



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

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Transport Scotland Annual Procurement Report

November 2018

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1 Foreword

Transport Scotland was allocated over £2.4 billion from the Scottish budget during 2017/2018 to deliver a safe, efficient, cost-effective and sustainable transport system for the benefit of the people of Scotland. Transport Scotland plays a key role in helping to achieve the Scottish Government's purpose of increasing sustainable economic growth with opportunities for all of Scotland to flourish.

While a large part of this budget is allocated to other public and private sector organisations through grants and support, Transport Scotland's procurement spend during 2017/2018 was more than £830 million on contracts under its management.

Procurement underpins much of the delivery of Transport Scotland's priorities and has a notable impact on performance and success. In recognition of the wider impact that procurement policy and practice has on the Scottish Government's purpose and Transport Scotland's commitments, 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."

As an agency of the Scottish Government, Transport Scotland's Annual Procurement Report 2018, demonstrates how we support the Scottish Government's goals of increasing competitiveness and tackling inequality, ensuring that Transport Scotland makes the best use of public money and takes account of its legal obligations.



Roy Brannen
Chief Executive
Transport Scotland

2 Executive summary

Transport Scotland's Annual Procurement Report demonstrates how we support the Scottish Government's overall procurement aims to deliver sustainable inclusive economic growth through achieving value for money, quality and sustainability.

During the reporting period Transport Scotland has undertaken 58 regulated procurements with a value of over £155 million and this Annual Procurement Report demonstrates how we have undertaken these in accordance with the commitments previously made in Transport Scotland's Procurement Strategy 2017-2020.

Our focus has been to undertake these procurements in a sustainable manner that complies with legislation and governance. We have added value through our procurements and maintained a high standard of capability by implementing best practice and continuous improvement.

This has resulted in the delivery of a wide range of community benefits, provision of opportunities for small and medium-sized enterprises (SMEs) and supported businesses, a commitment to using project bank accounts for works contracts greater than £10 million, as well as updates to our governance procedures. We have utilised existing frameworks and collaborative contracts to secure savings to the public purse as well as making sub-contract opportunities available on Public Contracts Scotland.

Going forward, Transport Scotland will continue to develop its procurement capability to ensure a strategic and systematic approach to procurement, and maintain a high standard of procurement capability. Transport Scotland is investigating ways to further increase community engagement, provide improved community benefits, and further develop its engagement with the third sector and supported businesses.

3 Introduction

Procurement is integrated into the project management process in Transport Scotland and consequently this activity is not undertaken by a centralised procurement function. Instead it is carried out in a devolved manner by staff with appropriate skills and expertise who are members of project teams across the organisation.

Transport Scotland has a clearly defined governance structure in place to support the procurement activity undertaken by the agency. Transport Scotland's Chief Executive (Roy Brannen) is the accountable officer who is responsible 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 been given authority to sub-delegate purchasing authority to members of project teams within Transport Scotland as considered appropriate. The Director of Purchasing is supported in her duties by the Deputy Director of Purchasing (Graham Porteous). 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 procurement-related issues.

Transport Scotland's Procurement Team report to the Deputy Director of Purchasing and they play a central role in the agency's procurement activity by providing support and advice to members of project teams.

As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), a contracting authority must publish a Procurement Strategy by December 2016 and subsequently produce an Annual Procurement Report, required by section 18 of the Act. The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its Procurement Strategy and should be published as soon as is reasonably practicable after the end of their financial year.

This is Transport Scotland's first Annual Procurement Report. The content of this report covers all regulated procurements completed during the period 1 January 2017 to 31 March 2018 and details how those procurements supported the objectives included within the Transport Scotland Procurement Strategy 2017 to 2020. Transport Scotland's subsequent Annual Procurement Reports will monitor the delivery each financial year.

A regulated procurement¹ 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 14 regulated procurements and 44 call-offs from framework agreements during the reporting period.

¹ A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end.

4 Summary of regulated procurement

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

Between 1 January 2017 and 31 March 2018, Transport Scotland completed 14 discrete regulated procurements. Transport Scotland makes use of framework agreements where appropriate and 44 regulated procurements were called-off from framework agreements during the reporting period, 36 of which were from existing frameworks. Transport Scotland utilises existing Transport Scotland frameworks, Scottish Government frameworks and UK frameworks where appropriate, as well as procuring new framework agreements for works, services and supplies where required.

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 over £115 million.

Table 1 - Summary of Transport Scotland’s regulated procurement activity

1/1/17 – 31/3/18	Open	Restricted	Competitive dialogue	Framework call-off	Total number
Services/ supply	2	8	1	40	51
Works	0	2	1	4	7
TOTAL	2	10	2	44	58

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

Where possible, Transport Scotland seeks to avoid the use of Non-Competitive Actions (NCAs) and has developed procedures to ensure that requests for NCAs are made only on an exceptional basis, in writing, clearly recording the grounds for the request. Only one regulated procurement was undertaken during the reporting period by means of an NCA. This had a total value of £86,000, which equates to 0.01% of Transport Scotland’s procurement spend.

During the reporting period the Procurement Team verified new contract notices prior to publication, to ensure that any contract notice developed in Public Contracts Scotland included the relevant commitments made in the Procurement Strategy. Transport Scotland paid 96% of our suppliers within ten days during the reporting period.

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:

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

Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner		
Delivery sub-action	Description	Compliance
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 transport of materials.	<ul style="list-style-type: none"> • Each regulated procurement has a procurement strategy which has been authorised by the Director of Purchasing or the Deputy Director of Purchasing. • A sustainability test is included in the procurement strategy for each regulated procurement.
1.2	Fully utilise the Scottish Government's suite of sustainability tools for all regulated procurements.	<ul style="list-style-type: none"> • Sustainability is fully considered in all regulated procurements as part of the sustainability test. Transport Scotland is working towards embedding all sustainability tools into our procurements.
1.3	Deliver community benefits through Transport Scotland's procurement activity and seek opportunities to enhance the scope of these benefits.	<ul style="list-style-type: none"> • Community benefits are considered in the procurement strategy for all regulated procurements. • Community benefits are regularly reviewed and enhanced as part of a lessons learnt exercise for new contracts. • Appendix B contains examples of community benefits delivered during the reporting period.
1.4	Ensure that opportunities for SMEs to tender for Transport Scotland contracts and to tender for sub-contracts via main suppliers are maximised.	<ul style="list-style-type: none"> • Quick Quote is used for non-regulated procurements. • Where appropriate, our tender documents for regulated procurements contain sub-contract clauses

Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner		
Delivery sub-action	Description	Compliance
		<p>that specify the use of Public Contracts Scotland to advertise sub-contract opportunities.</p> <ul style="list-style-type: none"> • Transport Scotland exhibited at Meet the Buyer in September 2017. This was an opportunity to enhance our engagement with many SMEs. • During Meet the Buyer Transport Scotland explained how our larger contracts are developed and how SMEs could become a sub-contractor on Transport Scotland contracts. • Transport Scotland presented at Procurex 2017 to highlight opportunities for SMEs on the A9 Trunk Road Dualling Programme. • Opportunities for SMEs were highlighted at Transport Scotland's industry day for the A9 Luncarty to Pass of Birnam scheme on 10 April 2017. Future opportunities for SMEs on the upcoming A9 Dualling Advance Works Framework, covering the whole of the A9 route between Perth and Inverness, were also discussed on the day.

Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner		
Delivery sub-action	Description	Compliance
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"> • Undertook ongoing liaison with supported businesses. • Started sourcing its Personal Protective Equipment (PPE) from Haven PTS. • Reserved a contract with Haven Products to print and distribute the Road Safety Scotland magazine. • Sourced promotional materials with Haven Products which was used at Procurex and Meet the Buyer. • Sourced signs from The Sign Factory for the A737 Dalry By-Pass. • Ensured that regulated procurement strategies consider whether any element of the contract can be provided by a supported business.

Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner		
Delivery sub-action	Description	Compliance
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.	<ul style="list-style-type: none"> • Transport Scotland is undertaking a review to further improve its approach to engaging with third sector and supported businesses. • Transport Scotland held an industry day for the A9 Luncarty to Pass of Birnam scheme on 10 April 2017. The Director from the British Association for Supported Employment (BASE) spoke at the event to highlight opportunities for supported businesses and third sector organisations, thus creating opportunities for contractors to make direct links with BASE. Opportunities on the upcoming A9 Dualling Advance Works Framework were also discussed on the day. • Meet the Buyer events are being considered across the A9 Dualling programme and other procurements.
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.	<ul style="list-style-type: none"> • 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.
1.8	Review and update the procurement page of the Transport Scotland website on a quarterly basis to ensure key	<ul style="list-style-type: none"> • The procurement pages of the Transport Scotland website are routinely reviewed and updated.

Commitment 1 : Undertake Transport Scotland procurements in a sustainable manner		
Delivery sub-action	Description	Compliance
	information is visible to suppliers.	<ul style="list-style-type: none"> The pages explain how Transport Scotland does business and how suppliers can become involved in Transport Scotland procurements.

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
2.1	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.	<ul style="list-style-type: none"> • The model contract documents for goods and services were reviewed by the Procurement Team in March 2018 and are held in centrally available templates. • The model contract documents for works were reviewed routinely throughout the period and are held in centrally available templates. • The Head of Procurement Team is the Champion of the model contract documents and routinely develops and updates templates for use throughout Transport Scotland.
2.2	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.	<ul style="list-style-type: none"> • 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. • The Procurement Team operates a procurement query tracker which monitors the progress and outcome of any queries received. • This tracker is reviewed regularly to ensure consistency of responses, and to identify training needs. • The Procurement Team delivered the training noted in item 2.3.

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
2.3	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.	<ul style="list-style-type: none"> • 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. • The training programme was delivered over nine sessions during the reporting period using both in-house training and external suppliers. • Procurement training requirements are reviewed on an ongoing basis.

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
2.4	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"> • The Transport Scotland procurement strategy template was updated in January 2018 to reflect the revised OJEU thresholds. • Six Scottish Procurement Policy Notes (SPPN) and seven Construction Policy Notes were shared with delegated purchasing authority holders in Transport Scotland. • Governance arrangements for the Transport Scotland Procurement Group were routinely reviewed and were updated at the last meeting of the Procurement Group on 18 September 2018. • 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.

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

Delivery sub-action	Description	Compliance
2.5	Implement Project Bank Accounts on all Transport Scotland construction contracts of a value of £10 million and above in line with SPPN/11/2016.	<ul style="list-style-type: none"> Transport Scotland has developed an approach to implement Project Bank Accounts on all works contracts with a value in excess of £10 million. This is mandated during the development of procurement strategies for relevant procurements.

Commitment 2: Ensure Transport Scotland procurements comply with relevant EU and national legislation and internal policy and governance procedures.		
Delivery sub-action	Description	Compliance
2.6	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.	<ul style="list-style-type: none"> • The intranet pages were fully updated during the reporting period and continue to be reviewed regularly and updated as appropriate. • The Procurement Team use the intranet to communicate policy, systems and guidance. Transport Scotland staff use the intranet pages to access information about: <ul style="list-style-type: none"> • How to contact the Procurement Team • Procurement advice and support • Delegated purchasing authority • Sustainable procurement • Tender receipt and opening • The contracts database • Contract reference numbers • Procurement feedback

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 new Contracts Database to assist with monitoring and ensuring compliance.	<ul style="list-style-type: none"> • 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. • Information from the Contracts Database is used to identify off-contract spend. • The Contracts Database was refreshed during the reporting period to ensure its capability to support data gathering for the Annual Procurement Report. • Further work is being planned to enhance the Contracts Database.

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.	<ul style="list-style-type: none"> • Transport Scotland seeks to use existing frameworks before tendering bespoke requirements. • Transport Scotland utilised frameworks from Scottish Government, Crown Commercial Service (CCS), Department for Transport and Scotland Excel. • Transport Scotland lets frameworks for its own bespoke needs (such as ground investigation works). • Transport Scotland saved £988,979 by using Scottish Government collaborative frameworks during the reporting period.
3.2	Review performance of Transport Scotland Frameworks prior to any re-let.	<ul style="list-style-type: none"> • Transport Scotland conducts periodic reviews of existing frameworks which consider: <ul style="list-style-type: none"> • Quality • Service • Sustainability • Cost • A full evaluation is considered as part of the procurement strategy for any future re-tendering exercise for frameworks.
3.3	Continue to provide feedback to suppliers on a biannual	<ul style="list-style-type: none"> • Supplier performance is reviewed biannually by

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
	basis and consider implementation of an electronic system to support activity.	Transport Scotland staff. Reports are subsequently issued to suppliers to evaluate their performance. Transport Scotland is considering further development of its supplier feedback process.
3.4	Continue to undertake early market engagement, where appropriate.	<ul style="list-style-type: none"> • Every new procurement has a procurement strategy. • The procurement strategy for each procurement identifies the nature and extent of market engagement that is appropriate for each procurement and this must receive the necessary approvals prior to the procurement being progressed. • 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 industry day for the A9 Luncarty to Pass of Birham scheme on 10 April 2017. • Transport Scotland routinely undertakes market engagement with the supply chain including: <ul style="list-style-type: none"> • Association for Consultancy and Engineering • Civil Engineering Contractors Association • Trunk road operating companies

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"> • Train operating companies • Freight operating companies • Software providers
3.5	Ensure sub-contract opportunities continue to be advertised on Public Contracts Scotland, where appropriate.	<ul style="list-style-type: none"> • Transport Scotland utilised Public Contracts Scotland to advertise over £570 million of sub-contract opportunities on contracts which were live during the reporting period. Large infrastructure contracts that were live during the reporting period included: <ul style="list-style-type: none"> • Forth Replacement Crossing • Aberdeen Western Peripheral Route/Balmedie to Tippetty Project • M8 M73 M74 Motorway Improvements Project • A9 Kincaig to Dalraddy • Consideration is being given to including sub-contract advertising provisions in new procurements such as the A9 Dualling contracts and the new Trunk Road Network Management Contracts.

