



**TRANSPORT  
SCOTLAND**  
CÒMHDHAIL ALBA

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# Annual Procurement Report 2020

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## Foreword

I am delighted to present Transport Scotland's Annual Procurement Report for 2019/2020, which demonstrates how we are delivering our procurement commitments in line with Transport Scotland's Procurement Strategy.

Transport Scotland was allocated a budget of £2.614 billion for the financial year 2019/2020 to provide the people of Scotland with a sustainable, inclusive, safe and accessible transport system. This reinforces the aims of the Scottish Government to focus on helping to deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

While the majority of the budget was allocated by grants and support to public and private organisations, Transport Scotland's procurement spend during the financial year 2019/2020 was over £991 million on contracts within its portfolio during the reporting period, a significant part of which (16%) was direct spend with Small to Medium Enterprises (SMEs).

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

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

At the end of the period covered by this report we faced the unprecedented challenge of Covid-19. We have been working hard with our suppliers and other partner organisations to support business and keep Scotland moving during this time. Transport Scotland's Annual Procurement Report 2020 sets out how we are providing value for money and ensuring compliance with our legal obligations to ensure sustainable, inclusive, safe and accessible infrastructure.



**Roy Brannen**

Chief Executive

Transport Scotland

## Executive summary

Transport Scotland's Annual Procurement Report highlights how our procurement activity has delivered on the commitments made in the [Transport Scotland Procurement Strategy 2017-2020](#). These commitments support the Scottish Government's aims of having a sustainable, inclusive, safe and accessible transport system. During the reporting period Transport Scotland has undertaken 46 regulated procurements with a value of £98.25 million. We retain our commitment to continuous improvement and maintaining a high capability in terms of our procurement activity.

Sustainable procurement is a key policy in the way in which Transport Scotland conducts its business. As well as including a fair work requirement in our procurements, Transport Scotland is at the forefront of implementing community benefits into our contracts and opening up our procurements to the advantage of SMEs and supported businesses. Transport Scotland is playing a crucial role in the maximisation of employment, investing in skills and supporting young people, adults and businesses in Scotland. We are committed to providing apprenticeship opportunities through our procurements and supporting employers in developing the standards for workplace training. The provision of these apprenticeships and jobs are key community benefits arising from our contracts. In addition, our suppliers are also supporting local communities by creating economic benefits for local people, community groups and other key stakeholders.

Community benefits provided during the period include the creation of over 550 new entrants' positions, around 100 apprenticeships, just under 140 graduate positions and over 120 work placements. Our suppliers also awarded 3,000 sub-contracts valued in excess of £210 million. We showcase some of the wide range of community benefits that have been provided by our suppliers over the reporting period in Appendix B.

Transport Scotland continues to encourage the use of supported businesses and social enterprises where possible and our suppliers have placed contracts and orders with a value in excess of £1.25 million during this reporting period. We held two supported business engagement events in June 2019 and October 2019 to highlight the requirement that community benefits and supported businesses are included in all suitable procurements. The events were attended by a range of organisations who provide services to Transport Scotland and provided networking opportunities for supported businesses and our suppliers.

Transport Scotland remains committed to the use of Project Bank Accounts (PBAs) in works contracts over £5 million, in accordance with Scottish Government policy. To date we have utilised PBAs on six of our works contracts.

Transport Scotland recognises the importance of monitoring the performance of its suppliers effectively and updated the supplier feedback processes in 2019. These updates have ensured that feedback reports are issued to suppliers closer to the end of the reporting period, which makes the feedback more relevant and useful.

These initiatives have supported Transport Scotland's approach to procurement and assist in creating a sustainable economy for Scotland.

## Introduction

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

The Chief Executive, Roy Brannen, is the accountable officer who has responsibility for the propriety, effectiveness, efficiency and economy of procurement activity within the Agency. The Chief Executive has appointed the Director of Purchasing (Michelle Rennie from April 2019 to January 2020, and Alasdair Graham from January 2020 onwards) to hold purchasing authority for all procurement relating to the management and operation of Transport Scotland. The Director of Purchasing has the authority to sub-delegate purchasing authority to members of staff within Transport Scotland as considered appropriate. The Director of Purchasing is supported by the Deputy Director of Purchasing (John MacIntyre). The Director of Purchasing meets biannually with the Director of Procurement and Property Commercial (Ainslie McLaughlin, who was succeeded by Nick Ford in July 2020) from the Scottish Government's Scottish Procurement and Property Directorate to review and discuss procurement-related matters.

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

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

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

## 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](#).

Transport Scotland makes use of existing framework agreements where appropriate, including Transport Scotland frameworks, Scottish Government frameworks and UK frameworks, as well as procuring new framework agreements and contracts where required.

Transport Scotland completed 46 regulated procurements, comprising five contracts, six multi-supplier framework agreements, and 35 call-offs from existing frameworks during the reporting period. A regulated procurement is any procurement for public supplies or services with a value of £50,000 or above, or of greater than £2,000,000 for works contracts. A regulated procurement is considered completed when the award notice is published on the Public Contracts Scotland portal, or where the procurement process otherwise comes to an end. Table 1 summarises Transport Scotland's regulated procurement activity within the reporting period by the type of procurement procedure undertaken. The total value of these procurements is £98.25 million.

1/4/19 – 31/3/20	Restricted	Competitive dialogue/ negotiated	Framework call-off	Total number
Services/supply	3	0	35	38
Works	0	2	0	2
Frameworks	6	0	0	6
<b>Total</b>	9	2	35	<b>46</b>

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

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

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

Transport Scotland paid 95% of suppliers within ten days during the reporting period.

## Review of regulated procurement compliance

Transport Scotland made four procurement commitments in section six of the [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 below, provides comment on Transport Scotland's compliance with each of the 30 delivery sub-actions:

### ***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 transporting materials.	It is mandatory for all regulated procurements within Transport Scotland to have a Procurement Strategy that has been approved by the Director of Purchasing or the Deputy Director of Purchasing. The Procurement Strategy records economic, social and environmental requirements and relevant issues, such as sustainability criteria, that should be considered for each procurement.  A sustainability test is considered in the Procurement Strategy for each regulated procurement to help embed relevant and proportionate sustainability requirements in the development of frameworks and contracts.
1.2	Fully utilise the Scottish Government's suite of sustainability tools for all regulated procurements.	Sustainability is fully considered in all regulated procurements as part of the sustainability test.

Delivery sub-action	Description	Compliance
		<p>The Scottish Government sustainability test is considered in the Procurement Strategy for each regulated procurement. This places a mandatory requirement on the Project Manager to provide details of the social, economic and environmental elements of the proposed procurement that will be addressed through developing a suitable specification, evaluation criteria and key performance indicators where appropriate.</p>
1.3	<p>Deliver community benefits through Transport Scotland's procurement activity and seek opportunities to enhance the scope of these benefits.</p>	<p>Community benefits are considered in the Procurement Strategy for all regulated procurements. Community benefits are also reviewed as part of the lessons learned process.</p> <p>Transport Scotland continues to investigate ways to further increase community engagement, provide improved community benefits, and further develop its engagement with the third sector and supported businesses.</p> <p>Transport Scotland has introduced a Community Benefits Toolkit to assist Project Managers when assessing the potential to include community benefits into their procurements. The Toolkit also provides draft text and guidance for inclusion in procurement documents and activities, regardless of the value.</p> <p>Appendix B contains examples of community benefits delivered during the reporting period.</p>
1.4	<p>Ensure that opportunities for SMEs to tender for Transport Scotland contracts and to tender for sub-contracts via main suppliers are maximised.</p>	<p>Quick Quote is used for non-regulated procurements.</p> <p>Opportunities for SMEs are considered in the Procurement Strategy for all regulated procurements. This includes consideration being given to procuring the contract in Lots to facilitate opportunities for SMEs to bid.</p>



Delivery sub-action	Description	Compliance
		<p>Commitments made in the Procurement Strategy regarding subcontracting opportunities are advertised on the Public Contracts Scotland Portal.</p> <p>Transport Scotland exhibited at Meet the Buyer in September 2019 and November 2019 to engage with SMEs. This gave us the opportunity to highlight forthcoming Transport Scotland contracts and discuss how SMEs could participate.</p>
1.5	Promote, and seek to increase opportunities for supported businesses to tender for Transport Scotland contracts and to tender for sub-contracts resulting from our main contracts.	<p>During the reporting period Transport Scotland:</p> <ul style="list-style-type: none"> <li>• liaised with supported businesses and arranged two supported business engagement events in Glasgow in June 2019 and October 2019. A third event planned for March 2020 in Inverness was postponed due to the onset of the Covid-19 pandemic. Attendees to these events were from Transport Scotland's supply chain</li> <li>• continued to source Personal Protective Equipment (PPE) from Haven Products</li> <li>• continued to contract with Haven Products to print and distribute the Road Safety Scotland magazine</li> <li>• ensured that regulated Procurement Strategies consider whether any element of the contract could be provided by a supported business</li> <li>• held awareness sessions for staff to provide examples of the products and services available from supported businesses</li> <li>• arranged visits to a supported business for Transport Scotland's Chief Executive and Directors to allow them understand the</li> </ul>

Delivery sub-action	Description	Compliance
		company's ethos and to see the type of work they delivered
1.6	Promote, and seek to increase opportunities for the third sector to tender for Transport Scotland contracts and to tender for sub-contracts resulting from our main contracts.	<p>Consideration is given in each Procurement Strategy to the suitability of procuring using supported businesses and social enterprises.</p> <p>Transport Scotland arranged Meet the Buyer events in Aviemore in September 2019 and Glasgow in November 2019 where opportunities for the third sector were highlighted.</p>
1.7	Ensure that Transport Scotland's procurement activity promotes Fair Work Practices, including the use of the Living Wage and the Modern Slavery Act and the procurement of fair and ethically traded goods and services.	<p>Transport Scotland ensures that Fair Work Practices are considered in the Procurement Strategy for all regulated procurements. This includes ensuring our suppliers adhere to relevant legal obligations, including workplace standards and labour laws.</p> <p>Transport Scotland includes fair work questions in the tender documents for selected regulated procurements. This requires suppliers to provide details which demonstrate their approach to fair work.</p> <p>Transport Scotland participated in a Fair Work First workshop in November 2019 with representatives from the Scottish Government and public bodies to agree a strategy for collaboratively supporting progress and delivering on commitments to promote fair work in procurement processes.</p>
1.8	Review and update the procurement page of the Transport Scotland website on a quarterly basis to ensure key information is visible to suppliers.	<p>The procurement pages of the Transport Scotland website are routinely reviewed and updated.</p> <p>The pages explain how Transport Scotland does business and how suppliers can become involved in Transport Scotland procurements.</p>

Table 2 - Transport Scotland's compliance against delivery sub-actions

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

<b>Delivery sub-action</b>	<b>Description</b>	<b>Compliance</b>
2.1	Utilise and develop model contract documents for works, goods and services and ensure that documents are compliant with relevant legislation and policy.	<p>Model contract documents for goods and services are subject to on-going review by Transport Scotland, updated as practice evolves and lessons learned are developed, and are held in centrally available templates.</p> <p>Transport Scotland used the Scottish Government model contract documents for selected contracts, frameworks and call-offs.</p>
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.	<p>Internal guidance has been developed to assist the Procurement Team in ensuring that the advice they provide is consistent across all parts of the Agency.</p> <p>The Procurement Team operates a procurement query tracker which monitors the progress and outcome of all queries received. This tracker is reviewed regularly to ensure consistency of responses, and to identify training needs.</p> <p>Transport Scotland has developed a Procurement Toolkit to provide staff with information, guidance and templates to ensure procurements comply with relevant EU and Scottish legislation, Scottish Procurement Policy Notes, internal policy and governance procedures.</p>
2.3	Deliver a programme of procurement training to Transport Scotland staff to ensure that procurement activity remains compliant	It is a requirement that DPA holders and other procurement staff complete the Scottish Government Procurement

Delivery sub-action	Description	Compliance
	with current European and Scottish and procurement legislation.	<p>Competency Framework to highlight areas where development is required.</p> <p>Transport Scotland complete regular reviews of the procurement queries received to identify a programme of staff training. Procurement training requirements are reviewed on an annual basis and the training programme is also updated on an ad-hoc basis when required.</p> <p>The training programme was delivered over 13 sessions during the reporting period using both in-house training and external suppliers, which trained over 250 attendees. Sessions included Tender Evaluation, Value for Money analysis, Frameworks and Mini-Competitions, Sustainability and Legal Updates.</p>
2.4	Review and update Transport Scotland procurement policy and governance processes and procedures to ensure compliance with current European and Scottish procurement legislation.	<p>The following activities were completed in the reporting period:</p> <ul style="list-style-type: none"> <li>• the Transport Scotland Procurement Strategy template was last amended in February 2020 to update the governance procedures</li> <li>• ten Scottish Procurement Policy Notes and six Construction Policy Notes were shared with DPA holders in Transport Scotland</li> <li>• three Procurement Advice Notes were published on the Transport Scotland procurement intranet site</li> <li>• the Director of Purchasing meets biannually with the Director of Procurement and Property from the Scottish Government's Scottish Procurement and Property Directorate to discuss policy and legislation which may impact on procurement activity. During this period, the second biannual meeting</li> </ul>

Delivery sub-action	Description	Compliance
		<p>was postponed due to the Covid-19 pandemic</p> <ul style="list-style-type: none"> <li>• Transport Scotland actively publishes a substantial amount of information in relation to major construction projects on its website and continues to identify further information suitable for proactive publication</li> </ul>
2.5	<p>Implement Project Bank Accounts on all Transport Scotland construction contracts of a value of £5 million and above.</p>	<p>Transport Scotland implements Project Bank Accounts on all works contracts with a value in excess of £5 million. Transport Scotland implemented three additional Project Bank Accounts during the reporting period for:</p> <ul style="list-style-type: none"> <li>• A92/A96 Haudagain Improvement.</li> <li>• A77 Maybole Bypass.</li> <li>• A898 Erskine Bridge External Painting</li> </ul> <p>This makes a total of six Transport Scotland works contracts that have Project Bank Accounts.</p>
2.6	<p>Review and update the procurement section of the Transport Scotland intranet to ensure that it remains an effective means of communicating policy, systems and guidance to Transport Scotland staff.</p>	<p>The procurement intranet pages were reviewed and updated during the reporting period. The Procurement Team use the intranet to communicate policy, systems and guidance. Transport Scotland staff use the intranet pages to access information about:</p> <ul style="list-style-type: none"> <li>• how to contact the Procurement Team</li> <li>• procurement policy and procedures</li> <li>• procurement advice and support</li> <li>• delegated purchasing authority</li> <li>• sustainable procurement</li> <li>• tender receipt and opening</li> <li>• the contracts database</li> <li>• contract reference numbers</li> </ul>

