perth & Kinross Greyfriars House
- Five Sisters Zoo
- Easthouses War Memorial
- Christmas in Queensferry
- Langholm Christmas Fund
- Newton St Boswells Christmas Lights
- Speakability Tayside
- Scone Thistle Football Club Scotland’s Charity Air Ambulance
- Strathendrick Under 16s Rugby
- Combie Residents’ Association
- Eyemouth Primary School Nursery
- Queensferry High School
- Ruthven Primary School
- Highland 4x4 Response
- Dunbar United Colts Under 16s
- Auchengeich Colliery Memorial Fund
- Milton of Leys Kids Football Club
- Handicabs Lothian Ukraine Bus Conversion Project
- Newtongrange Primary School Playground Improvements
- Perth Highland Games European Pipe Band Competition
- University of Glasgow – Suicidal Behaviour Research
- Kidz Stop Nursery, Linlithgow
- Queensferry Ferry Fair
- Dalgety Bay & Hillend Gala

Appendix C– Anticipated future regulated procurement summary 1

April 2025 to 31 March 2027

Name	Procurement Type	New or Re-Let
A9 Kessock Bridge External Repainting	Works	New
A828 Connel Bridge Deck Replacement	Works	New
A9 Dualling: Tay Crossing to Ballinluig	Works	New
A9 Dualling: Pitlochry to Killiecrankie	Works	New
A9 Dualling: Dalraddy to Slochd	Works	New
A9 Dualling Delivery Framework Agreement*	Works	New
A9 Dualling: Native Seed Supply Contract	Services	New
A828 Connel Bridge Repainting and Overhead Beam Replacement	Works	New
A90 Forth Road Bridge - Suspended Span Painting and Strengthening	Works	New
A90 Forth Road Bridge - Parapet Replacement	Works	New
A9 Kessock Bridge Fender Replacement	Works	New
A9 Findhorn Bridge – Strengthening and Bearing Replacement	Works	New
M90 Friarton Bridge - Edge Beam Refurbishment	Works	New
A96 Dualling Inverness to Nairn (including Nairn Bypass) – Tree Felling	Works	New
Multi-Supplier Framework Agreement for Ground Investigation Works 2024 - 2028 - Lot 1	Works	Re-Let
Multi-Supplier Framework Agreement for Ground Investigation Works 2024 - 2028 - Lot 2	Works	Re-Let
M8 Woodside Viaducts Permanent Intervention	Works	New
Clyde and Hebrides Ferry Services Contract	Services	Re-Let
Low Carbon Transport Loan - Financial Administration	Services	New

Name	Procurement Type	New or Re-Let
Development Management, Road Safety and Active Travel Support Services Framework - Lot 1	Services	New
Development Management, Road Safety and Active Travel Support Services Framework - Lot 2	Services	New
Asset Management Technical Services Framework	Services	New
Multi-Supplier Framework Agreement for Management Systems Audit Services and Services Relating to Dispute/Claims Advice – Lot 1 Management Systems Audit Services	Services	New
Multi-Supplier Framework Agreement for Management Systems Audit Services and Services Relating to Dispute/Claims Advice - Lot 2 Services Relating to Dispute/Claims Advice	Services	New
Multi-Supplier Framework Agreement for Management Systems Audit Services and Services Relating to Dispute/Claims Advice - Lot 3 Quantification and Cost Estimation Services	Services	Re-Let
Multi-Supplier Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2025-2029	Services	Re-Let
Northern Isles Ferry Services 4	Services	Re-Let
Legal Advisory Services for Northern Isles Ferry Services 4	Services	New
HOPS Procurement 2027	Services	Re-Let
Reimbursement System for National Concessionary Travel Scheme and Network Support Grant – 2026	Services	Re-Let
A9 Dualling: Crubenmore to Kinraig - Supplementary Ground Investigation	Works	New
A9 Dualling: Tay Crossing to Ballinluig Enabling Measures Tree Felling Environmental Mitigation, Demolition and OpenReach Enabling Works	Works	New
A9 Dualling - Crubenmore to Kinraig - Dellmore Wetland and Land Remediation Construction Works	Works	New
East Linton Baseline Project	Services	New
A96 Dualling Inverness to Nairn (including Nairn Bypass) - Archaeology Investigation	Services	New

Name	Procurement Type	New or Re-Let
A9/A96 Inshes to Smithton - Archaeology Investigation	Services	New
Active Travel Technical Services	Services	New
Contact centre services for Traffic Scotland Care Line	Services	New
Supply and Installation of ITS Signs and Signals	Services	New
Concessionary Travel Reimbursement System: Software as a Service	Services	New
External Call-Off Regional Transport Partnership - Fort William Integrated Transport Plan	Services	New
Forth Replacement Crossing Detailed Evaluation	Services	New
Events Services for A9 Dualling Programme	Services	New
Aberdeen Western Peripheral Route - Detailed Evaluation	Services	New
M8/M73/M74 Motorway Improvements - Detailed Evaluation	Services	New
Community Needs Assessment: Colonsay, Mull, Iona, Kerrera, Lismore, Coll and Tiree	Services	New
Professional Support for Sustainable Transport Infrastructure Projects	Services	New
Climate Change Plan Policy Development and Analysis	Services	New
Draft Vision Implementation Plan Consultation Analysis Report	Services	New
A9 Dualling: Killiecrankie to Crubenmore Utility Audit and Advisory Service	Services	New
A9 Dualling: Crubenmore to Slochd Utility Audit and Advisory Service	Services	New
Collation of Bus Industry Decarbonisation Plans	Collaborative	New
A9 Dualling: Pitlochry to Killiecrankie – Utility Diversions and/or Protection Audit and Advice Services	Services	New
Rail Reform Advisor Support	Services	New
The provision of maintenance, support, hosting and redesign of the Transport Scotland Website	Services	New

Name	Procurement Type	New or Re-Let
Development Management Advice and Auditing Support Services	Services	New
Development Management Guidance, Policy and Website Review	Services	New
Digital Data Services - Technology Trial	Services	New
A9 - Tore Modelling	Services	New

Table 3. Anticipated Future Regulated Procurement Summary

***Note:** This procurement was originally anticipated to be delivered using a Mutual Investment Model. In January 2026, the Cabinet Secretary for Transport confirmed that it would instead be progressed through capital funding. This information has been used to be correct at the time of publication.



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SCOTLAND**
CÒMHDHAIL ALBA

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