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
3.6	Engage with suppliers to identify areas of savings, added value and innovation.	<ul style="list-style-type: none"> • Transport Scotland works with its supply chain to identify savings by: <ul style="list-style-type: none"> • Undertaking effective engagement before the commencement of, and during, the procurement process. • Effective use of value engineering clauses in contracts to deliver value for money for the public purse. • Effective management of our contracts.
3.7	Review, and update where required, Transport Scotland contract and supplier management guidance.	<ul style="list-style-type: none"> • Transport Scotland delivered contract and supplier management training to staff in February 2018. • Staff are directed to the Procurement Journey for guidance on contract and supplier management. • Guidance is reviewed and updated where appropriate. • Transport Scotland's lessons learned register helps to identify where updates are required.

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
3.8	Utilise additional data gathering function in new Contracts Database to enable more detailed market analysis and decision making.	<ul style="list-style-type: none"> • The Contracts Database was used to report contract and call-off information to inform procurement strategies for future procurements. • The Contract Database was used to inform decision making, such as the decisions on how to identify and design appropriate lots in framework procurements. • Contract managers use Transport Scotland systems to monitor spend on contracts, which also informs decision making in relation to the nature of future contracts.
3.9	Ensure all staff undertake fraud training and are aware of the Transport Scotland Fraud Policy and Response Plan.	<ul style="list-style-type: none"> • All Transport Scotland staff who engage in procurement activity have undertaken counter fraud training. • Transport Scotland has a Fraud Policy and Response Plan which is available to all employees through their intranet. • This plan was last reviewed and updated in February 2018.

Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement

Delivery sub-action	Description	Compliance
4.1	Create a central repository for procurement lessons learned feedback and review the process for analysis and change implementation.	<ul style="list-style-type: none"> • Lessons learned were shared at the end of each phase of a procurement/contract with other teams in Transport Scotland through meetings and the use of lessons learned registers. • Transport Scotland is developing a repository for lessons learned. • This repository will ensure that project and procurement lessons learned are incorporated into future procurement activity. • Consideration is being given to sharing these lessons more widely. • Lessons learned are used to update ESPD and tender documentation and Transport Scotland guidance.
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.	<ul style="list-style-type: none"> • Transport Scotland updated its Procurement Strategy template in October 2017 and January 2018. • The Procurement Guide Toolkit and the Procurement Compliance Check are regularly reviewed and most recently updated in October 2018.

Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement		
Delivery sub-action	Description	Compliance
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"> • Attending Scottish Government collaborative meetings relating to procurement. • Delivering presentations on project bank accounts to other public sector bodies. • Attending Scottish Government workshops on contract and supplier management best practice and fair work practices. • Attending Scottish Government Support Business Working Group. • Biannual meetings with SPCD to discuss contentious or novel procurements. <p>Transport Scotland use PECOS EASEBUY for e-Procurement and will introduce e-Invoicing in line with the Scottish Government.</p>
4.4	Complete Improvement Plan actions resulting from PCIP 2016.	<ul style="list-style-type: none"> • Transport Scotland achieved the highest banding, F1, at the last PCIP assessment with a score of 91%, which demonstrated a high standard of procurement capability. • Actions contained in the 2016 PCIP action plan have been completed as shown in Appendix C.

Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement

Delivery sub-action	Description	Compliance
4.5	Prepare for next PCIP assessment (date to be confirmed).	<ul style="list-style-type: none"> • The preparations for the next PCIP have been on-going throughout the reporting period, with data being gathered to support the next assessment and complete the PCIP 2016 action plan. • Transport Scotland expects its next PCIP assessment to take place early in 2019.

Commitment 4 : Maintain a high standard of procurement capability across Transport Scotland through the implementation of best practice and continuous improvement

Delivery sub-action	Description	Compliance
4.6	Engage with internal and external stakeholders, as appropriate, to facilitate sharing of best practice.	<ul style="list-style-type: none"> • Transport Scotland is an active, supportive member of the Scottish Government’s Procurement Collaboration Group and shares best practice with attendees. • Transport Scotland has engaged with the following external organisations to facilitate sharing of best practice: <ul style="list-style-type: none"> • Association for Consultancy and Engineering • Civil Engineering Contractors Association • Network Rail • Train operating companies • Freight operating companies • Office of Rail and Road • Rail Delivery Group • Audit Scotland

6 Summary of community benefits

The Procurement Reform (Scotland) Act 2014 stipulates that community benefits must be considered for all procurements greater than £4 million. In the reporting period 5 of the 14 regulated procurements contained community benefits considerations. These were:

- Engineering and Technical Consultancy Services – Interim PAG Service
- Transport Data Collection Services
- A737 Dalry Bypass
- Integrated Travel in Scotland - Smart Ticketing Infrastructure – TABO2
- A96 Dualling East of Huntly to Aberdeen Multi-Disciplinary Support Services Contract

Transport Scotland also delivered community benefits on contracts which were live during the reporting period. These included the provision of more than 260 apprenticeships, 54 work placements, 140 graduate places and over £570 million of work sub-contracted through Public Contracts Scotland (including over £183 million subcontracted to SMEs) over the duration of these contracts.

In the future, Transport Scotland will ensure that community benefit requirements continue to be considered in its procurements. Transport Scotland is also developing systems to more consistently record benefits across the range of procurements it undertakes.

Appendix B shows examples that demonstrate the range of benefits delivered on different types of Transport Scotland contracts over their duration.

7 Supported businesses summary

Transport Scotland ensures that supported businesses are considered when a new procurement strategy is developed. Transport Scotland spent over £10,500 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
- Supply of promotional material used at Meet the Buyer and Procurex 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, with a value of over £165,000. These include:

- Cfine for the supply of foodstuffs for the Northern Isles Ferry Services contract
- Glencraft for the supply of mattresses for the Northern Isles Ferry Services contract
- Glencraft for the supply of bespoke bedding for the Caledonian Sleeper contract
- The Sign Factory who supplied road signs for the A737 Dalry By-Pass
- Haven Sign Factory, Haven Printing & Mailing and Haven Recycling who provided goods and services for the Clyde and Hebrides Ferry Services contract

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 2016 PCIP Action Plan

[Appendix D](#) - Future procurement summary 1 April 2018 to 31 March 2020

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

Table 1 - Procurements and call-offs from frameworks completed during the reporting period

Contract reference	Contract name	Call-off name	Tender type	Contract type	Value
TS/FAS/SER/2017/05	Provision of Specialist Taxation and Advice	Not applicable	Open	Services/supply	£50,000
TS/MTRIPS/SER/2017/07	Advanced Archaeological Works for A9 Dualling - Luncarty to Pass of Birnam	Not applicable	Restricted	Services/supply	£499,542
TS/TRBO/SER/2017/05	Transport Data Collection Services	Not applicable	Open	Services/supply	£810,000
TS/TRBO/SER/2016/03	Forth Road Bridge Main Cable Internal Inspection	Not applicable	Restricted	Services/supply	£1,625,173
TS/TRBO/WKS/2016/04	Kingston Bridge South Approaches Parapet Refurbishment 2017	Not applicable	Restricted	Works	£2,747,605
TS/TRBO/SER/2017/02	Integrated Travel in Scotland - Smart Ticketing Infrastructure – TABO2	Not applicable	Competitive dialogue	Services/supply	£2,995,641
TS/TRBO/SER/2018/02	Interim PAG Service	Not applicable	Restricted	Services/supply	£4,500,000
TS/MTRIPS/WKS/2016/01	A737 Dalry Bypass	Not applicable	Competitive dialogue	Works	£31,212,800
TS/MTRIPS/SER/2017/02	A96 Dualling East of Huntly to Aberdeen Multi-Disciplinary Support Services Contract	Not applicable	Restricted	Services/supply	£33,395,315
TS/TRBO/WKS/2016/02	Forth Road Bridge Truss end link repair Phase 3	Not applicable	Restricted	Works	£9,103,561