Delivery sub-action	Description	Compliance
		<ul style="list-style-type: none"> <li>procurement feedback</li> </ul>
2.7	Utilise data gathered via Contracts Database to assist with monitoring and ensuring compliance.	<p>The Contracts Database is used to monitor the expiry dates for contracts and call-offs. This informs the need for future procurements and their programme.</p> <p>Information from the Contracts Database is used to help to identify off-contract spend.</p> <p>Work is currently underway to develop the Contracts Database by increasing the scope of the management information it holds and enhancing its reporting capability.</p>

Table 3 - Transport Scotland's compliance against delivery sub-actions

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

Delivery sub-action	Description	Compliance
3.1	Utilise Scottish Government and UK wide collaborative contracts to secure a range of benefits and savings, where feasible.	<p>Transport Scotland seeks to use existing frameworks before tendering bespoke requirements.</p> <p>Transport Scotland utilises frameworks from the Scottish Government, Crown Commercial Service (CCS), Department for Transport and Scotland Excel.</p> <p>Transport Scotland expenditure on collaborative frameworks during the reporting period was over £8 million.</p> <p>Transport Scotland saved £1.3 million by using Scottish Government collaborative frameworks during the reporting period.</p> <p>Where other suitable frameworks are not available, Transport Scotland lets frameworks for its own bespoke needs,</p>

Delivery sub-action	Description	Compliance
		such as the Environmental Advisory And Auditing Services Framework Agreement 2019-2023.
3.2	Review performance of Transport Scotland Frameworks prior to any re-let.	<p>Transport Scotland conducts periodic reviews of existing frameworks which consider:</p> <ul style="list-style-type: none"> <li>• quality</li> <li>• service</li> <li>• sustainability</li> <li>• cost</li> </ul> <p>A full evaluation is considered as part of each Procurement Strategy for any future re-tendering exercise for frameworks.</p>
3.3	Continue to provide feedback to suppliers on a biannual basis and consider implementation of an electronic system to support activity.	<p>Supplier performance is reviewed biannually by Transport Scotland staff. Reports are subsequently issued to suppliers to provide feedback on their performance.</p> <p>Transport Scotland updated its Supplier Feedback reporting criteria during the period and the new system has been successfully implemented. The new system has reduced the time required to complete and issue the Supplier Feedback reports.</p>
3.4	Continue to undertake early market engagement, where appropriate.	<ul style="list-style-type: none"> <li>• Every new procurement has a Procurement Strategy that identifies the extent of market engagement that is appropriate for each procurement. This must receive the necessary approvals prior to the procurement being progressed.</li> <li>• Transport Scotland considers the use of Prior Information Notices (PINs) and Supplier Information Events to support early market engagement on some procurements, such as the competition for the ChargePlace</li> </ul>

Delivery sub-action	Description	Compliance
		<p>Scotland Charge Point Network Operator Service.</p> <p>Transport Scotland routinely undertakes market engagement with the supply chain including:</p> <ul style="list-style-type: none"> <li>• Association for Consultancy and Engineering</li> <li>• Civil Engineering Contractors Association</li> <li>• trunk road operating companies</li> <li>• train operating companies</li> <li>• freight operating companies</li> <li>• software providers</li> </ul>
3.5	Ensure sub-contract opportunities continue to be advertised on Public Contracts Scotland, where appropriate.	<p>Transport Scotland utilised Public Contracts Scotland to advertise over £153 million of sub-contract opportunities during the reporting period. Current infrastructure contracts in progress during the reporting period included:</p> <ul style="list-style-type: none"> <li>• A92/A96 Haudagain Improvement</li> <li>• A77 Maybole Bypass</li> <li>• A898 Erskine Bridge External Painting</li> </ul> <p>Transport Scotland has mandated that all works procurements should encourage suppliers to use PCS to advertise sub-contract opportunities in line with SPPN 05/2019.</p>



Delivery sub-action	Description	Compliance
3.6	Engage with suppliers to identify areas of savings, added value and innovation.	<p>Transport Scotland works with its supply chain to identify savings by:</p> <ul style="list-style-type: none"> <li>• undertaking effective engagement before the commencement of, and during, the procurement process</li> <li>• effective use of value engineering clauses in contracts to deliver value for money for the public purse</li> <li>• effective management of our contracts to ensure compliance with the contractual terms and conditions</li> </ul>
3.7	Improve performance by keeping Transport Scotland's senior management appraised of supplier performance biannually.	<p>Supplier performance is shared biannually with Transport Scotland senior management in advance of this information being shared with suppliers.</p> <p>This allows senior management to be appraised of performance results before suppliers are informed and also allows them to consider if any follow-up actions are required to improve performance.</p>
3.8	Use the data gathering function in the contracts database to enable more detailed market analysis and decision making.	<p>A Contracts Database is used to report contract and call-off information and to inform Procurement Strategies for future procurements.</p> <p>The Contracts Database is used to inform decision making, such as the decisions on how to identify and design appropriate lots in framework procurements.</p> <p>Contract Managers use Transport Scotland systems to monitor spend on contracts, which also informs decision making in relation to the nature and scale of future contracts.</p>
3.9	Ensure all staff undertake fraud training and are aware of the Transport Scotland Fraud Policy and Response Plan.	All Transport Scotland staff who engage in procurement activity have undertaken counter fraud training. An annual refresher course is mandatory for all procurement staff.

Delivery sub-action	Description	Compliance
		Transport Scotland's Fraud Policy and Response Plan is updated with relevant legislative changes as they occur. During the reporting period the last revision was published in August 2019.

Table 4 - Transport Scotland's compliance against delivery sub-actions

**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	Develop the central repository for procurement lessons learned feedback and review the process for analysis and change implementation.	Transport Scotland has developed a central database to record lessons learned across its projects and procurements to ensure lessons are readily shared across teams. This will ensure that procurement lessons learned are incorporated into future procurement activity.
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.	The Transport Scotland Procurement Strategy template is regularly reviewed and updated in accordance with the Scottish Government governance procedures.  The Procurement Toolkit and the Procurement Compliance Check template are regularly reviewed and were most recently updated in March 2020.

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"> <li>• attending Scottish Government collaborative meetings relating to procurement and fair work practices</li> <li>• ongoing stakeholder engagement with public bodies to share knowledge about implementing Project Bank Accounts</li> <li>• attending a programme of UK Government led procurement and contract practice webinars</li> <li>• using PECOS EASEBUY for e-Procurement and liaising with Scottish Government colleagues about the implementation of electronic invoicing</li> </ul>
4.4	Prepare for the next PCIP assessment.	<p>Transport Scotland achieved the highest banding, F1, at the last PCIP assessment in 2019 with a score of 92% which demonstrates a high standard of procurement capability. We have implemented an Action Plan as part of our policy of continuous improvement to further extend the standard of procurement capability.</p> <p>As a result we have established a Procurement, Information, Communications and Technology Working Group to identify and implement improvements in procurement to increase automation and efficiency using digital solutions.</p>

Delivery sub-action	Description	Compliance
4.5	Engage with internal and external stakeholders, as appropriate, to facilitate sharing of best practice.	<p>Transport Scotland is an active, supportive member of the Scottish Government's Procurement Collaboration Group and routinely shares best practice with attendees. It has also been an active member of the Scottish Government's Construction Leadership Forum, assisting with the creation of the Multi-Supplier Civil Engineering Works Framework.</p> <p>Transport Scotland has engaged with the following external organisations to facilitate sharing of best practice:</p> <ul style="list-style-type: none"> <li>• Association for Consultancy and Engineering</li> <li>• Civil Engineering Contractors Association</li> <li>• Network Rail</li> <li>• train operating companies</li> <li>• freight operating companies</li> <li>• Office of Rail and Road</li> <li>• Rail Delivery Group</li> <li>• Audit Scotland</li> <li>• Highlands &amp; Islands Enterprise</li> </ul>

Table 5 - Transport Scotland's compliance against delivery sub-actions

## Summary of community benefits

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

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

- Development Management and Road Safety Services Multi Supplier Framework - Lot 1 and Lot 2
- A9 Dualling: Advance Works Framework Agreement - Lot 2
- Strategic Technical Advisors for Transport Scotland Rail Directorate
- Provision of air services between Glasgow Airport and Campbeltown, Tiree and Barra
- A77 Maybole Bypass
- A898 Erskine Bridge External Bridge Painting

There is an increasing focus within Transport Scotland to provide community benefits as part of our contracts. Transport Scotland has developed a toolkit to assist Project Managers when assessing the potential to include community benefits into their procurements. The toolkit provides draft text for inclusion in procurement documents.

During the reporting period, Transport Scotland undertook a comprehensive data gathering exercise across the full range of live contracts to inform on the full range of community benefits that were delivered. Community benefits provided included the creation of over 550 new entrants' positions, around 100 apprenticeships, just under 140 graduate positions and over 120 work placements. Our suppliers also awarded 3,000 sub-contracts valued in excess of £210 million.

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

## Supported businesses and social enterprise spend summary

Transport Scotland ensures that supported businesses are considered when a new Procurement Strategy is developed. Transport Scotland spent over £15,000 in direct spend with supported businesses during the reporting period for the following activities:

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

Transport Scotland's suppliers continue to use supported businesses and social enterprises where possible, with contracts and orders with a value in excess of £1.25 million placed during this reporting period. Organisations that have benefitted from engagement with Transport Scotland suppliers include:

### Social enterprise

- [cfine](#) for the supply of foodstuffs for the Northern Isles Ferry Services contract;
- [Cope Ltd](#) for the supply of Soap & Sandwiches for the Northern Isles Ferry Services contract
- [Glencraft Mattresses](#) for the supply of mattresses and [Wildhearts](#) for the supply of stationery supplies for both the Northern Isles Ferry Services contract and the Caledonian Sleeper contract
- [Shetland Soap Company](#) for the provision of toiletries for the Northern Isles Ferry Services contract
- [Social Bite](#) for the supply of sandwiches/catering for the Caledonian Sleeper contract, and Lot 2 of the A9 Dualling-Multi Disciplinary Support Contract
- [TP&E](#) for assessment of applications to the Low Carbon Travel and Transport Challenge Fund that included path elements

### Supported business

- [Scotland's Bravest Manufacturing Company](#) for the supply of road signage and printing services for the trunk road operating companies, signage for the Clyde and Hebrides Ferry contract, printing services for the A92/A96 Haudagain Improvement and clothing logos and printing services for the Communications Support Services contract
- [Haven Products](#) for the supply of signage to the A92/A96 Haudagain Improvement and the A9 Dualling: Luncarty to Pass of Birnam road construction projects and the Clyde and Hebrides Ferry contract



A Transport Scotland supported business engagement event

Transport Scotland hosted two supported business engagement events in June 2019 and October 2019 in Glasgow which were attended by a wide range of organisations supplying goods and services to Transport Scotland activities.

These events were held to highlight the requirement that community benefits, including the use of supported businesses, are considered and included in all procurement activities and contracts. The event was attended by a range of organisations who provide services to Transport Scotland.

At the events, a range of supported businesses from the [Scottish Government National Commodities Reserved for Supported Businesses Framework](#) were invited to speak. [Capture All](#), [Dovetail Enterprises](#), [Scotland's Bravest Manufacturing Company](#) and [Haven Products](#) delivered presentations to highlight the services and range of products they can provide. They also underlined the significance of what they do and the role they play in supporting disabled and disadvantaged people in the workplace. Other speakers from Transport Scotland and main suppliers provided case studies on work that has already been delivered by supported businesses.

The use of supported businesses and social enterprises is promoted by Transport Scotland during regular feedback meetings with its suppliers. The contractor for the A9 Dualling: Luncarty to Pass of Birnam project held a community conference in February 2020 which highlighted the community benefits that have been delivered by the project so far.

## Anticipated future regulated procurement summary

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

### Appendices

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

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

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

[Appendix D](#) – Anticipated future procurement summary 1 April 2020 to 31 March 2022



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

Contract reference	Contract name	Contract type	Value
TS/TRBO/SER/2018/05 TS/TRBO/SER/2018/09 TS/TRBO/SER/2018/10 TS/ROADS/SER/2018/02 TS/ROADS/SER/2018/03 TS/ROADS/SER/2018/04 TS/ROADS/SER/2018/05 TS/ROADS/SER/2018/06	Development Management and Road Safety Services Multi Supplier Framework - Lot 1 and Lot 2	Services & Supply	Lot 1 - £4,000,000  Lot 2 - £2,000,000
TS/MTRIPS/WKS/2018/03 TS/MTRIPS/WKS/2018/05 TS/MTRIPS/WKS/2018/06 TS/MTRIPS/WKS/2018/07	A9 Dualling: Advance Works Framework Agreement  Lot 2	Works	£6,000,000
TS/TRBO/SER/2018/03 TS/TRBO/SER/2019/03 TS/TRBO/SER/2019/04	Multiple Framework Agreement for Asset Management	Services & Supply	£2,000,000
TS/TRBO/SER/2018/06 TS/ROADS/SER/2019/09 TS/ROADS/SER/2019/10	Environmental Advisory And Auditing Services Framework Agreement	Service & Supply	£800,000
TS/RAIL/SER/2019/01 TS/RAIL/SER/2019/02 TS/RAIL/SER/2019/03	Strategic Technical Advisors for Transport Scotland Rail Directorate	Services & Supply	£5,000,000
TS/ROADS/SER/2018/01	Solheim Cup park and ride shuttle buses	Services & Supply	£532,687
TS/AMFC/SER/2019/01	Provision of air services between Glasgow Airport and Campbeltown, Tiree and Barra	Services & Supply	£20,950,223
TS/TSA/SER/2019/01	Decarbonising the Scottish Transport Sector	Services and Supply	£55,500

Contract reference	Contract name	Contract type	Value
TS/MTRIPS/SER/2018/09 TS/MTRIPS/SER/2019/01 TS/MTRIPS/SER/2018/19 TS/MTRIPS/SER/2018/10 TS/MTRIPS/SER/2020/01 TS/MTRIPS/SER/2020/02	Multiple Supplier Framework Agreement for Claims Advice, Quantification and Cost Estimation Services  Lot 1 Service Relating to Dispute / Claims Advice  Lot 2 Services Relating to Quantification and Cost Estimation Services	Services & Supply	Lot 1 - £2,000,000  Lot 2 £1,000,000
TS/MTRIPS/WKS/2017/05	A77 Maybole Bypass	Works	£28,931,323
TS/TRBO/WKS/2018/01	A898 Erskine Bridge External Bridge Painting	Works	£17,890,900

Table 6 – New regulated procurements and frameworks completed during the reporting period

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2014/02/03	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services Lot 1 Roads	A82 Tarbet to Inverarnan - DMRB Traffic & Economics Audit	Service & Supply	£50,000
TS/MTRIPS/SER/2014/20/03	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services: Lot 2 Rail	Depot & Stabling Strategy Business Case	Service & Supply	£80,000
TS/MTRIPS/SER/2014/22/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services Lot 2 Rail	North Hanover Street Initiative	Service & Supply	£80,000
TS/MTRIPS/SER/2014/23/02	Multi-Supplier Framework Agreement for Engineering and Transportation Consultancy Services Lot 2 Rail	Reston & East Linton Stations Business Case	Service & Supply	£80,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2016/07/08	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning Lot 4 - Transport Planning Advice	M8 M73 M74 Improvements Project: One Year After Evaluation	Services and Supply	£82,069
TS/MTRIPS/SER/2016/08/04	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning Lot 4 - Transport Planning Advice	Aberdeen to Inverness Phase One Baseline Data Collection	Service & Supply	£67,000
TS/MTRIPS/SER/2017/06/13	Single Supplier Framework Agreement for Development Update and Application of the Transport and Land-use Model of Scotland (TELMoS)	TELMoS 18 Development Programme Part 2	Service & Supply	£85,000
TS/MTRIPS/SER/2018/06/01	Multi-Supplier Framework Agreement for proposed utility diversions and/or protection audit and advice services	A9 Dualling Programme Southern Section Utility Audit & Advice Services	Service & Supply	£102,914

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2018/17/01	Multi-Supplier Framework Agreement for Proposed Utility Diversions and/or Protection Audit & Advice Services	A9 Dualling Programme Central Section Utility Audit & Advice Services	Service & Supply	£93,532
TS/MTRIPS/SER/2018/18/01	Multi-Supplier Framework Agreement for Proposed Utility Diversions and/or Protection Audit & Advice Services	A9 Dualling Programme Northern Section Utility Audit & Advice Services	Service & Supply	£99,900
TS/RAIL/SER/2019/01/01	Strategic Technical Advisors for Transport Scotland Rail Directorate	CP6 Governance & Project Support	Service & Supply	£1,500,000
TS/RAIL/SER/2019/01/02	Strategic Technical Advisors for Transport Scotland Rail Directorate	CP6 Pipeline Projects – Business Case & Feasibility Studies – Phase 1	Service & Supply	£1,000,000
TS/ROADS/SER/2018/02/01	Development Management and Road Safety Services - Lot 2 - Development Management and Road Safety Support	Route Scoring / Risk Mapping	Service & Supply	£116,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/ROADS/SER/2018/04/01	Development Management and Road Safety Services - Lot 2 - Development Management and Road Safety Support	Support to the Trunk Road Casualty Reduction Team	Service & Supply	£60,500
TS/ROADS/SER/2018/04/02	Development Management and Road Safety Services - Lot 2 - Development Management and Road Safety Support	Further Development of Transport Scotland's Speed Limit Review Assessment Process	Service & Supply	£105,000
TS/ROADS/SER/2018/06/01	Development Management and Road Safety Services - Lot 2 - Development Management and Road Safety Support	Support to the Trunk Road Casualty Reduction Team	Services & Supply	£108,000
TS/TPD/SER/2016/01/02	Single Supplier Framework Agreement for Low Carbon Travel and Transport Challenge Fund Services	Challenge Fund Services.	Services & Supply	£793,000
TS/TRBO/SER/2017/04/02	Multiple Framework Agreement for Transport Research	Specification of Skid Resistance	Services & Supply	£61,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/TRBO/SER/2017/04/03	Multiple Framework Agreement for Transport Research	Vulnerable User Perception of Speed	Services & Supply	£73,100
TS/TRBO/SER/2017/04/04	Multiple Framework Agreement for Transport Research	Pavement Design Using EME2	Services & Supply	£105,500
TS/TRBO/SER/2017/04/08	Multiple Framework Agreement for Transport Research	Provision of Specialist Advice relating to road related research into inclusive design	Services & Supply	£71,985
TS/TRBO/SER/2017/07/02	Multiple Framework Agreement for Transport Research	Structural Health Monitoring of Burnshot Bridge	Services & Supply	£54,400
TS/TRBO/SER/2017/08/04	Multiple Framework Agreement for Transport Research	Boulder Hazards	Service & Supply	£73,000
TS/TRBO/SER/2018/03/01	Multiple Framework Agreement for Asset Management	APMS support	Services & Supply	£300,000
TS/TRBO/SER/2018/03/02	Multiple Framework Agreement for Asset Management	Infrastructure Investment Plan - Ten year plan	Services & Supply	£100,000

Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/TRBO/SER/2018/03/03	Multiple Framework Agreement for Asset Management	Road User Survey 2019	Services & Supply	£100,000
TS/TRBO/SER/2018/03/04	Multiple Framework Agreement for Asset Management	Value Management Oct 2019 - March 2020	Services & Supply	£180,000
TS/TRBO/SER/2018/03/05	Multiple Framework Agreement for Asset Management	WLCM Tool Development	Services & Supply	£100,000
TS/TRBO/SER/2018/03/13	Multiple Framework Agreement for Asset Management	Value Management	Services & Supply	£150,000
TS/TRBO/SER/2018/03/15	Multiple Framework Agreement for Asset Management	AMPS Structures Risk Prioritisation	Services & Supply	£60,000
TS/TRBO/SER/2019/03/02	Multiple Framework Agreement for Asset Management	APMS - Data Manager	Services & Supply	£265,000
TS/TRBO/SER/2019/03/05	Multiple Framework Agreement for Asset Management	APMS IRIS Manager	Services & Supply	£345,600
TS/TRBO/SER/2018/06/01	Environmental Advisory And Auditing Services Framework Agreement	Environment Sustainability and Climate Change Review and Report	Services & Supply	£126,710



Contract reference	Framework name	Call-off name	Call-off type	Call-off value
TS/MTRIPS/SER/2016/02/07	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016 - 2019 - Lot 2 - Advice on the Case for Investment	Low Emission Zone Regulation and Guidance development	Services & Supply	£135,500
TS/MTRIPS/SER/2016/09/04	MFA for Transport and Land-Use Modelling and Transport Appraisal and Planning 2016-2019 - Lot 1 - Development Update and Application of Transport Models	Development of TMfS18	Services & Supply	£200,000

Table 7 – New regulated call-offs from existing frameworks completed during the period

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

This appendix provides examples of community benefits that were delivered during the reporting period which contribute towards the Scottish Government’s [National Performance Framework](#).

There is an increasing focus on the provision and delivery of community benefits as part of our contracts. Transport Scotland has developed a bespoke toolkit to help Project Managers identify community benefits that could be included in their contracts.



Transport Scotland undertook a comprehensive data gathering exercise which demonstrated that over 50 of our live contracts delivered some form of community benefit during this reporting period. The following case studies illustrate the wide range of benefits delivered on different types of Transport Scotland contracts that are at different stages of delivery. Examples range from the larger construction and maintenance contracts that can provide considerable benefits, to the smaller contracts that still have scope to deliver limited community benefits.

## A9 Dualling: Luncarty to Pass of Birnam Balfour Beatty Civil Engineering UK Ltd



Concrete bridge beams in place on the Gelly Overbridge

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	36
Number of graduate positions created	3
Number of apprentice positions created	2
Total number of new sub-contracts awarded	15
Total spend across all sub-contracts in period	£14,807,000
Of these, total number new of sub-contracts awarded to Small Medium Enterprises (SME)	15
Total spend across all SME sub-contracts in period	£9,954,000
Spend with supported business and social enterprise	£100
Number of work placements	28
Industry certification gained	1

Table 8 – Key Statistics

Through our work on the A9 Dualling: Luncarty to Pass of Birnam project, the project contractor Balfour Beatty has already exceeded the initial target of creating 30 new jobs over the project duration, and is working to ensure that the majority of the opportunities created by this project are filled by workers from the local area. At the end of March 2020, 99% of project spend has been on subcontracts within Scotland and 64% of this figure has been with SMEs.

The A9 Dualling: Luncarty to Pass of Birnam project is being delivered with a commitment to bring meaningful and measurable change to the communities surrounding the project. These have included 4,000 pupils and students being engaged, seven work placements for secondary school pupils, two foundation apprentices, 44 new jobs created and four jobs created through Fairstart, six placements for rehabilitated offenders and in excess of £5,000 of monetary donations and over £4,000 of benefit-in-kind donations to local charities and groups.

## Examples of community benefits delivered

### Community engagement

- The project contractor donated eight tonnes of woodchips and 16 volunteers who, together with staff from Transport Scotland, helped to landscape the school garden at Fairview High School. Ruthvenfield Primary School also benefitted from a donation of woodchips.
- Two viewing platforms were erected to provide safe viewing areas for the public to see construction works.
- A progress presentation was delivered to Bankfoot Over 55's club which had 32 attendees from the local community.
- A 'Doors Open Day' was held at the site compound when the public were invited into the site and provided with a tour of the works. 68 members of the public attended.
- Survey work was undertaken for the Stanley Development Trust to help them progress their planning application for a Community Sports Hub.
- The project contractor held meetings with the Stanley Development Trust to help them progress their application for a Non-Motorised User route between Stanley and Luncarty.
- In February 2020 the project contractor held a community conference which highlighted the community benefit successes of the project and introduced the supply chain to third sector, education, charity and employability organisations.



Transport Scotland staff at Fairview School in Perth

## Educational engagement

- Perthshire primary school pupils visited the A9 Dualling: Luncarty to Pass of Birnam project laboratory as part of the Academy9 Construction Classroom.
- The project contractor attended 'Bridges to School' events at Bankier Secondary and Queen Victoria Primary schools, and also attended a 'My World of Work' careers fair at Madderty Primary School and a careers talk at St Johns RC Academy. A Health and Safety workshop held with 160 pupils at Holy Cross Primary school.



Pupils visiting the A9 Dualling: Luncarty to Pass of Birnam project laboratory

- A site visit was arranged for students from Breadalbane High School and the University of Strathclyde as part of the Academy9 programme.
- Three secondary school pupils have been engaged as Roving Reporters to report on work undertaken throughout the project.
- The project contractor attended Careers Fairs at Napier, Edinburgh and Strathclyde University with summer placements advertised. Two students were subsequently offered a summer placement.
- Two Foundation Apprenticeship placements were completed, which led to one full time role commencing in August 2019.
- Various events were held with Napier University students, including a careers fair, mock interviews, mentoring students for a 5th year project along with a site visit.

## Environment

- Soil sampling was undertaken to help Stanley Development Trust apply for approval to plant on land for a community orchard.
- The project contractor assisted a Knowledge Transfer Partnership project between Jacobs UK and Glasgow Caledonian University who carried out research to estimate temporary drainage capacity for highway construction projects in Scotland.

## Additional opportunities

- The project contractor hosted a 'Bring your child to work day' which was attended by six children.
- £100 was spent with a supported business to provide office signage.
- Over £5,000 in monetary donations had been made by the contractor and their suppliers to various local charities and organisations, including:
  - sponsorship of a local junior football team Luncarty FC and local football team, Jeanfield Swifts
  - donation to the restoration of the Bankfoot Church Tower

- Christmas lunch and entertainment for the afternoon for 64 attendees at the Stanley lunch club
- replacement de-fibrillation pads for a Local Community Council
- donations to the Perth Academy Art Show and National Accordion and Fiddle Competition
- a charity golf day, and
- a 'Christmas Jumper' day for the SHIP & SLASH Charity
- The project contractor provided an excavator for display during the Bankfoot Gala, and also donated prizes including a digger and operative for a day, fly-fishing lesson and raffle donations.

## A9 Berriedale Braes RJ McLeod (Contractors) Ltd



Existing road at Berriedale Braes



Impression of the road after completion



Aerial view of Berriedale Braes during construction

Key statistics during period 01 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	9
Number of graduate positions created	1
Total number of sub-contracts awarded	15
Total value of sub-contracts awarded	£1,320,000
Of these, number of sub-contracts awarded to SME	14
Value of sub-contracts awarded to SME	£1,320,000
Industry certification gained	35

Table 9 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- The project contractor provided assistance to the Berriedale Church and Cemetery Association for their project to re-harl the church. Traditional Scottish lime harl was used to ensure that the building kept its natural image.
- The project team were delighted to help Newton Park Nursery to create an active play construction area for the children to learn and play in. The project team donated items such as junior hard hats, cones, yellow jackets, pipes and the nursery's very own construction signs.
- The project contractor donated crushed material for improvements at Portland Hall car park.
- The project contractor produces regular [Newsletters](#) to update the local community on progress and upcoming site works.



Berriedale Church

### Educational engagement

- Project staff attended 'Step into STEM' (Science, Technology, Engineering and Maths) events at various schools including North Highland College, and Wick and Golspie High Schools.
- The project contractor invited schoolchildren from Dunbeath Primary School to make a time capsule. Once the time capsule was completed, the pupils visited the site to assist in burying their time capsule within the construction site of the new road.