Contract reference	Contract name	Call-off name	Tender type	Contract type	Value
TS/MTRIPS/SER/2017/05	A90/A96 Haudagain Improvement Property Management Contract	Not applicable	Restricted	Services/supply	£50,000
TS/MTRIPS/SER/2018/03 TS/MTRIPS/SER/2018/04 TS/MTRIPS/SER/2018/05	Multiple- Supplier Framework for Geotechnical Certification Services	Call-off during reporting period listed below:	Restricted	Services/supply	£6,000,000
TS/MTRIPS/SER/2018/03/01	Multiple- Supplier Framework for Geotechnical Certification Services	A9 Dualling - Crubenmore to Kinraig Preliminary and Detailed Ground Investigation Geotechnical Certification Services	Call-off	Services/supply	Framework call-off value £50,625
TS/MTRIPS/SER/2015/09	Data Collection and Collation Services for Transport Scotland 2016-2019	Call-offs during reporting period listed below:	Restricted	Services/supply	£1,650,000
TS/MTRIPS/SER/2015/09/02	Data Collection and Collation Services for Transport Scotland 2016-2019	Multiple Framework Agreement - Roadside Interviews and ATC Surveys	Call-off	Services/supply	Framework call-off value £60,000
TS/MTRIPS/SER/2015/09/07	Data Collection and Collation Services for Transport Scotland 2016-2019	Southern Highland RSIs	Call-off	Services/supply	Framework call-off value £50,000
TS/MTRIPS/SER/2015/10/07	Data Collection and Collation Services for Transport Scotland 2016-2019	Southwest RSIs	Call-off	Services/supply	Framework call-off value £50,000
TS/MTRIPS/SER/2015/11/04	Data Collection and Collation Services for Transport Scotland 2016-2019	Aberdeen Air Quality Surveys	Call-off	Services/supply	Framework call-off value £60,000

Contract reference	Contract name	Call-off name	Tender type	Contract type	Value
TS/MTRIPS/SER/2015/11/11	Data Collection and Collation Services for Transport Scotland 2016-2019	Tay Cities Roadside Interviews	Call-off	Services/supply	Framework call-off value £68,000
TS/MTRIPS/SER/2016/09 TS/MTRIPS/SER/2016/10 TS/MTRIPS/SER/2016/11	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 Lot 1 development, update and application of transport models	Call-offs during reporting period listed below:	Restricted	Services/supply	£841,160
TS/MTRIPS/SER/2016/11/01	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 Lot 1 development, update and application of transport models	Traffic Modelling services to inform the development of the Solheim Cup 2019 Transport Plan	Call-off	Services/supply	Framework call-off value £75,000
TS/MTRIPS/SER/2016/11/03	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 Lot 1 development, update and application of transport models	Transport Modelling Support and Advice	Call-off	Services/supply	Framework Call-off Value £100,000

Table 2 - Call-offs from existing frameworks

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2011/05/31	Multiple Framework Agreement for the Geotechnical Certification Services	A96 Hardmuir to Fochabers - Geotechnical Certification Services	Services/supply	£50,000
TS/MTRIPS/SER/2014/08/10	Framework Agreement for Environmental Advisory and Auditing Services for Transport Scotland 2014-2018	Low Emission Strategy for Scotland - development of National Low Emission Zone Framework	Services/supply	£66,306
TS/MTRIPS/SER/2014/10/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 1 Roads	A9/A82 Longman Junction Improvement - Engineering and Transportation Consultancy Services	Services/supply	£4,000,000
TS/MTRIPS/SER/2014/11/01	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 1 Roads	M8 Bridges Strategy - Peer Review	Services/supply	£105,000
TS/MTRIPS/SER/2014/17/03	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 4 Maritime	Development of a Financial Model	Services/supply	£62,159

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2014/17/04	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 4 Maritime	Outer Hebrides STAG Appraisal	Services/supply	£139,035
TS/MTRIPS/SER/2014/18/01	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 4 Maritime	Support on Gourock Dunoon Tender exercise	Services/supply	£118,000
TS/MTRIPS/SER/2014/19/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Pre-Appraisal and Option Development/Design Support on Aberdeen to Central Belt Enhancement Project	Services/supply	£200,000
TS/MTRIPS/SER/2014/19/04	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Engineering and Environmental Review of Newcastle/Edinburgh and Carstairs/Glasgow High Speed Rail Corridors	Services/supply	£190,340
TS/MTRIPS/SER/2014/20/01	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Business Case support on Aberdeen to Inverness Enhancement project	Services/supply	£75,000

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2014/21/01	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	CP6 Projects Pipeline	Services/supply	£117,000
TS/MTRIPS/SER/2014/21/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Shotts Electrification Final Business Case	Services/supply	£70,000
TS/MTRIPS/SER/2014/23/01	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services (2015 - 2019): Lot 2 Rail	Business case work for Highland Main Line (Phase 2)	Services/supply	£75,000
TS/MTRIPS/SER/2016/04/03	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	Glasgow Airport Access Project Outline Business Case Audit	Services/supply	£80,000

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2016/04/04	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	Borders Transport Corridors - Pre-Appraisal	Services/supply	£150,000
TS/MTRIPS/SER/2016/04/06	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	Aberdeen City Region Strategic Transport Appraisal Pre-appraisal	Services/supply	£180,000
TS/MTRIPS/SER/2016/05/01	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	The Case for Investment – Transport	Services/supply	£60,000

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2016/07/02	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 - Lot 4 - Transport Planning Advice	Strategic Transport Planning Team	Services/supply	£72,549
TS/MTRIPS/SER/2016/07/04	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 - Lot 4 - Transport Planning Advice	LCV Electric Vehicles Infrastructure Team	Services/supply	£60,000
TS/MTRIPS/SER/2016/02/02	Multiple Framework Agreement for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	A9 Dualling Programme - Case for Investment - 2017-2018	Services/supply	£400,000
TS/MTRIPS/WKS/2014/03/01	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Preliminary Ground Investigation: Crubenmore to Kincaig	Works	£2,998,218

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/WKS/2014/09/07	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Pitlochry to Glen Garry detailed investigation	Works	£3,808,885
TS/MTRIPS/WKS/2014/09/08	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A9 Dualling Northern Section: Dalraddy to Slochd - Detailed Ground Investigation - Phase 1	Works	£2,718,903
TS/MTRIPS/WKS/2014/10/04	Multiple Framework Agreement for Scottish Ground Investigation Services 2014-2018: Lot 2	A82 Tarbet to Inverarnan Ground Investigation	Works	£3,359,995
TS/TRBO/SER/2012/05/18	Scottish Trunk Road Network Asset Management Framework Agreement	Organisational Improvements	Services/supply	£50,000
TS/TRBO/SER/2012/05/19	Scottish Trunk Road Network Asset Management Framework Agreement	Ancillary Assets Scheme Guidance	Services/supply	£50,000
TS/TRBO/SER/2012/05/20	Scottish Trunk Road Network Asset Management Framework Agreement	ISO55000 Accreditation	Services/supply	£50,000
TS/TRBO/SER/2012/05/21	Scottish Trunk Road Network Asset Management Framework Agreement	Structures Risk Tool Calibration	Services/supply	£50,000