### Environment

- During advance works for the project, archaeological investigations identified significant post-medieval and prehistoric remains dating to the Mesolithic period, probably 6,000-5,000 BC. More than 10,000 ancient stone artefacts made of flint, quartz and chalcedony spread across disturbed soil at the top of the Braes were identified. These were displayed for the public to view at the Dunbeath Heritage Museum.
- The project contractor donated stone to the Dunbeath harbour for sea defence works.
- In late 2019, the project contractor carried out some restoration work to the John O'Groats walking trail along a steep section of the track which is adjacent to the site. Improvements have included clearance of shrubs and installing some stone steps to make it easier to walk uphill in that section.





Installing stone steps at the John O'Groats Walking trail



A thank you letter from a local school pupil

## Additional opportunities

- The project contractor makes a monthly charitable donation for each month worked with no 'lost time' Health and Safety incidents. Many local charities and organisations, including schools, have benefitted from this initiative.

## A77 Maybole Bypass Wills Bros Civil Engineering



Cabinet Secretary for Transport, Infrastructure and Connectivity attended an event to mark the start of works



Work now underway on the Maybole Bypass

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	15
Number of graduate positions created	4
Number of apprentice positions created	5
Total number of sub-contracts awarded	7
Total value of sub-contracts awarded	£775,000
Of these, number of sub-contracts awarded to SME	7
Value of sub-contracts awarded to SME	£775,000
Number of work placements	3
Number of qualifications gained (SVQ2 and above)	3
Industry certification gained	3

Table 10 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- On 22 May 2019, Wills Bros Civil Engineering, the project contractor, and local community members were pleased to join the Cabinet Secretary for Transport, Infrastructure and Connectivity, Michael Matheson MSP, in an event to mark the start of work on A77 Maybole Bypass project. Mr Matheson cut the first sod to break the ground on the new bypass.
- As part of the contractor's commitment to engage with the local community, a 'Meet the Contractor' drop in event was held in November 2019. This was well attended by the local community and businesses.
- The contractor also participated in an Advice and Information event at the Carrick Centre in Maybole in November 2019, and two jobs fairs held at the Ayr Job Centre Plus office where opportunities and skills required to work in construction were discussed with job seekers. So far, the community benefit scheme has provided eight jobs for local people. An additional two people from disadvantaged backgrounds with some health and educational support needs will start working on site when it is possible, letting them attain basic construction skills and their Construction Skills Certification Scheme cards.
- The contractor attended four community council meetings to answer questions from the local community, and has also produced two [Newsletters](#) that provide a progress update and a look ahead to upcoming works.

### Educational engagement

- A Civil Engineering placement was arranged for a student from the University of Strathclyde.
- The contractor has delivered Health and Safety and Environmental presentations to the three local primary schools in Maybole.
- The contractor worked with local secondary schools through a South Ayrshire initiative where fifth and sixth-year students could apply for a flexible work placement to gain experience for university applications or future job prospects. Placements were provided for two students who demonstrated an interest in environmental engineering.
- The contractor ran a successful Health and Safety Poster competition with three local schools: St Cuthbert's, Gardenrose and Cairn Primary Schools. Following presentations made at the schools by the contractor's Health and Safety, and Environmental Teams, the children discussed the A77 Maybole Bypass project works and the need to be very careful, ensuring that they, nor any of their friends, ever went onto a construction site without permission and being accompanied by a designated site project team member. The children were asked to design a poster highlighting tools and vehicles used on a construction site, and prizes were awarded to the top three posters. The winning poster, selected by the Health and Safety Manager, came from St Cuthbert's Primary School.

- A visit was hosted for fifteen third and fourth year degree students from Ayr's Rural College of Agriculture which included a tour of the site and a presentation from the Environmental Officer, and the Health and Safety Officer.



Rural college of Agriculture students visit the site

## Environment

- The contractor's sustainability team will be undertaking a CEEQUAL assessment on the project (Civil Engineering Environmental Quality Assessment and Awards scheme). As part of the evaluation, the contractor is aiming to reduce waste, carbon emissions, and support local businesses. This includes monitoring the carbon footprint on-site, managing waste disposal and recycling and protecting the local environment including wildlife. The aim is to reduce the project's carbon emissions and waste and to work towards developing a sound environmental legacy.
- Alum, a substance to promote faster settlement of suspended particles in settlement ponds, is being used as an innovative water pollution mitigation and prevention measure, and electro netting in conjunction with Ayrshire River Trust is being used on all river and burn re-alignments.
- Local excess materials obtained from the Maybole Bypass project were donated to the stonemasonry centre at Culzean Castle and County Park estate, to help with on-going conservation works. Local topsoil was also donated to support the construction of a tree nursery.



Materials were donated to Culzean Castle and Country Park Estate

## Additional Opportunities

- Project staff provided support to the Carrick Centre Foodbank in the run up to the Christmas break.

## A92/A96 Haudagain Improvement Farrans Construction



Artist Impression of the new dual carriageway upon completion

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	3*
<i>*Includes 3 from priority groups</i>	
Number of graduate positions	3
Number of apprentice positions	5
Total number of sub-contracts awarded	11
Total value of sub-contracts awarded	£3,650,000
Of these, number of sub-contracts awarded to SME	10
Value of sub-contracts awarded to SME	£2,000,000
Of these, number of sub-contracts awarded to supported business / social enterprise	2
Value of sub-contracts awarded to supported business/social enterprise	£10,000
Number of work placements	3
Number of qualifications gained (SVQ2 and above)	2
Industry certification gained – (including sub-contractors)*Includes 1 from Priority Groups	23*

Table 11 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- As part of the contractor's on-going commitment to engage with the local community, an initial 'Meet the Contractor' drop in event was held in May 2019, and a further event was held in December 2019.
- Project staff were pleased to meet with a local charity, Aberdeen Foyer, to hand over a donation of surplus PPE provided by Jacobs (Transport Scotland's technical advisors) and Farrans Construction, which will be used to assist around 31 local people into sustainable employment. The donated PPE can help remove the final barrier between a person being able to start work immediately or having to wait until PPE is available to them.

### Educational engagement

- 'Safety Sam' has been visiting schools to make sure children are aware of the dangers of playing in and around a live construction site. The contractor visited local schools including Manor Park Primary School and Bramble Brae Primary School to deliver the safety workshop. Pupils were given hi-vis vests and other promotional items to help remind them of this important message.
- Additionally, as part of 'Maths Week', the project's Community Liaison Officer visited Manor Park Primary School to talk to pupils about Civil Engineering and the practical application of maths within the industry.
- Five project staff signed up to become STEM Ambassadors to help encourage and promote young people to choose a career in science, technology, engineering and maths.
- The contractor attended a 'Senior Phase Pathways Careers Event' at Mackie Academy in September 2019 and delivered a talk about engineering both from a consultancy and a contracting perspective.
- Members of the Site Team also visited Aberdeen University to talk to students about careers opportunities with Farrans.



Pupils learning about construction safety



Progress on the Sustainable Urban Drainage System

## Environment

- Earthworks on the project are well underway. The contractor plans to use excavated material where possible in the construction of the new road.
- Site staff were visited by a representative of Home Energy Scotland who delivered a presentation on energy saving and discussed the benefits of using electric vehicles. The site currently has two fully electric vehicles plus a hybrid vehicle. To complement these, staff were given the opportunity to try out electric bicycles. This initiative complements the project's recent decision to sign up for Healthy Working Lives programme to promote positive health awareness.

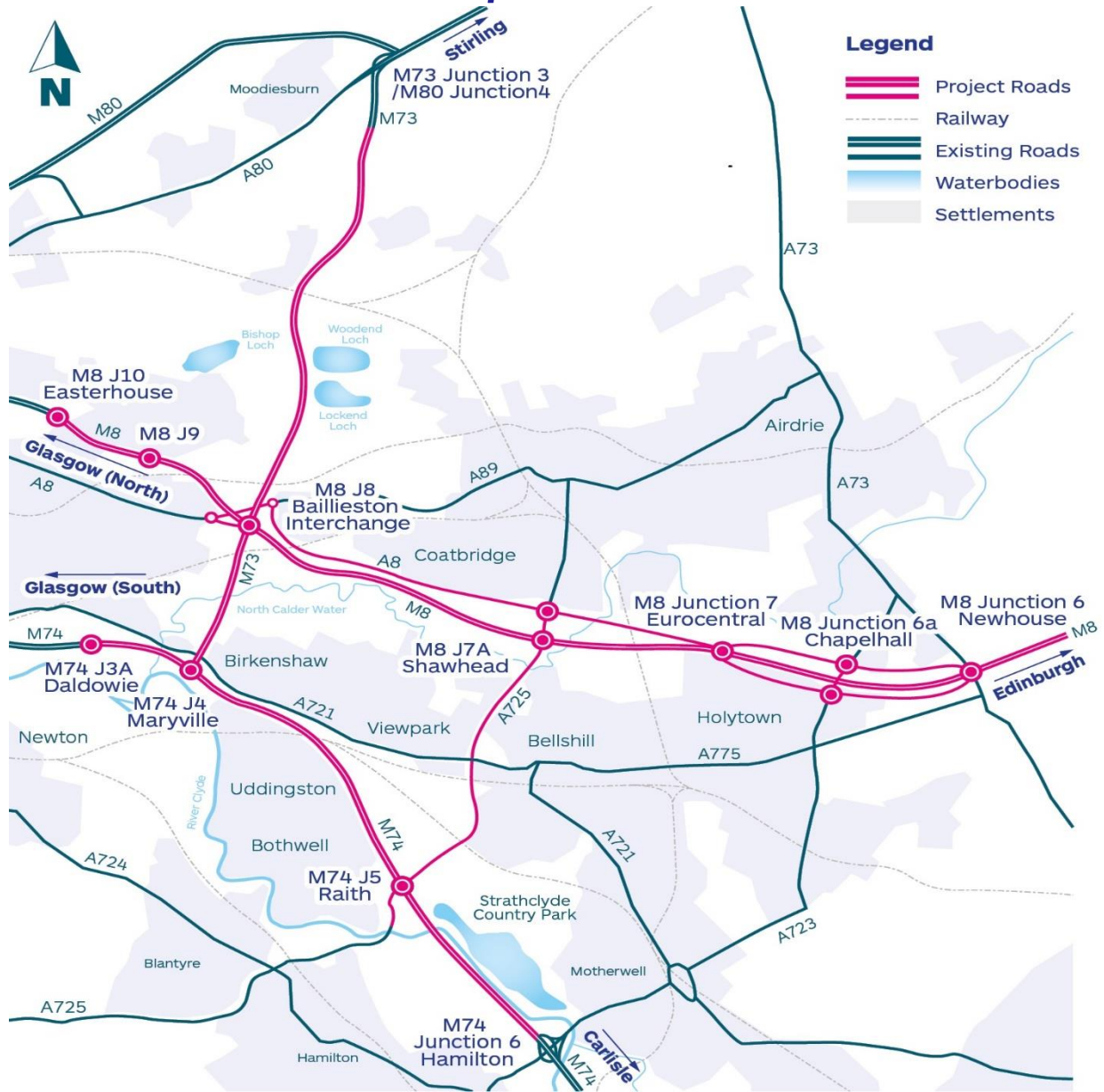
## Additional opportunities

- Sub-contracts were awarded to Haven Products for temporary project signage (£9750) and Scotland's Bravest Manufacturing Company for leaflet printing and distribution services (£250).
- Staff working on the project donated to Northfield Foodbank, and were able to deliver food parcels in time for the Christmas break.



Project staff donated food parcels to Northfield Foodbank in time for the Christmas break

# M8 M73 M74 Motorway Improvements Project Project Legacy Scottish Roads Partnership



M8 M73 M74 Motorway Improvements Project – Operational and Maintenance Scheme extents



Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	2
Number of graduate positions created	1
Number of apprentice positions created	3
Total number of sub-contracts awarded	12
Total value of sub-contracts awarded	£7,328,675
Of these, number of sub-contracts awarded to SME	8
Value of sub-contracts awarded to SME	£3,775,987

Table 12 – Key Statistics

Scottish Roads Partnership (SRP), is responsible for operating and maintaining this core section of the Scottish trunk road network on behalf of Scottish Ministers until 2047. The legacy of this Design, Build, Finance and Operate contract has resulted in lasting benefits for the community.

## Community engagement

- The contractor's Operations Team was nominated for a Scottish Transport Award in the 'Excellence in Communications and Travel Advice' category in relation to the major waterproofing scheme that took place on Raith Bridge over the River Clyde on the M74 northbound at Junction 5 Raith, in July 2019. The awards usually take place annually in June, but due to the Covid-19 pandemic, the awards ceremony has been postponed until further notice.
- More than 30 staff members used their Community Involvement Day to improve the youth centre area/garden at Glenboig Neighbourhood House Centre in October 2019.
- Three staff members attended half day sessions to assist with deliveries and storing foodstuffs for the Trussell Trust Foodbank in Airdrie.



Work underway at Glenboig Neighbourhood House



Volunteers from SRP's sub-contractor, Amey helped to weigh and sort 1128 kg of donations at the Trussell Trust Foodbank, Airdrie

## Educational engagement

- Muirhead Primary school, Motherwell received a visit and presentation during Road Safety Week in November 2019 from one of SRP's trunk road incident support service vehicles and its operative. The pupils learned the importance of these key services to the travelling public and keeping traffic moving.
- SRP staff attended three different Community Centres across North Lanarkshire over three days to promote the Junior Road Safety Officer campaign. They engaged with 88 teachers and 182 school children of P6/P7 age.
- Following the Winter 2019/2020 'Name the Gritter' campaign, two gritter operatives attended Underbank Primary School, Crossford, and delivered a talk on careers and winter safety. A project sub-contractor, Schmidt, supported the event by providing prizes for winners.
- SRP staff engaged with ten sixth year school leavers from various schools within the North Lanarkshire Council area who had started a foundation apprenticeship placement for a 'Creative Media & Communications' course. The school leavers spent two days a month over a six-month period at the contractor's Depot in Bargeddie learning valuable skills in a workplace environment, leading to a Scottish Vocational Qualification (SVQ) upon successful completion. The students interviewed and filmed various members of staff including road operatives, gritter drivers, the Trunk Road Incident Support Service (TRISS) Manager and the Liaison Officer. The final task involved each of the school leavers accepting an 'Apprentice' style challenge from the Senior Management Team, similar to the popular TV show. Each compiled a presentation about their chosen charity or local group, with the best presentation winning the £500 'Good Neighbour Fund.' Nine of the ten students who commenced the course were given final tuition online by staff from Amey and New College Lanarkshire in Motherwell, which helped to overcome issues following physical distancing measures implemented at the end of March 2020. The work placement was satisfactorily completed by the nine students and the status of the final award is currently being determined by the education authority.



Pupils undertaking the Foundation Apprenticeship placement

## Additional opportunities

- The contractor holds popular monthly ‘dress down’ days across all Units which have raised funds for numerous charities throughout the year.
- One very fit staff member took part in the Pedal for Scotland event, cycling the 45 miles from Glasgow to Edinburgh to raise funds for Multiple Sclerosis Society Scotland. His colleagues donated a total of £115 to bring the overall sum raised to £275.
- Staff contributed eight bags of foodstuffs and toiletries to Bargeddie Primary School Christmas Project to support Shelter, the housing and homelessness charity.
- Numerous activities took place in the lead up to Christmas 2019 in aid of Maggie’s Cancer Centre in Airdrie. Help was provided to set up the lunch event, serve guests and clear up afterwards. Project staff also donated £555 worth of goods, including wine, spirits & chocolates for the Christmas Prize Draw, including a golf day for four people at Airdrie Golf Course, valued at £100.
- Two staff members also took part in the ‘Braved the Shave’ event to raise funds for Maggie’s Cancer Care Centre in Airdrie. They courageously had all their head hair removed as a tribute to cancer patients. This took place in front of staff at the Bargeddie Office and together they raised more than £2,200 for the charity with donations from family, friends and colleagues.



Crossing the finish line at the ‘Pedal for Scotland’ event.



Braving the Shave



More than £2,200 was raised

## **Aberdeen Western Peripheral Route / Balmedie to Tipperty Project Legacy Aberdeen Roads Ltd**



AWPR/B-T trunk road crossing at the River Dee

The legacy left by our construction contracts, particularly from our Design, Build Finance and Operate contracts, can leave lasting benefits for the community.

The final section of the Aberdeen Western Peripheral Route/Balmedie to Tipperty (AWPR/B-T) project between the Craibstone and Parkhill Junctions opened to traffic on Tuesday 19 February 2019, providing road users across the North East with access to the entire 36 mile (58km) route.

This transformational project is expected to provide increased quality of life for many local people through reduced journey times, improved journey time reliability, enhanced road safety and better air quality in Aberdeen. During construction, in addition to direct employment opportunities provided for individuals and contract opportunities for small and medium enterprises, the project provided full-time equivalent annual average roles for 94 apprentices, 28 graduates and 78 previously unemployed individuals during the four year construction period. The contractor also provided short-term work experience opportunities for young people, including some through the Prince's Trust, and met with over 11,000 school pupils through a series of school visits. Site staff also took part in a range of local charity events, such as Santa Runs and Tough Mudder.

Furthermore, the project is envisaged to be a significant contributor in maintaining and enhancing the economic performance of the North East. Over a 30 year period, it is expected to generate additional employment for 14,000 people<sup>1</sup> and over £6 billion of wider economic benefits, through reduced costs and increased sales to businesses in the North East, at 2004 prices.

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<sup>1</sup> Source AWPR interim STAG report published in July 2008

Now that the AWPR/B-T project is fully open to traffic, Aberdeen Roads Limited (ARL) is delivering operation and maintenance services across the whole of the new trunk road between Stonehaven, Cleanhill, Charleston, Craibstone, Blackdog and Tippetty, together with sections of the existing trunk road between Charleston and Findon Junctions and between Tippetty and Ellon Roundabout.

## Community benefits

To deliver these services, ARL has contracted with Balfour Beatty Civil Engineering, which has put in place a team of 12 people, all of which are either from or based in the North East.

## Environment

During Construction motion detector cameras captured a range of the North East's varied wildlife already making use of the AWPR's new wildlife bridges at Kingcausie and Kirkhill. Since October 2018, the cameras have captured images of deer, foxes and rabbits. There is also evidence of pine martens. There are two dedicated wildlife bridges on the project, one in the Kingcausie area and one in the Kirkhill area. In both locations, the bridges enable animals to safely access areas on either side of the road. In addition, there is also a shared-use wildlife bridge in the Kirkhill area, which has half of its width landscaped for wildlife and equestrian use while the other half is dedicated to vehicles that require access to local forests and properties.



Deer making use of one of the new 'wildlife' bridges on the AWPR/B-T

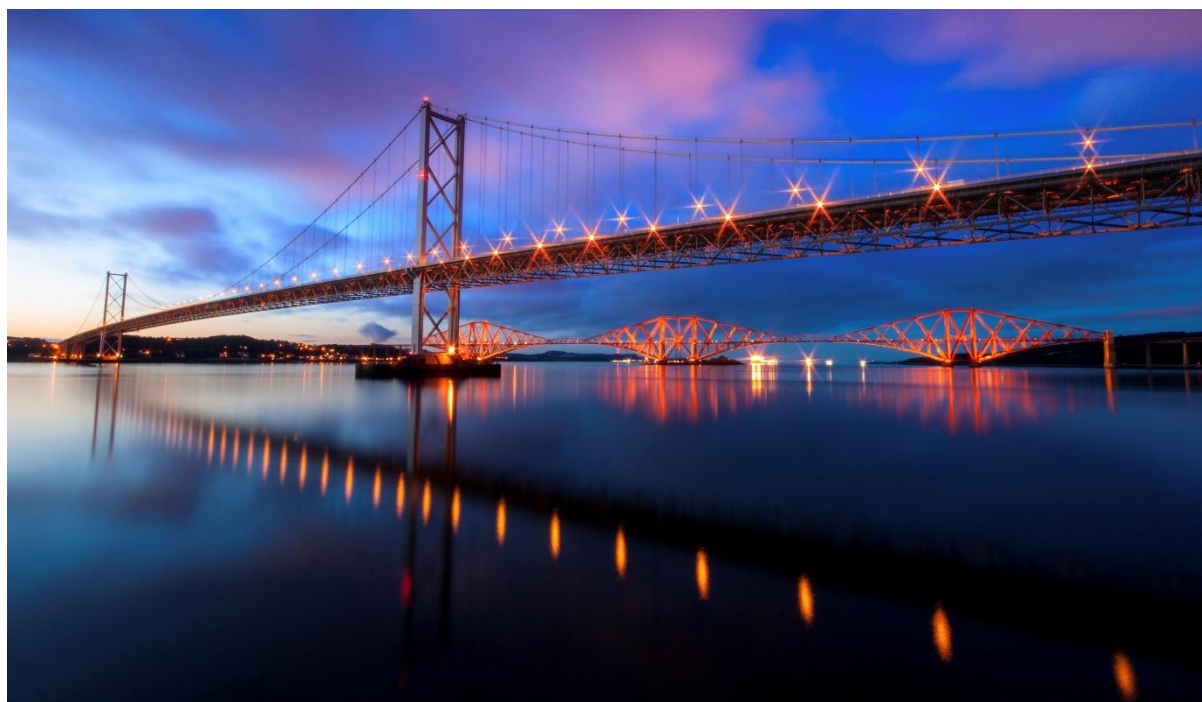


AWPR/B-T shared-use wildlife bridge in the Kirkhill area

## Management and Maintenance of the Scottish Trunk Road Network

**Forth Bridges Unit**

**Amey LG Ltd**



Forth Road and Forth Rail Bridges at night

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	10
Number of graduate positions created	3
Number of apprentice positions created	10
Total number of sub-contracts awarded	5
Total value of sub-contracts Awarded	£90,000
Of these, number of sub-contracts awarded to SME	5
Value of sub-contracts awarded to SME	£90,000
Number of work placements	10
Number of qualifications gained (SVQ2 and above)	64
Industry certification gained	64

Table 13 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- A talk and presentation was delivered to the Emergency Planning Convention for Edinburgh City Council and Partners.
- The Easter Bunny, who also works at the Forth Bridges Unit during his less busy times of year, attended an Easter event at Inzievar Primary School to hand out Easter Eggs and entertain pupils.
- Unit staff also used their 'Community Involvement Days' to help:
  - the Dalgety Bay Community Gala day
  - the Trussell Trust Foodbank Falkirk to take deliveries and store foodstuffs in their warehouse



The Easter Bunny handing out Easter Eggs at Inzievar Primary School



Napier University students during their tour of the Forth Bridge

### Educational engagement

- Engineers from the unit attended Napier University Edinburgh and gave a talk to 200 students as part of 'International Project Week'.
- Engineers also visited Edinburgh University and Heriot-Watt University to deliver a lecture to students on the Construction, Operation & Maintenance of the Forth Road Bridge.
- Students from Napier and Herriot-Watt Universities were subsequently given the opportunity to attend a guided tour of the Forth Bridge.
- A presentation was given to Edinburgh College students on study options and importance of professional experience.

## Environment

- Three staff members volunteered to take part in a 'beach clean' event at North Queensferry to assist the local community council.
- Ten staff cleared a community footpath in Inverkeithing for the local community to re-use



The footpath at Inverkeithing before



And after.

### Additional opportunities

- Various fund raising events were held throughout the year including:
  - monthly dress down days for various charities
  - a 'Walk for Parkinson's' charity walk around the Kelpies
  - a 'Wear it Wild' day to raise funds for the World Wildlife Fund by wearing a piece of clothing linked to wildlife to work
  - seven staff members climbed Ben Nevis to raise funds for the charity Progressive Supranuclear Palsy Association raising £6,719 in total - £1,095 raised from Amey colleagues alone and match funding from Amey added a further £500 to the total
  - a 'Big Brew' Event for the SSAFA Armed Forces charity
  - staff from the Forth Bridges Unit and the South East Unit took part in a 50km trek in the South Downs as part of the Duke of Edinburgh scheme
  - staff from all Units took part in a bake sale as part of World Mental Health Day to raise funds for Chris's House in Wishaw, a drop-in centre assisting people with mental health issues
  - ten guided tours of the Forth Bridge and Top Tower Walk Experience were donated as raffle prizes to Bernardo's Children's Charity, raising £2,500





Intrepid volunteers during their ascent of Ben Nevis



Two of the Barnado's Childrens Charity raffle winners during their tour

## 4th Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network South East Unit Amey LG Ltd



Launch of winter operations in 2019

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	23
Number of graduate positions created	3
Number of apprentice positions created	7
Total number of sub-contracts awarded	3
Total value of sub-contracts awarded	£468,056
Of these, number of sub-contracts awarded to SME	3
Value of sub-contracts awarded to SME	£468,056
Number of work placements	3
Number of qualifications gained (SVQ2 and above)	56
Industry certification gained	153

Table 14 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- Traffic management and/or free signage was provided for the following events:
  - Jedburgh 7's Rugby Tournament at Riverside Park Jedburgh, the A68 Jedburgh Running Festival and the 10k Race in Jedburgh
  - annual Hunter & Lass Horse Rideout in Penicuik
  - annual Scottish Police Recreation Association Open Day at Tulliallan Police College, Kincardine
  - an adventure week as part of the Muckle Toon Adventure Festival in Langholm
  - Bo'ness Children's Fair
  - A68 - Tour De Lauder Cycle Race, which covers 89 miles
  - Remembrance Parades held at the A68 Lauder, A68 Haddington and the A702 Biggar Remembrance Parade
  - annual Biggar Farmers Club Parade
  - A702 Biggar Little Festival, which is a family festival of arts for town of Biggar with various events running over ten days
  - Biggar New Year's Eve Party
- Staff from the Burghmuir Depot supplied materials, machinery and man power to re-surface the MacKinnon Scout Hall car park in Linlithgow for the Linlithgow Scout Troop.
- Staff at Burghmuir Office donated waterproof/warm jackets, trousers & gloves, to help keep nursery teachers at Clackmannan Nursery warm during outside play sessions.



Resurfaced Scout Hall car park in Linlithgow



Staff at Clackmannan Nursery in their new PPE

## Additional opportunities

- Various fund raising events were held throughout the year including:
  - monthly dress down days for various charities
  - a 'Big Brew' Event for the SSAFA armed forces charity
  - staff from all Units took part in a bake sale as part of World Mental Health Day to raise funds for Chris's House in Wishaw, a drop-in centre assisting people with mental health issues
- Staff from the South East Unit and the Forth Bridges Unit took part in a 50km trek in the South Downs as part of the Duke of Edinburgh award scheme.
- £350 was donated to the Kinniel Band, Bo'ness, Falkirk towards repairing fire damage to their Hall. A further £150 was donated by local business Brookfield Metals, who had removed old fuel tanks at Amey's Office and donated the scrap value to the total.



At the end of the 'Pedal for Scotland' event



Handing over the cheque to the Kinniel Band

## 4th Generation Term Contract for Management and Maintenance of the Scottish Trunk Road Network South West Unit Scotland Transerv



A red kite over the Enterkinfoot road re-alignment

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	13
Number of graduate positions created	15
Number of apprentice positions created	2
Number of qualifications gained (SVQ2 and above)	20

Table 15 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- The contractor engaged with communities at multiple levels over the reporting period, issuing over 110 press releases, engaging with broadcasters including 35 radio advertising campaigns, placing dozens of local newspaper adverts and utilising social media channels including twitter to keep communities informed of upcoming works and their potential impact. Further community engagement was undertaken at the Galloway Country Fair in respect of the A76 Enterkinfoot Road Realignment Project.
- The contractor has worked in collaboration with innovative start-up company Neatebox and industry leaders Coeval to increase accessibility for visually and mobility impaired pedestrians. Bluetooth technology installed in crossing boxes connects to Neatebox's smartphone app allowing users to call the crossing from a safe distance rather than precariously balancing wheelchairs or feeling around for control boxes at the kerbside. The contractor's road safety team also engaged directly with the Bargower riding school, a hub for mobility impaired people in a remote part of Scotland, to address issue where approaching and crossing the A76 was said to make both horses and riders anxious. Using this innovative technology, the push button facility at the crossing was replaced by a Bluetooth signal from the riders, or volunteers, smartphone meaning no distractions or having to drop the reins and wait at the edge of the busy trunk road. This significantly improved safety for the rider, horse and driver.