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/TRBO/SER/2012/05/22	Scottish Trunk Road Network Asset Management Framework Agreement	Asset Management Support	Services/supply	£50,000
TS/TRBO/SER/2012/05/23	Scottish Trunk Road Network Asset Management Framework Agreement	Network Hierarchy Update	Services/supply	£50,000
TS/TRBO/SER/2012/05/24	Scottish Trunk Road Network Asset Management Framework Agreement	Information Strategy	Services/supply	£50,000
TS/TRBO/SER/2012/10/15	Scottish Trunk Road Network Asset Management Framework Agreement	Defect Categorisation	Services/supply	£50,000
TS/TRBO/SER/2012/12/36	Multiple Framework Agreement for Transport Research	Friction After Polishing	Services/supply	£72,000
TS/TRBO/SER/2015/01/05	Multiple Framework Agreement for Design Standards Advice and Professional Services	Design Standards Advice for Standards Branch	Services/supply	£110,000
TS/TRBO/SER/2015/01/06	Multiple Framework Agreement for Design Standards Advice and Professional Services	Design Standards Advice & Professional Services - Cycling by Design Update Phase 2	Services/supply	£50,000

Contract reference	Contract name	Call-off name	Call-off type	Call-off value
TS/TRBO/SER/2015/01/07	Multiple Framework Agreement for Design Standards Advice and Professional Services	TD9 Research	Services/supply	£175,000

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](#). The examples illustrate the range of benefits delivered on different types of Transport Scotland contracts that are at different stages of delivery.



A737 Dalry Bypass

Project key statistics	
Number of graduate positions	2
Number of apprentice positions	2
Number of undergraduate work placements	1
Number of people employed	circa 100

Examples of the type of community benefits delivered

- Eight project staff signed up to become science, technology, engineering and mathematics (STEM) ambassadors committed to engaging with young people to inform and encourage them into careers in science, technology, education and mathematics by sharing their own skills, experience and interests in these areas.
- A foodbank collection initiative was organised to assist North Ayrshire Foodbank. The project donated four boxes of food items prior to Christmas.
- Police Scotland Ayrshire Division met with workers at the site of the new A737 Dalry Bypass to discuss the aims of the ‘White Ribbon’ campaign and to encourage workers to sign the campaign pledge ‘never to commit, excuse or remain silent about violence against women’. Police Scotland highlighted the rise in violence against both men and women and asked the team to support them in getting the message out that violence of any kind is unacceptable.



A9 Dualling: Kincaig to Dalraddy

Project key statistics	
Number of graduate positions	2
Number of apprentice positions	3
Number of sub-contracts awarded	8
Value of sub-contracts awarded to local businesses	£1.4 million

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • The project delivered a refurbished playground, as agreed with the Highland Council, in return for areas of school land which were required to be given up to facilitate the dualling project. The new school playground has transformed the original facilities to provide an attractive area with a climbing wall and multi-use, all-weather games area. • Waste material produced during site clearance activities saw vegetation donated to the Highland Wildlife Park to provide animal food and furnishings for the enclosures. • A working relationship has been established to the mutual benefit of both the Wildlife Park and the project, with many more items donated including old traffic cones, drainage pipe offcuts and large brushes from road-sweepers, all used to help provide a stimulating environment for the animals.



A96 Dualling: East of Huntly to Aberdeen

Project key statistics	
Number of graduate positions	15
Number of apprentice positions	8
Number of new posts created	6
Number of work placements	4

Examples of the type of community benefits delivered

- 15 graduates and eight apprentices have been employed as a result of the project.
- A local office has been opened in Thainstone Business Park, Inverurie - a local has been employed to work on contract as a Stakeholder/Landowner Co-ordinator.
- Transport Scotland's technical advisors liaised with 'Primary Engineer' to deliver STEM training to 13 primary schools along this section of the A96.
- Transport Scotland's technical advisors have donated to foodbanks in Huntly and Inverurie.



A96 Dualling: Inverness to Nairn

Project key statistics	
Number of graduate positions	1
Number of school work placements	1
Number of undergraduate work placements	2

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • One graduate was recruited specifically to work on scheme in Transport Scotland's technical advisors' Inverness office. • Transport Scotland's technical advisors have set up a road design team within their Inverness office specifically to work on A96 Inverness to Nairn project. • One work placement was provided for a school pupil in the Inverness office and two placements were provided for university students. • STEM engagement has been carried out with six primary schools in the vicinity of the project and careers talks were also given to pupils at Nairn Academy in October 2017.



A96 Dualling: Hardmuir to Fochabers

Project key statistics	
Number of graduate positions	9
Number of apprentice positions	2
Number of new posts created	2
Number of school work placements	4
Number of undergraduate work placements	4

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • Nine graduates have been recruited for the project. • Two school leavers have been recruited as apprentices for project. • Transport Scotland’s technical advisors have secured a local office in Forres Enterprise Park, thereby supporting local businesses. Four local people have been employed to work from the office. • Four work experience placements have been provided for school pupils and a further four work placements have been provided for university students. • Transport Scotland’s technical advisors have helped to provide STEM training to over 400 pupils from schools in the Moray area.



Aberdeen Western Peripheral Route/Balmedie to Tipperty

Project key statistics	
Number of people employed	1,500
Number of sub-contracts awarded to SMEs	69
Value of sub-contracts awarded to SMEs	£65 million

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • 224 job starts were provided by the project, 56 of whom were previously employed in the oil and gas industry. Of these, 55 were from Aberdeenshire. • The value of contracts awarded to Scottish SMEs and Social Enterprises was excess of £65 million, which is circa 12% of the total value of contracts awarded. • 69 SME's were awarded over 10% of the contracts on the project. • The project engaged with almost 10,000 school pupils by providing project update presentations and providing information on environmental, geological, structural and road works disciplines in line with the Curriculum for Excellence portfolio. Career-ready and industry awareness sessions were made available for students. • A 'Skills Pledge' to develop the skills and qualifications of its workforce, supply chain and local community was signed by the contractor. Regular toolbox talks along with competency, training and engagement programmes were undertaken. • The Office of National Statistics demonstrate that women are under-represented in the UK construction industry workforce. However, the Aberdeen Western Peripheral Route/Balmedie to Tipperty scheme had above average statistics, with 215 females working on the project. This represented 14% of the overall workforce and women were involved in 65% of site based roles. These included roles such as plant operator, geologist, engineer, laboratory technician, environmental scientist, planner, security and general construction operative.



Clyde and Hebrides Ferry Services

Project key statistics	
Number of vocational places	53
Number of work placements	7
Value of spend with third sector or supported businesses	£7,515

Examples of the type of community benefits delivered

The ferry operator undertook a variety of activities which contributed towards community benefits in the community and the environment including:

- Supporting careers advice events at local schools.
- Providing 53 work vocational places (i.e. apprenticeships; training for unemployed and work placements). Of these, 20 full time places were aimed at priority groups, including young people, unemployed and disadvantaged.
- Encouraging supported businesses through the procurement process and using local suppliers. £7,515 was spent with the third sector and supported businesses.
- Creating a resident’s focus group of 70 volunteers. This provides a voice for communities on the ferry routes to feedback on strategic issues.
- Initiating a marine awareness programme. This results in vessels being used to undertake marine biodiversity monitoring, passenger engagement and education about the marine environment. Visitors and locals are informed how to facilitate better information sharing between conservation agencies.
- An ORCA wildlife officer has been on-board vessels from February 2018 to undertake passenger engagement.

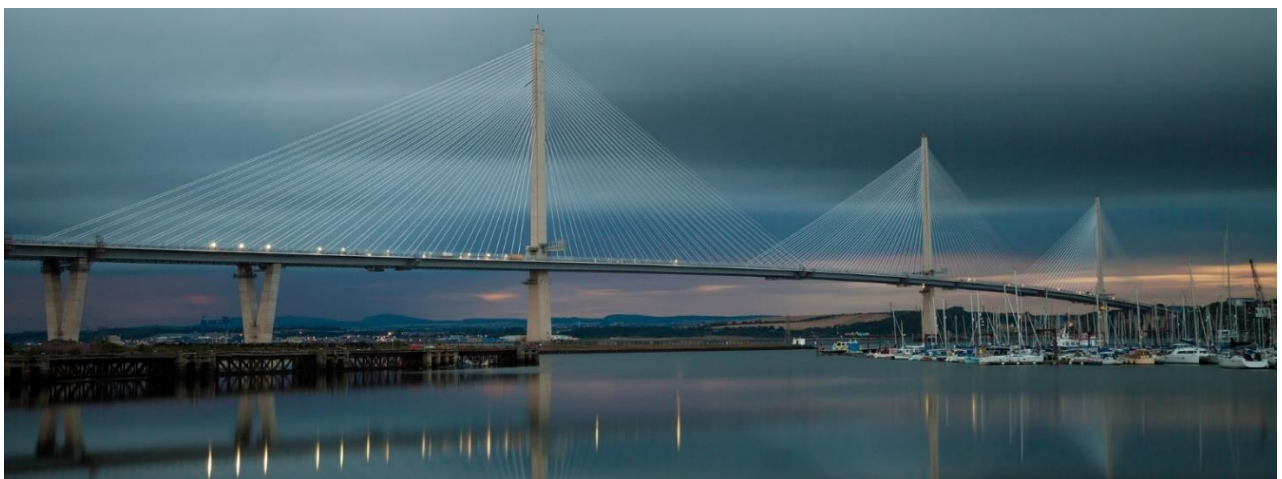


Forth Replacement Crossing

Project key statistics	
Number of undergraduate positions	20
Number of school work placements	5
Number of people employed from long-term unemployed	46
Value of sub-contracts awarded to Scottish firms	£351 million
Professional training places per annum	21
Vocational training places per annum	103

Examples of the type of community benefits delivered

- Scottish firms were awarded sub-contracts or supply orders on the Forth Replacement Crossing Project with a total value circa £351 million out of a total circa £709 million (49.5%).
- 55,860 out of a total of 60,596 supply orders (92%) were awarded to Scottish companies with a value circa £163 million out of a total of circa £215 million (76%).
- 818 workers undertook or completed vocational training as a result of the project. The annual average was 103 people undertaking training compared to the minimum contractual requirement of 45.
- Professional support was provided to pupils/students through engagement with educational establishments. “Crossing the Black Water”, a series of Science, Technology, Engineering, Arts and Mathematics (STEAM) workshops for Primary 7 pupils was created in a partnership between Fife Council Economic Development, CCD Training, Fife Tourism Partnership and Forth Crossing Bridge Constructors. The workshops informed young people about the history and construction of the Forth bridges and highlighted the wide range of different careers and disciplines involved in constructing the bridges.
- Since the Contact and Education Centre opened its doors in 2013, a total of over 83,000 people, including 25,000 school pupils, have visited the building to see the project exhibition, listen to presentations by project staff or take part in a variety of construction and engineering skills challenges.
- Transport Scotland arranged a series of engagement events for Summer 2018 to encourage young people to look at the engineering involved in the Queensferry Crossing and to consider a future in engineering and STEM related careers, helping Scotland to bridge the skills gap. These included events which were specifically aimed at young women and girls.



Forth Replacement Crossing



M8 M73 M74 Motorway Improvements Project

Project key statistics	
Number of undergraduate work placements	7
Number of people employed from long-term unemployed	31
Number of sub-contracts awarded to SMEs	218
Value of sub-contracts awarded to SMEs	£117 million
Professional training places per annum	27
Vocational training places per annum	40

Examples of the type of community benefits delivered

- An average of 31 site based, full time equivalent construction opportunities per annum were provided, specifically aimed at people who had not been in employment for 25 weeks.
- A 'Skills Pledge' to develop the skills and qualifications of its workforce, supply chain and local community was undertaken by the contractor. Regular toolbox talks along with an on-going competency, training and engagement programme was undertaken and necessary health and safety qualifications were issued.
- A local charity required a replica of a World War One trench for its showpiece exhibit at the Ideal Home Show. Project staff were pleased to help and donated timber to construct the trench. The charity subsequently received £10,000 of other donations from those who visited the exhibit.

Examples of the type of community benefits delivered

- The Contractor delivered a six day working field course, which provided hands-on construction experience for students and young professionals to link the world of academic theory with Contractors and Consultants from industry. It aimed to develop practical skills, knowledge and experience of students by exposing them to working on a real construction site on a live project. Nine female engineers working on the project signed up to the STEM Ambassadors Programme to engage and enthuse young women in particular about Science, Technology, Engineering and Mathematics.



M74 Raith Junction 5, copyright Iain Ferguson



Scotrail Franchise Renewal

Project key statistics	
Number of graduate positions	3
Number of graduate internships	2
Vocational training places per annum	169

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • Ten apprentices are participating in training programmes, as well as being offered the opportunity to complete the Duke of Edinburgh Scheme Gold Award. • The franchisee held two recruitment workshops at Scottish prisons during the year. This resulted in two work placements being made available for offenders. • The franchisee offered free courses in interview skills and employer awareness sessions to over 100 Scottish veterans, service leavers and unemployed reservists who were registered with organisations that support the ex-serving communities in Scotland. • £1 million was invested through the Stations Community Regeneration Fund which is designed to revitalise old railway stations, support local business and community groups for the benefit local people. A £200,000 enterprise fund was made available to support business start-up schemes in stations. • The franchisee offers at least five school leavers per year the opportunity to complete a certificate of work readiness while completing a five week placement. <p>The franchisee has an Environmental and Energy Policy, invested £100,000 in a Sustainability Innovation Fund, achieved 1022 tonnes of CO2 reduction, installed 100 electric vehicle charge points at stations, and saved nearly 4000 tonnes of water. Trains have now been fitted with tanks to keep sewage off the tracks.</p>



Northern Isles Ferry Services

Project key statistics	
Number of apprentice positions	11
Number of undergraduate positions	2
Number of cadet positions	4

Examples of the type of community benefits delivered
<ul style="list-style-type: none"> • Sub-contract opportunities resulted from the services provided. Serco NorthLink Ferries have increased their 50 mile local spend from Contract Year 1 (2012) to Contract Year 6 (2018) by 68%. These areas include Aberdeen, Kirkwall, Hatston, Lerwick, Stromness and Scrabster. • 24 new intakes to the marine industry have been given full Standards of Training, Certification and Watch-keeping training.