Bargower Horse crossing

### Educational engagement

- The contractor has worked with schools and universities on various initiatives, including 'Name a Gritter', 'Go4Set', student placements and post-graduate programmes, including:
  - a Marketing Masters Project at the University of Strathclyde
  - a UK Careers Fair at Hampden
  - STEM events at schools including Barrhead and Denny High Schools
  - new gritter names chosen include 'Sir Alex Fergritson', 'Jeremy Brine', 'Amber Snowy' and 'Spreddie Mercury' complete with moustache!



'Spreadie Mercury' ready for action

- The contractor participated in six events through Glasgow based charity 'SmartSTEM', including an event at the University of West of Scotland to promote civil engineering careers to young women across Lanarkshire and Renfrewshire, as well as undertaking collaboration events and workshops campuses at Glasgow Caledonian University, West Lothian College and Glasgow Clyde College.



Pupils at a SmartSTEM event

## Environment

- During 2019/2020, the contractor removed 6,000 bags of litter and 3,700 large items of debris carelessly discarded by a minority of motorists from South West Scotland's roadside verges. The contractor is working with other Operating Companies and the charity 'Keep Scotland Beautiful' to highlight the impact of litter on our trunk roads. The 'Give your litter a lift' campaign has identified that 50 tonnes of rubbish is removed from Scotland's roadsides each month. Keep Scotland Beautiful and our Operating Companies are working with a number of international fast food and soft drink manufacturers to raise awareness of the issue and help identify a solution.
- Existing lighting in the M8 Charing Cross underpass was replaced with energy efficient LED lighting in line with the rest of the M8 corridor. Approximately 2,000 lanterns have been replaced in the last two years, delivering a 60% energy saving.
- Glasgow's St George's Road and associated M8 pathways and underpasses required significant maintenance in order to make them more inviting as public thoroughfares. The contractor stripped back approximately 200 trees and removed 1000m<sup>2</sup> of vegetation. Safety zones were also created behind barriers, for drivers stranded on motorway slip-roads. Grassy areas were restored, with weeds and shrubs removed, ensuring that walking and cycling were an attractive alternative commute into the city centre.

- The contractor found that many of the remote trunk roads still contain coal tar, a hazardous substance requiring specialist treatment or disposal. To address this, the pavement team trialled the use of ‘in-situ’ recycling, which involves a chain of on-site processing and paving machinery to transform the existing pavement materials into a new material. In September 2019, the system was used in the resurfacing of a kilometre at Polneul on the A76. Around 758 tonnes of special waste would have ordinarily required disposal, however by using the in-situ recycling the contractor saved many lorry miles of travel.



The in-situ recycling centre in operation

## Additional opportunities

- The contractor worked with veterans’ organisation Scotland’s Bravest Manufacturing Company in the production of new trunk road signage. The company initially produced six signs for the South West network that were installed on the Motorway network from 11 November 2019 at sites including the A738 at Kilwinning.
- Through ‘Dress Down’ Fridays and other efforts throughout the year have raised funds for 21 charities and organisations, both locally and internationally. These include Cash4Kids, Cancer Research UK, McMillan Cancer Support, the Reinvention, Australian Red Cross and a Prostate Cancer charity. Over £5,000 was raised for Prostate Cancer, after one of Transerv’s employees was diagnosed with the condition. Fundraising efforts culminated in eight team members running the gruelling Tough Mudder at Drumlanrig Castle in June 2019.



One team member at Tough Mudder



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



North West Trunk Roads



North West Trunk Roads



North East Trunk Roads

Key statistics during period 1 Apr 2019 – 31 Mar 2020	NE Unit	NW Unit
Number of new entrants' positions created (excluding graduates and apprentices)	6	9
Number of graduate positions created	5	7
Number of apprentice positions created	1	2
Total number of sub-contracts awarded	953	1464
Total value of sub-contracts awarded	£22,100,000	£31,800,000
Of these, number of sub-contracts awarded to SME	150	243
Value of sub-contracts awarded to SME	£1,800,000	£2,500,000
Spend with supported business and social enterprise	£320,000	£430,000
Number of work placements	3	7
Number of qualifications gained (SVQ2 and above)	22	18
Industry certification gained	361	429

Table 16 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- Multiple groups of volunteers including five members from the North East and North West Units worked together to clear over 30 bags of rubbish across different areas of Kinnoull Hill in Perth in April 2019. The litter pick was led by the Kinnoull Hill Woodland Park Group in a bid to 'spring clean' the picturesque woodland park and help fight the challenge the environment faces from discarded litter.
- The North West Unit supported the Kincaig Festival of Shinty for primary school pupils in June 2019 by sponsoring the finalist medals for the event. A total of nine teams competed in the tournament from Kingussie, Newtonmore, Kincaig, Aviemore, Carrbridge, Grantown, Beauly, Lovat and Caberfeidh. BEAR's North West Operations Manager presented the winning teams with their medals at a special prize-giving at the end.



Volunteers with some of the rubbish collected

## Educational engagement

- In December 2019 operatives from both Operating Company units visited primary schools across the north east and north west unit to tell them a bit more about BEAR’s winter service and to ask for their help in coming up with names for some of their gritters. Teams visited Ruthvenfield Primary School in Perth, Cairney Primary School near Huntly, Anderson’s Primary School in Forres and St Bride’s Primary School in Ballachulish. The winning names – BEAR Chills, Hansel and Grit-all, Sir Snowington, Gritly Come Dancing and Snowlar BEAR - will be added to BEAR Scotland’s fleet ahead of the 2020/2021 winter season.



A gritter visiting a local primary school

- At the start of 2020, graduate engineers represented BEAR Scotland and ICE Scotland on behalf of STEM Learning at Auchmuty High School and Perth Academy’s career events. They shared their knowledge and experience with second year pupils about Civil Engineering and their journeys to eventually working for BEAR, advising students of the best school subjects to take and advice for next steps after leaving school to help progressing with a career as an engineer.



STEM Learning event



Bring your child to work day



Cones and PPE donated to Roslin Primary School

- In April 2019, teams at BEAR were joined by two pupils as part of ‘Take Your Child to Work’ Day. Both pupils learned lots about BEAR and what they do, and also had a special tour of the Perth depot to meet some of the gritters.

- BEAR teams provided cones and PPE to Roslin Primary School for their P1 and P2 playground. The equipment will help to further enhance their outdoor experience and encourage the pupils to think more about their safety.
- BEAR Scotland continues to work with Abertay University to support a group of students on a summer placement within a civil engineering profession. This helps provide an opportunity for students to get hands-on experience in their chosen field of civil engineering to help them progress within their final year of their studies. This year, ten students joined BEAR for a 12-week placement, helping to give them a valuable insight into the industry.

## Environment

- Teams in the North West Unit completed work to create a new greener embankment downstream of the new A82 Allt Fhiodhan Bridge near the Glencoe Visitor Centre using a traditional technique known as 'willow spiling'. Live willow rods are woven between live willow uprights and the area filled with soil for the willow to root into, creating a strong and natural river bank.
- The North West unit installed innovative landslip mitigation measures next to the A83 near Glen Kinglas which were successful in preventing a 300-tonne landslip from reaching the roadside in December 2019. The landslip was blocked from reaching the carriageway thanks to specially designed rock-bunds, which were the result of an innovative, sustainable engineering solution using 28,000 tonnes of rock excavated during the construction of further landslip mitigation measure at the Rest and Be Thankful catch-pit project just three miles away on the A83. The excavated rock was transported three miles to Glen Kinglas and used to construct bunds, providing a considerable reduction in carbon emissions with teams saving an estimated 50,000 lorry miles.
- The North East Unit Planned Maintenance team, along with teams from Breedon Group and Eurovia UK, trialed a sustainable method involving recycling road materials when carrying out carriageway improvements on the A92 near Ladybank. This involved removing the old road materials from the site and recycling them by processing them at a nearby mobile plant. The recycled material was then used in the base layer of the road, which meant the majority of special waste was diverted from landfill and also achieved significant cost savings.



The worn-out road material was transported to a nearby mobile plant where it was reprocessed for reuse in the project.

- BEAR Scotland launched its first 'Green Week' Campaign on 23 September 2019. The campaign aimed to share information about what environmental and sustainable practices BEAR carries out across the company and how this is applied to projects on a daily basis. The campaign included a focus on litter picking on the M90, a closer look at sustainable and recycling measures in place across the depots and network as well as a summary of some of the work that goes into enhancing biodiversity on the network. Videos were shared on social media which included interviews with members of staff to help provide more information about BEAR's sustainable and environmental practice.



Green Week 2019

## Additional opportunities

- The contractor launched its first ever 'Christmas Charity Giving Initiative' where staff across the company were asked to nominate and then vote on three causes for BEAR Scotland to make a charitable donation to. The three charities that came out on top were Scotland's Charity Air Ambulance, The Archie Foundation and Shelter Scotland, with each receiving £600. It is intended to expand the charity initiatives in the coming year and help more local as well as national causes.
- Over £770 was raised for Macmillan by getting involved in their World's Biggest Coffee Morning in September 2019.
- The ninth BEAR Scotland Five-a-side tournament took place in Perth on Friday 19 April 2019 with eight teams from across the company taking part. The competition involved raising funds for SAMH (Scottish Association for Mental Health) and over £1,000 was collected for charity.
- Staff at BEAR Scotland raised over £1,000 for Cash for Kids' Mission Christmas campaign in 2019 by hosting a Christmas Jumper Day and company raffle. Cash for Kids responds to the need of children in our communities so they can live life to the full and release their individual potential. Each Christmas they host a campaign to help provide Christmas gifts for children living in poverty, who may otherwise wake up to nothing on 25<sup>th</sup> December.



Over £1,000 was raised in a charity 5-a-side tournament



Christmas jumper day

- In November BEAR Scotland once again participated in 'MovemBEAR' to raise funds for Men's health charity the Movember Foundation. The Foundation helps to provide support for the biggest health issues facing men – prostate cancer, testicular cancer, mental health and suicide prevention. Staff throughout the business participated in the event across the company helping to raise over £700 for the charity.



MovemBEAR

- Scotland's Bravest Manufacturing Company (SBMC) employs veterans from the Armed Forces and others with disabilities in Scotland, many of whom need support adjusting to life after service. SBMC manufactures commercial signage and printing services, including high-quality road signs. In 2018, BEAR Scotland were looking for a road sign manufacturer who could respond to the organisation's immediate deadlines, while also delivering a high-quality product. They were keen to support a local business so that carbon emissions in production and delivery across Scotland could be reduced as much as possible.

BEAR reached out to SBMC in Erskine after hearing of the initiative through charitable partnerships, and were impressed by the dedication, high quality and positive social impact that SBMC delivers. With many BEAR employees having links to the British Armed Forces, SBMC was the perfect company to begin a partnership in road sign manufacturing.

BEAR Scotland were one of the very first commercial companies to purchase road signs from SBMC, and they have now processed over 1000 orders for BEAR Scotland. This includes producing over 3,320 high-quality signs for BEAR – more than a third of all the signs the initiative produced in the past year - which have since been erected across the trunk road network throughout the north of Scotland with an annual spend now approaching £750,000. BEAR Scotland also selected SBMC for all print and stationary business from February 2020 onwards, helping to provide further income, contracts and further strengthen the partnership between the two organisations.

A team from BEAR Scotland visited SBMC in Erskine late 2019 to mark a year of trading between the two organisations.



BEAR visits Scotland's Bravest Manufacturing Company

## ***A96 Dualling Inverness to Nairn (including Nairn Bypass) Multi-Disciplinary Support Services Contract Jacobs UK***



Looking east from Inverness to Nairn

<b>Key statistics during period 1 Apr 2019 – 31 Mar 2020</b>	
Number of new entrants' positions created (excluding graduates and apprentices)	3
Number of graduate positions created	9
Number of apprentice positions created	1
Total number of sub-contracts awarded	13
Total value of sub-contracts awarded	£7,082
Of these, number of sub-contracts awarded to SME	10
Value of sub-contracts awarded to SME	£5,137
Spend with supported business and social enterprise	£500
Number of work placements	3
Number of qualifications gained (SVQ2 and above)	3
Industry certification gained	1

Table 17 – Key Statistics



## Examples of community benefits delivered

### Community engagement

- Scheme proposals for the A9/A96 Inshes to Smithton scheme (which is being progressed under the A96 Dualling Inverness to Nairn (including Nairn Bypass) Multi-Disciplinary Support Services Contract), were displayed to the public following publication of draft Orders and the Environmental Impact Assessment Report, with representatives from the design team in attendance to answer questions and discuss the scheme with those in attendance. Public Exhibitions were held in September 2019 at:
  - Raigmore Community Centre which was attended by 58 people
  - Smithton-Culloden Free Church which was attended by 151 people



Public exhibitions



Public exhibitions

### Educational engagement

- Jacobs has engaged with educational facilities throughout the reporting period by:
  - Arranging an extensive programme of schools liaison with local primary schools on behalf of Transport Scotland, in association with Primary Engineer. At the start of each academic year teachers from local primary schools are invited to attend a day long training session hosted by Jacobs. This allows them to then return to the classroom and facilitate STEM sessions with their classes. These STEM sessions involve pupils applying engineering principles to build model cars from simple materials including shoe boxes, wood and small battery powered motors. Engineers worked with children to build their cars and decorate them before being judged on a variety of criteria to determine which should represent the school at a Celebration Event. The Celebration Event was held in April 2019 with representatives from each school being judged by a team of engineers from Jacobs and Transport Scotland to determine overall winners in a number of categories. Children also completed various other STEM activities during the event.