Road Safety Scotland Biannual Direction Magazine

Example of the type of community benefits delivered

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



Fourth Generation Trunk Road Network Operating Contracts – North West, North East, South West & South East

Examples of the type of community benefits delivered by each operating company

- As a minimum, an average of 10% of all new recruits are described as new entrants. New entrants are individuals who are new to the construction industry, or who have been out of work for six months or more. All new entrants have either an apprenticeship, trainee or employment contract with the operating company.
- During each annual period the operating company ensures, as a minimum:
 - that either two members of existing staff or two new recruits are trained in a relevant qualification to Scottish Vocational Qualifications Level 2 or equivalent.
 - that either one member of existing staff or one new recruit is undertaking relevant professional training.
 - provision of three work experience placements in accordance with the requirements of the Work Experience element of the UK Government's Get Britain Working policy. All travel costs incurred by each person undertaking a work experience placement are paid by the operating company.



Multi-Disciplinary Programme Support Services Contract for the A9 Trunk Road Dualling - Lot 1 - Glen Garry to Dalraddy, Lot 2 - Birnam to Glen Garry and Lot 3 - Dalraddy to Inverness

Project key statistics	
Number of graduate positions	circa 40
Number of people employed	circa 400
Vocational training places	circa 100

Examples of the type of community benefits delivered

- Academy9 is an education initiative led by Transport Scotland, linked specifically to the A9 Dualling Programme. It is hoped that it will encourage pupils of schools on the Perth to Inverness corridor to consider STEM related careers.
- The Academy9 team met with the Glasgow Gaelic School to discuss translating some of the roadshow material into Gaelic in order for it to be used in the Gaelic schools around Scotland.
- Transport Scotland’s technical advisors held a workshop to prepare S5 and S6 pupils at Breadalbane Academy for the workplace. This included giving them interview and CV tips as well information about different types of jobs and routes to further. Three sessions were held on interview techniques (good and bad), CV and personal statement writing, speed networking with the professionals.
- The Academy9 team was invited to present at the STEM 2018 conference, held in Holyrood, Edinburgh. The attendees were mainly teachers, pupils and education practitioners keen to understand the future of STEM and activities currently underway to support pupils into STEM related careers.
- Since the initiative’s launch, the Academy9 team has carried out over 750,000 hours of pupil learning.

Appendix C – Actions from the 2016 PCIP Action Plan

PCIP question (2016)	Score achieved	Key recommendation	Proposed action
<p>Q1.10 What does the organisation do to ensure that it is driving continuous improvement, including continually improving procurement activity?</p>	<p>3.5 of possible 4.0</p>	<p>Consider how TS can share best practice examples.</p>	<ul style="list-style-type: none"> • Prepare case studies of best practice over a range of topics and projects within TS and make available on TS intranet Procurement section (Completed) • Share case studies with cluster group and PCG (Completed) • Lessons learned from procurements will be held centrally by the procurement team for analysis and implementation and monitoring of any changes to processes and documentation (Completed) • Procurement Team will review the contract documents to ensure implementation of improvements and consistent approach (Completed)
<p>Q2.6 What does the organisation deliver in relation to Environmental, Social and Economic Sustainability in its procurement practices and processes</p>	<p>3.0 of possible 4.0</p>	<p>Consider setting a target for spend with supported businesses. Strong Ministerial interest. Consider working with other organisations to see if a methodology can be identified to turn sustainability benefit into a value.</p>	<ul style="list-style-type: none"> • Requirement within project specific Procurement Strategy to consider if the main contract and/or sub-contracts for goods, works or services can be delivered by a supported business. Strategy requires Procurement Team approval prior to commencement of procurement (Completed)

PCIP question (2016)	Score achieved	Key recommendation	Proposed action
			<ul style="list-style-type: none"> • Include requirement for Transport Scotland's main contractors to engage with supported businesses regarding sub-contracting opportunities and monitor activity, taking action where necessary to amend process and documentation (Completed. This is kept under review on a contract by contract basis) • TS to consider feasibility of setting a target for supported business spend with SBs for financial year 18/19 following analysis of spend achieved in 17/18 (TS have not set a target for SB spend for 18/19 and are instead continuing to monitor their spend with the aim of achieving a year on year improvement. TS continue to engage with the British Association for Supported Employment as part of their on-going work to improve community benefits.) • Continue to participate as a member of the CG Supported Business Working Group to consider the feasibility of a methodology to turn sustainability into a value (Participation in the CG Supported Businesses Working Group has

PCIP question (2016)	Score achieved	Key recommendation	Proposed action
			continued through the period. TS are investigating the feasibility of converting sustainability into a value.)
Q4.1 What does the organisation do to receive goods/services/minor works, and what is the process for authorising payment to meet targets and reduce inefficiencies?	2.0 out of possible 4.0	Work closely with SG to explore how systems can be automated further	<ul style="list-style-type: none"> • TS Finance to engage with SPCD regarding feasibility of implementation of SG e-invoicing solution in TS and any subsequent roll-out of E-invoicing in TS (TS Finance implemented electronic invoicing in October 2016 and continue to engage with Scottish Government Colleagues in anticipation of SG's move to full e-invoicing solution. TS Finance will assess the feasibility of implementing the SG full e-invoicing solution when it becomes available)
Q4.3 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?	1.0 out of possible 4.0	Liaise with SPCD Capability Team who are developing an e-Commerce strategy	<ul style="list-style-type: none"> • Prepare an e-Commerce strategy for TS following completion of SPCD led exercise, undertaking stakeholder engagement as necessary (This action is pending the completion of the SPCD-led exercise. TS continue to liaise with SPCD quarterly on this subject as well as on an ad-hoc basis when required.)