Pupils at the Celebration Event

- Arranging STEM sessions for Engineering Week at Avoch Primary School. The sessions involved briefly describing what Civil Engineering and Structural Engineering is and then setting a challenge to build a structure out of straws and sellotape. Approximately 135 children in total attended.
- Attending a 'Girls into Physics and Engineering' event at Charleston Academy in Inverness. Short workshops were delivered eight times to eight different groups of girls.
- Arranging for an engineer to participate in a 'STEM Science Community Planning Meeting' at Millburn Academy in Inverness. This was a 'Speed Dating' style networking event centred around science engagement allowing professionals to connect with Science teachers at Millburn Academy. Six senior pupils attended, 12 staff members and one industry professional.
- Delivering an 'Environmental Considerations for Highway Projects' presentation to 3rd year students at the University of Highlands and Islands. The presentation highlighted environmental considerations on roads schemes, with a focus on the A96 as a case study.
- Arranging for an engineer from Jacobs to attend the 'Scottish Leaders Award' judging session to assist in the judging of entries in the Highlands section of Scottish region. The Leaders Award is a competition run each year, in which schools nationwide ask their pupils 'If you were an Engineer what would you do?'. One entrant from a local Primary school went on to win an award in the overall competition for their 'Drone Hedge cutter'.
- Attending an hour long session at Auldearn Primary School with 31 primary six pupils who were participating in the Scottish Leaders Award 2020 but were lacking inspiration. Representatives from the consultant spoke briefly about how they became engineers and then facilitated a discussion about the award and how to get ideas for entries. Upon leaving the class had too many ideas rather than too few!
- Hosting a mini STEM challenge as part of the Scottish Council for Development and Industry celebration of STEM event at Eden Court in March 2020. Students from a wide variety of schools representing ages from lower Primary to early Secondary attended. The event allowed school STEM clubs and teams from across the Highlands to come together to showcase their work, participate in the annual STEM challenge 'Charge!' and take on a variety of STEM challenges.

## Additional opportunities

- Project staff from the contractors Inverness office organised a Christmas food collection for the Highland Foodbank.
- Venue hire for an exhibition was arranged through Smithton Culloden Free Church.

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

### ***Amey Arup Joint Venture***



A96 at Inverurie at the River Don crossing looking towards Aberdeen

<b>Key statistics during period 1 Apr 2019 – 31 Mar 2020</b>	
Number of graduate positions created	14
Number of apprentice positions created	6
Spend with supported business and social enterprise	£1,500
Number of work placements	4

Table 18 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- Drop in sessions were held in May 2019 to update local communities and road users on the ongoing design work for dualling the 26 mile section of the A96 between East of Huntly and Aberdeen. The materials presented at the sessions are available to view on the [Transport Scotland](https://www.transport.scot.nhs.uk) website.



Pupils from The Gordon School attended the 'Drop In' event

### Educational engagement

- Amey Arup Joint Venture attended The Gordon School and Kemnay Academy careers fair in November 2019.
- A Graduate Apprentice from Amey Arup Joint Venture attended Ellon Academy in November 2019 and delivered a talk to around 50 senior S4-6 pupils. She also delivered a talk to the S3 year group (around 70 pupils) at The Gordon School later in the month.
- Three of the pupils that attended work placements in the Inverurie office subsequently applied for Graduate Apprentice positions. One of them was successful and is currently attending Aberdeen University on a part time basis



1495 UNIVERSITY OF  
**ABERDEEN**

“

I have learned far beyond what I could have imagined. My confidence has grown through a range of group working while in the workplace and using my own initiative when undertaking individual tasks.”

**Georgina Andrew**

Amey  
Civil Engineering (BEng) Graduate Apprentice



Georgina Andrew attended a work placement in the Inverurie office

## Additional Opportunities

- Over the period, the contractor has donated £4,000 to local causes, including:
  - £400 donated to a local charity, Charlie House, by two members of staff who ran a 'Dramathon'
  - six donations were made to local foodbanks
  - £250 was donated to Flycup, a social enterprise that provides training and employment opportunities for dozens of adults with learning disabilities
- The contractor continues to use Flycup for catering wherever possible, and to date has spent around £1,500 with this very worthwhile organisation.



£250 was donated to Flycup

## A96 Dualling Hardmuir to Fochabers Multi-disciplinary Support Services

### Mott MacDonald Sweco



Existing A96 route approaching the River Spey looking East.



Artist's impression of proposed A96 dual carriageway at Forres looking North East.

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	13
Number of graduate positions created	7
Total number of sub-contracts awarded	11
Total Value of sub-contracts awarded	£949,088
Of these, number of sub-contracts awarded to SME	9
Value of sub-contracts awarded to SME	£872,577
Number of work placements	7
Number of qualifications gained (SVQ2 and above)	1
Industry certification gained	2

Table 19 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- A series of public drop-in sessions were held in October 2019 to give local communities and road users the opportunity to view and comment on design updates, including developing proposals for active travel facilities, for the scheme. The events were attended by over 1,200 visitors.
- A staff member volunteered to help out at a Forres Area Coffee Trust coffee morning in Forres Town Hall.

### Educational engagement

- Mott MacDonald Sweco Joint Venture has participated in events at schools, colleges and universities around the local area including:
  - various careers events at schools including Elgin and Forres Academy, Keith Grammar School, Lossiemouth, Elgin and Milnes High Schools, Elgin West End and Andersons Primary Schools
  - senior year's induction day at Forres Academy
  - Hopeman Science Gala STEM event
  - Speyside High School senior years transition event
  - an evening event at Speyside High School for S2/3 students
  - supporting the Developing the Young Workforce Moray Engineering Sector event at Moray College, which showed S3 students opportunities across the field of engineering
- Mott MacDonald Sweco Joint Venture staff also attended other events including:
  - a meeting at Moray College organised by the University of Highland and Islands which was attended by several businesses, aimed at better planning and coordination of STEM activities and setting up a STEM Forum
  - an evening session for employers at Laich Moray Hotel, Elgin about the various apprentice levels and courses at the University of Highland and Islands
  - the 'Connect to your Future' event run by Skills Development Scotland / Moray Chamber of Commerce relating to a new portal 'Market Place' to help link education and business, and on a charity 'Founders 4 Schools' with a similar theme

### Environment

- The Forres team carried out a litter pick around Pilmuir and Forres and filled ten black bags of rubbish. There are also plans to carry out further litter picks in Elgin and Fochabers.

## **Additional opportunities**

- A local car and van rental supplier based in Elgin was used to hire a minibus for Ground Investigations tender walkover.
- Local companies were also used to supply catering requirements for public exhibitions held in Forres, Elgin and Fochabers.
- A Macmillan coffee morning was held at the Forres office in October 2019.
- Cakes were baked by staff members, and individuals also made donations.
- A drop-off point has been set up in the Forres office for donations to the Moray Food Bank. Other tenants in and around the Horizon building have also donated to the collection.



## **A9 Trunk Road Dualling Multi-Disciplinary Programme Support Services**

**Lot 1 - Glen Garry to Dalraddy  
Halcrow and Fairhurst Joint Venture**

**Lot 2 - Birnam to Glen Garry  
Jacobs UK**

**Lot 3 – Dalraddy to Inverness  
Atkins Mouchel Joint Venture**

<b>Key statistics during period 1 Apr 2019 – 31 Mar 2020</b>	<b>Lot 1</b>	<b>Lot 2</b>	<b>Lot 3</b>
Number of new entrants' positions created (excluding graduates and apprentices)	2	5	-
Number of graduate positions created	2	13	9
Total number of sub-contracts awarded	1	1	3
Total value of sub-contracts awarded	£10,300	£107,000	-
Of these, number of sub-contracts awarded to SME	1	-	-
Value of sub-contracts awarded to SME	£10,300	-	-
Spend with supported business and social enterprise	-	£692	-
Number of work placements	-	-	10
Number of qualifications gained (SVQ2 and above)	7	-	-
Industry certification gained	-	4	-

Table 20 – Key Statistics



Lot 1 – Existing Spey Bridge with Rutherven Barracks



Lot 2 - View immediately south of the Bruar/Calvine junction showing the River Garry crossing



Lot 3 - 'Site surveys alongside National Cycle Network Route 7 and the A9 at Slochd Summit'

## Examples of community benefits delivered

### Community engagement



Public Consultation Events

- The consultant for Lot 1 held three steering group meetings and five working meetings in relation to the Badenoch Great Places project and also attended a Board Meeting.
- A representative from Transport Scotland also delivered a presentation on Badenoch and the Great North Road as part of the Badenoch Heritage Festival.
- The Lot 2 consultant attended 12 community engagement events in the reporting period including public consultation events.



Festival event

## Educational engagement

- The consultants on all lots have taken part in events as part of the Academy9 programme. Further details are can be viewed on the Academy9 case study



Educational events as part of Academy9

## **Additional opportunities**

- Lot 2 – The consultant continues to use [Social Bite](#) for catering where possible. Social Bite is a supported business committed to ending homelessness in Scotland.
- Lot 2 – Staff at the consultants Edinburgh office held a food bank collection for the Trussell Trust.

## A898 Erskine Bridge External Bridge Painting C Spencer Limited



The Erskine Bridge

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	9
Total number of sub-contracts awarded	9
Total value of sub-contracts awarded	£702,965
Of these, number of sub-contracts awarded to SME	8
Value of sub-contracts awarded to SME	£701,965

Table 21 – Key Statistics

### Examples of community benefits delivered

#### Community engagement

- The contractor is helping the Erskine Community Garden Project to build a Labyrinth Path and supplying some of the materials needed.

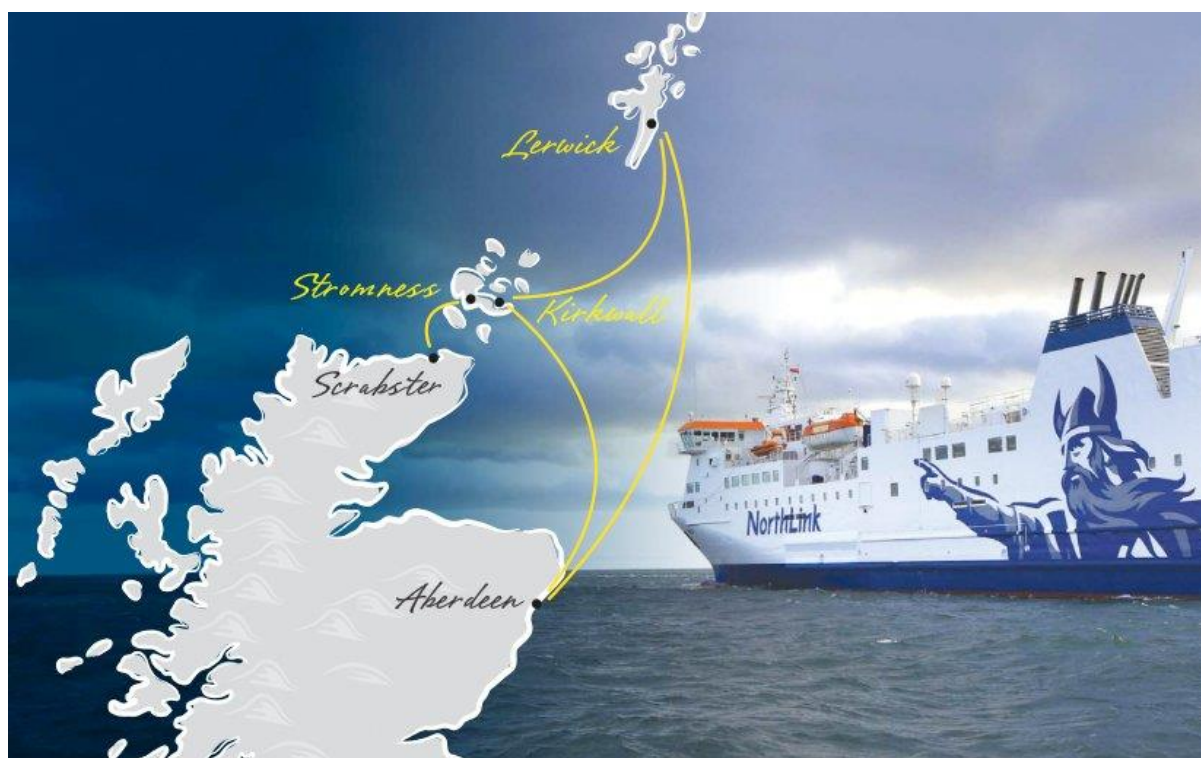
#### Educational engagement

- The contractor is planning to engage with Local Education bodies, and contact has been made to arrange a visit, presentation and a 'bridge building' workshop for students in the next reporting period.

#### Additional opportunities

- The contractor raised £140 in support Robin House Children's Hospice for their Festive Friday event in December 2019.
- A meeting has been held with Robin House to discuss further opportunities. Including, assisting with their garden, a sponsored 'kilt' walk to include crossing of the Erskine Bridge, and designing site safety posters.

## Northern Isles Ferry Services Serco NorthLink Ferries



Routes served under the Northern Isles Ferry Service

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	13
Number of graduate positions created	0
Number of apprentice positions created	8
Total number of sub-contracts awarded	29
Total value of sub-contracts awarded	£42,578,457
Of these, number of sub-contracts awarded to SME	3
Value of sub-contracts awarded to SME	£1,386,572
Of these, number of sub-contracts awarded to social enterprise	1
Value of sub-contracts awarded to social enterprise	£9,772
Spend with social enterprise	£449,420
Number of work placements	3
Number of qualifications gained (SVQ2 and above)	4
Industry certification gained	468

Table 22 – Key Statistics

## Examples of community benefits delivered

### Community Engagement

- The operator has supported various events and organisations including:
  - Shetland Inter County Darts Team, Shetland Livestock Marketing Group Cattle Show, Taste of Shetland Festival and the Shetland Folk Festival
  - Orkney Vintage Rally, Orkney Folk Festival and the arrival of the Orkney Drugs Dog into Orkney
  - Christmas tree deliveries in both Orkney and Shetland from Norway
  - Grampian Pride Parade and the Taste of Grampian festival
  - NorthLink Golf Open
  - Portsoy Boat Festival
  - Harray Half Marathon
  - Kirkwall Business Improvement District with its 'Big Day Out'
  - Simmer Dim



A cheque was presented to the RSPB following the Orkney Nature Cruise

- The Orkney Nature Cruise, as the finale to the Orkney Nature Festival. The cruise saw 400 keen nature enthusiasts enjoying a trip on board the MV Hamnavoe, taking in the spectacular scenery and wildlife of the West Mainland coast, along with the usual generous spread of food, tastings, and activities on offer on board. NorthLink then donated the balance after costs to the RSPB.
- The operator has sponsored and attended/held various events including:
  - NorthLink Golf Open
  - R W Thomson Memorial Rally
  - RNLI 911 Challenge
  - NorthLink Swimming Cup
  - Orkney Garden Festival, Orkney Young Farmers Over Wintering Competition, Orkney Rugby Club games, Orkney Master Chef Competition and hosted the Orkney Fishermen's Mission Lunch on board MV Hamnavoe
  - 'Sailing to Sustainability' event on board MV Hjaltland/Hrossey

- RNLI Bressay Cruise in Shetland
- Visit Scotland and Love Touring Expo
- Scottish Caravan, Motorhome & Holiday Home Show
- Scottish Cycling, Running and Outdoor Pursuits Show
- A vital link in the islands supply chain the operator engages with a range of key industry sectors, including agriculture, and has attended events including:
  - Royal Highland Show
  - Turriff Show
  - Dounby Show
  - County Show
  - Cunningsburgh Show
  - Caithness Show
  - Shetland Pony Breed Show
  - Royal Northern Spring Show (Main Sponsor)



North Link Ferries Team at the Turriff (Agricultural) Show

## Educational Engagement

- Visits were arranged for students from various Primary Schools across the Operating Area, along with pupils from Stromness Nursery and students from Alford Academy, Orkney Agricultural College and Robert Gordon University.
- The operator attended Careers Fairs at Portlethen Academy, Peterhead Academy, Mintlaw Academy and Stromness Academy, along with a careers event at Anderson High.
- The operator took part in 'Apprenticeship Week' by bringing all cadets/apprentices together for a day. Students were welcomed on board for a tour and chat for those who are thinking of careers at sea.