Appendix D – Future procurement summary 1 April 2018 to 31 March 2020

Description	Name	Re-let or new
Audit Services	Environmental Audit and Assessment: Framework Agreement	Re-let
Audit Services	Management Systems Audit Commission	Re-let
Audit Services	Performance Audit Group Contract 2019	Re-let
Audit Services	Utility Audit and Advice Services	New
Aviation Services	Glasgow to Campbeltown, Tiree and Barra Air Services	Re-let
Bus Services	Host Operator Processing System Replacement	Re-let
Bus Services	Inclusive Design	New
Bus Services	Technical Training and Advice	New
Civil Engineering Construction Works	A737 The Den Realignment	New
Civil Engineering Construction Works	A77 Maybole Bypass	New
Civil Engineering Construction Works	A9 Berriedale Braes	New
Civil Engineering Construction Works	A9 Crubenmore to Kincaig (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dalwhinnie to Crubenmore (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Dualling Advance Works: Framework Agreement	New
Civil Engineering Construction Works	A9 Glengarry to Dalwhinnie (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Luncarty to Pass of Birnam	New
Civil Engineering Construction Works	A9 Pitlochry to Killiecrankie (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A9 Tomatin to Moy (Award of this scheme is dependent on the successful completion of the Statutory Processes)	New
Civil Engineering Construction Works	A90/A96 Haudagain Improvement: Main Works	New
Civil Engineering Construction Works	A720 Sheriffhall Junction Improvement - Ground Investigation Works - Mini Competition	New

Description	Name	Re-let or new
Civil Engineering Works	A828 Connel Bridge Deck Replacement	New
Civil Engineering Works	A9 Cromarty Bridge – Cathodic Protection Refurbishment (Phase 2)	New
Civil Engineering Works	A9 Crubenmore to Kincaig - Detailed Ground Investigations - Mini Competition	New
Civil Engineering Works	A9 Dalraddy to Slochd – Detailed Ground Investigation Phase 2	New
Civil Engineering Works	A9 Glen Garry to Crubenmore – Ground Investigation Works	New
Civil Engineering Works	A9 Kessock Bridge Gantry Replacement	New
Civil Engineering Works	A9 Tay Crossing to Ballinluig - Detailed Ground Investigation - Mini Competition	New
Civil Engineering Works	A9 Tay Crossing to Glen Garry – Ground Investigation Works	New
Civil Engineering Works	A9 Tomatin to Moy - Detailed Ground Investigation – Phase 2 - Mini Competition	New
Civil Engineering Works	A9/A82 Longman - Detailed Ground Investigation	New
Civil Engineering Works	A90 Forth Road Bridge - Carriageway Resurfacing	New
Civil Engineering Works	A90 Forth Road Bridge - Suspended Span Painting & Strengthening	New
Civil Engineering Works	A90 Laurencekirk Junction Improvement - Ground Investigation Works - Mini Competition	New
Civil Engineering Works	A90/A96 Haudagain Improvement Demolition - Mini Competition	New
Civil Engineering Works	A96 Dualling East of Huntly to Aberdeen - Preliminary Ground Investigation - Mini Competition	New
Civil Engineering Works	A96 Dualling Hardmuir to Fochabers - Ground Investigation - Preliminary Ground Investigation - Mini Competition	New
Civil Engineering Works	A985 Kincardine Bridge Concrete Approach Viaduct Replacement	New
Civil Engineering Works	Development Planning and Management Advisor and Auditor Commission	Re-let
Civil Engineering Works	M8 Kingston - Waterloo St On Ramp - Waterproofing and Surfacing	New
Civil Engineering Works	M90 Friarton Bridge - Edge Beam Refurbishment	New
Civil Engineering Works	Pass of Birnam to Tay Crossing - Ground Investigation	New
Design Services	A96 Dualling Central Section (East of Fochabers to East of Huntly) Multi-Disciplinary Support Services Contract	New

Description	Name	Re-let or new
Design Services	Engineering & Transportation Consultancy Services - Roads: Framework Agreement	Re-let
Design Services	Engineering & Transportation Consultancy Services - Rail: Framework Agreement	Re-let
Design Services	Engineering & Transportation Consultancy Services - Aviation : Framework Agreement	Re-let
Design Services	Engineering & Transportation Consultancy Services - Maritime: Framework Agreement	Re-let
Ferry Services	Clyde & Hebrides Ferry Service Booking and Reservation Ticketing System	New
Ferry Services	Gourock-Dunoon Ferry Service	Re-let
Ferry Services	Northern Isles Ferry Services	Re-let
ICT Services	ESRI: Graphic Information System Maintenance	Re-let
ICT Services	Lone Working Device Supplier & Monitoring Service	New
ICT Services	Pre-Assessment of Cyber Essentials	New
ICT Services	Transport Scotland Website Design	Re-let
ICT Services	Transport Scotland Website Hosting	Re-let
ICT Services	Traveline Scotland Project – Technical Aggregator – Discovery Phase	New
Specialist Services	A75 Dunragit Bypass: Post works Archaeological Assessment	New
Specialist Services	A76 Glenairlie Geotechnical Checking	New
Specialist Services	A9 Dualling Glen Garry to Crubenmore Ground Investigation Geotechnical Certification Services	New
Specialist Services	A96 Dualling: Hardmuir to Fochabers – Topographical Survey	New
Specialist Services	A96 Outline Business Case - Mini Competition	New
Specialist Services	Airdrie to Bathgate Railway Line Evaluation	New
Specialist Services	APPI 2018 Work with TELMoS	New
Specialist Services	Asset Performance Management System	New
Specialist Services	Climate Change Analysis Call-off Contract	New
Specialist Services	Concessionary Travel Reimbursement: Further Analysis on Elasticities	New
Specialist Services	Dispute/Claims Advice, Qualification and Cost Estimation Services	New
Specialist Services	Evaluation of Road Safety Theatre Education	New
Specialist Services	Evaluation of the Roll-Out of Road Equivalent Tariff on the Clyde and Hebrides Ferry Services Network	New

Description	Name	Re-let or new
Specialist Services	Framework for Rail Directorate Technical Advisors	New
Specialist Services	Gatso RS-GS11-UK Enforcement System Maintenance Agreement	New
Specialist Services	Insurance Advisory Services Contract	New
Specialist Services	MTRIPS Community Benefits Project	New
Specialist Services	Multiple Framework Agreement for Transport Research	Re-let
Specialist Services	Multi-Supplier Framework Agreement for Proposed Utility Diversions and/or Protection Audit and Advice Services	New
Specialist Services	National Transport Strategy Review Citizens' Panel	New
Specialist Services	National Transport Strategy Review Strategic Environmental Assessment	New
Specialist Services	Rail Financial Advice	Re-let
Specialist Services	Road Equivalent Tariff Evaluation: Mini Competition	New
Specialist Services	Roads for All - Scoping	New
Specialist Services	Single Supplier Framework Agreement for Development Update and Application of the Transport and Land-use Model of Scotland (TELMoS)	New
Specialist Services	TELMoS Scenario Planning Tool Main Project	New
Specialist Services	SPECS 3 Average Speed Enforcement Systems Maintenance Agreement	New
Specialist Services	Strategic Transport Projects Review (STPR2)	New
Specialist Services	Theatre in Education	Re-let
Specialist Services	Traffic Scotland Operations and Infrastructure Support Contract (TSOIC)	Re-let
Specialist Services	Transport Scotland Health and Safety e-Learning Package	New
Supply Contract	A9 Dualling: Native Plant Material Supply Contract	New
Supply Contract	A9 Dualling: Native Seed Supply Contract	New
Works Contract	Network Management Contract – South West Unit	Re-let
Works Contract	Network Management Contract – South East Unit	Re-let
Works Contract	A9 Kessock Bridge Fender Replacement	New
Works Contract	A90 Forth Road Bridge Parapet Replacement	New
Works Contract	A989 Erskine Bridge – Dehumidification System	New

Description	Name	Re-let or new
Works Contract	A989 Erskine Bridge -External Painting - over 4 summer seasons	New
Works Contract	Multiple Framework Agreement for Asset Management	Re-let
Specialist Services	Archaeology Services Framework	New



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