- Work experience was organised through North East Scotland College.
  - Students also visited NorthLink Ferries for a tour and presentation/chats with various crew members relating to their courses.
  - Summer internships were arranged for students from Robert Gordon University. NorthLink were presented with a certificate of commendation from the University for the strong partnership between both organisations.
  - Fairtrade events were held on board MV Hamnavoe for school children, providing opportunities to learn about NorthLink Ferries and their Fairtrade / sustainability commitments.
  - NorthLink Ferries was recognised as Industry Partner to RGU in recognition of their engagement with the university and their students.



Pupils on board MV Hamnavoe



RGU presenting Industry Partner award

## Environment

- Recoating of the Hjaltland, Hrossey and Hildasay's anti-fouling hull paint was undertaken to improve fuel efficiency.
- Eight Green champions are in place (ship and shore) and quarterly meetings take place under the Chair of the Operations Director.
- The drive to reduce plastics has continued by working with suppliers with a plan to remove single use plastics throughout the business.
- The operator is working with Harbour authorities to have Electric Vehicle charging infrastructure in place at all its terminals.
- The operator is working with waste contractors to reduce waste to landfill by maximising reuse, reduce and re-cycling opportunities. Work is underway with Social Enterprises COPE Ltd and Cfine to re-cycle and reuse old electrical equipment.

## Additional Opportunities

- The operator uses social enterprises wherever possible, and a new contract for stationery was awarded to social enterprise Wildhearts during the reporting period. The cumulative spend to the end of March 2020 across all social enterprises is in excess of £400,000. Products and services that have been procured this period include coffee, fruit & vegetables, other foodstuffs, mattresses and bedding, soap and skincare, and stationery from the following suppliers:

- [Caber Coffee](#)
  - [Cfine](#)
  - [COPE Ltd](#)
  - [Glencraft Luxury Mattresses](#)
  - [Shetland Soap Company](#)
  - [Wildhearts](#)
- Guide dog training was held on board, along with a fundraising event.
  - The operator provides paid leave for employees to attend Army Reservist activities.
  - Team members raised an astonishing £6,636.12 for 'The Brain Tumour Charity' over the last year. Funds were raised by various activities including sponsored walks, raffles and sweepstakes. There was also a sponsored walk in Shetland to raise funds for the chosen charity.



NorthLink Ferries crew members with the cheque donation for The Brain Tumour Charity

- Various donations were made throughout the year to RNLI stations including Fraserburgh, Lerwick and Thurso.



NorthLink Ferries donating cheque to Thurso RNLI, this money was raised from RNLI donation buckets being present at all the shows NorthLink attended i.e. Turiff Show/ RHS/ etc.

## Clyde and Hebrides Ferry Services Calmac Ferries Ltd



MV Isle of Mull

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	198
Number of apprentice positions created	20
Total number of sub-contracts awarded	49
Total value of sub-contracts awarded	£17,495,219
Of these, number of sub-contracts awarded to SME	41
Value of sub-contracts awarded to SME	£15,264,455
Spend with supported business and social enterprise	£19,225
Number of work placements	10
Number of qualifications gained (SVQ2 and above)	20
Industry certification gained	1188*
* This figure includes mandatory certificates for crew members	

Table 23 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- The CalMac Community Fund was launched in March 2019 to drive social value to West Coast communities by supporting non-profit organisations registered to ports and islands on these routes to deliver projects to benefit the lives of children and young people. This included 29 information sessions that were held in communities which engaged over 114 community groups, with 119 applications for funding subsequently received. The [Community Fund Awards](#) supported over 70 groups to deliver projects that directly benefit the lives of children and young people during the period.
- The operator supported 39 [events and festivals](#) across the network, including spring and autumn festivals on Colonsay. Sponsorship of events and festivals helps to drive economic value to west coast communities by encouraging an increase in tourism and visitor spend.



Food and Drink Festivals are held on Colonsay in spring & autumn

### Educational engagement

- In 2019, the contractor announced an exciting partnership with The Wood Foundations [Youth and Philanthropy-Initiative](#) (YPI) Scotland programme. YPI engages young people in secondary school and educates them on philanthropy and social issues while encouraging them to take action. The contractor partners 11 West Coast Secondary Schools including Nicolson Institute (Stornoway), Sir E Scott (Tarbert), Liniclate High (Benbecula), Castlebay School (Barra), Ullapool High, Mallaig High, Oban High, Campbeltown Grammar, Inverclyde Academy, Clydeview Academy (Gourock), St Columba's High (Gourock). As part of its support, CalMac staff will have an opportunity to mentor young people throughout the project's delivery.



Last year's winning YPI team from St Columba's High School, Gourock with CalMac's Director of HR and the Wood Foundation's Deputy Director at the partnership launch

## Environment

- During the period, Calmac Ferries Ltd installed new recycling stations to all vessels. All major vessels now have recycling stations allowing for the segregation of glass, food waste, dry mixed recyclables and general waste. All small vessels now have a minimum of dry mixed recyclables and general waste. Signage has been improved and a communication campaign is planned for 2020 which is hoped will see an increased rate of recycling across the entire network.
- A Fuel Efficiency Manager has been employed to undertake operational field work, assisting Masters and Skippers in maximising vessel efficiency, reducing fuel consumption and reducing carbon emissions.
- During the period the ORCA Wildlife Officer was employed to engage with passengers and raise awareness of marine wildlife and conservation issues across the network. Over 2500 passengers were engaged during the period between late March and early October 2019.
- During the period, the contractors Marine Awareness Programme delivered a number of [Marine Bird Surveys](#) using citizen science volunteers. The data from the surveys has been made publically available and will be used to inform and develop policy by Joint Nature Conservation Committee and SNH.
- The Marine Awareness Programme delivered a number of [Marine Mammal Surveys](#). The data gathered will be used to inform Scottish, National and European policy development.
- The Marine Awareness Programme also supported the [Marine Defenders](#) from Glasgow's Sunnyside Primary School, helping them engage with Primary schools in Tiree, Mull, Iona and Oban, spreading the message of marine litter prevention and raising awareness of marine litter pollution



Pupils from Sunnyside Primary School

## Additional opportunities

- The contractor has used [Haven Products](#) , a social enterprise committed to providing sustainable employment and development opportunities to disabled people, since 2016 for signage, printing and recycling of waste electrical and electronic equipment.
- In addition, the contractor also entered into a contract with [Scotland's Bravest Manufacturing Company](#), another social enterprise providing employment opportunities for veterans, to produce signage.

## ScotRail Franchise Abellio ScotRail



A new class 385 train

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of new entrants' positions created (excluding graduates and apprentices)	153
Number of graduate positions created	9
Number of apprentice positions created	12
Total number of sub-contracts awarded	157
Total Value of sub-contracts awarded	£5.2m
Of these, number of sub-contracts awarded to SME	65
Value of sub-contracts awarded to SME	£1.9m
Number of work placements / internships / foundation apprenticeships	34

Table 24 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- Over the past few years many disused railway buildings have been restored and redeveloped into galleries, shops, studios, and other community spaces through grants from the contractor's Stations Community Regeneration Fund. During 2019/2020, further funding of more than £270,000 was granted to projects at Stow, Saltcoats Ladybank, and Kilmarnock stations. This brings total Stations Community Regeneration Fund investment to over £875,000. They will have a combined investment value of nearly £3.5 million.



Stow Station House Project

- £160,000 of funding was provided for Station Adopters, who aim to improve the appearance of their local station. Gardening continues to be the most popular activity amongst station adopters, with planters, flower tubs and hanging baskets proudly on display in local stations across the country. The contractor is working with Community Justice Scotland as part of the Adopt a Station scheme to enable ex-offenders to be involved in their community. In partnership with HMP Glenochil, offenders are working to design and build new station planters which will be introduced into stations throughout 2020.
- Over £100,000 of support was provided to Community Rail Partnerships.
- Rail Safety Week aims to raise safety awareness and empower the general public to keep themselves safe whilst on the railway. Each year, working with the British Transport Police and other stakeholders, the contractor holds engaging events across the country. Last year, a popular defibrillator demonstration event for customers and colleagues was held at Glasgow Central Station. 44 defibrillators are installed around the rail network.
- The Fitzgerald Day Care Centre in Greenock participated in Action Scotland's "Let's get moving" project. The project aimed to increase the ability for individuals with autism and learning difficulties to make an independent public transport journey.
- Action Scotland's "Let's get moving" project. The project aimed to increase the ability for individuals with autism and learning difficulties to make an independent public transport journey.



- Working in partnership with 6VT Youth Community Rail Partnership, the contractor arranged a special training package focusing on making train travel easier and convenient for people travelling with prams and buggies. The accompanied train journey enabled the participants to put into practice the pram safety knowledge learned the previous week. The session involved a return journey to Dunbar from Edinburgh Waverley Station.



First time travellers

## Educational engagement

- In total, 150 schools received a rail safety visit, with 6,355 young people across Scotland educated on the importance of safety around the rail network. Additional learning materials for teachers were introduced to further enhance delivery of rail safety messages to pupils.
- Borders Railway Community Partnership worked in partnership with Stobhill Primary School to deliver a rail safety project, which took place in school and on-board a train, to coincide with National Rail Safety Week in June.
- To help students determine their career choice, the contractor supported 21 young adults on work experience placements in various areas of the business, and continues to highlight the railway as an employer of choice by visiting various primary and secondary schools throughout Scotland.
- In partnership with Entrepreneurial Scotland, the summer internship programme provides a great way for students to gain work experience before they graduate. The contractor supported nine university students with a ten week internship helping them gain transferrable skills and make their applications stand out to employers.
- The contractor also worked in partnership with Glasgow Kelvin College to support five students undertaking a Foundation Apprenticeship. For the first time, students have been able to combine on-the-job experience with learning over the course of 20 weeks.



Pupils from Stobhill Primary School on the train from Gorebridge to South Queensferry



150 schools received a rail safety visit

## Environment

- The contractor reduced its overall carbon footprint by 7,800 tonnes from 2018/19 to 2019/20. LED lighting installations have been completed on all key Edinburgh to Glasgow route stations. Milliken Park blue LED light installation is now complete to assist in reducing suicides and injurious attempts.



View 1 of Milliken Park blue light LED light installation



View 2 of Milliken Park blue LED light installation

- Over 6,000 cycle spaces are currently provided across the network. The contractor's Cycle Fund also supports investment in cycle infrastructure and facilities at stations. The fund provides up to 50% of a projects costs to a wide range of organisations. The 2019/2020 Cycle Fund ScotRail has been used for the delivery of the Queen Margaret Station cycle shelter and applications have been accepted for a number of other projects including a Seven Lochs station signage improvement and the Aviemore Station active travel route improvement. After the closure of the Bike and Go hire scheme ScotRail have continued to actively engage with cycle hire organisations to improve cycle hire provisions at stations. This has led to the introduction of JustEat cycles at Haymarket Station along with others in the pipeline. ScotRail has engaged with Cycling UK to establish a program which has seen over 100 Bike and Go bikes redistributed to Scottish community-based groups and charities which support cycling programs in their local communities.
- 94% of waste, by tonnage, has been diverted from landfill. 35% of waste, by tonnage, has been segregated at source in stations and depots. Waste awards are issued annually to the best performing Depot, small and large stations, with awards issued to Corkerhill Depot, Milngavie and Aberdeen Stations.
- The contractor partnered with community volunteering charity 'The Conservation Volunteers' and the Royal Society for the Protection of Birds (RSNB). It has also:
  - been awarded a Green Apple Award for the ScotRail Biodiversity Campaign (award and award level to be issued in December 2020)
  - been shortlisted for the prestigious RSPB Nature of Scotland Business Award for the campaign, 'ScotRail – On the right track' for biodiversity
  - continued to improve biodiversity at stations and depots through native planting and reduced mowing
  - supported 'Let's Notice Nature', an environmental education and awareness project run by Scottish Natural Heritage and Scottish Badgers
  - supported Zero Waste Scotland's litter prevention campaign 'Scotland is Stunning' through social media

## Additional opportunities

- In 2019/2020, the contractor smashed its fundraising target for its charity partner, MND Scotland, and has now raised £255,000.
- Nearly £10,000 in employee match funding was donated for good causes.
- The contractor supported breaks for 1,627 vulnerable and disadvantaged families.
- Free travel is provided to job seekers attending interviews. The initiative provides two free return journeys each month along with a free travel ticket in the first month of employment. 493 monthly passes and 38 day tickets were provided to job seekers.
- The contractor continues to work with its supply chain to embed sustainable clauses into standard contract conditions, promoting local employment, including graduate programmes, apprenticeships and use of local labour, materials and products. Over £1.9 million was spent with local SMEs last year.
- Following an attendance last year at a supported businesses event organised by Transport Scotland, the contractor approached two supported businesses with a view to adding them to their approved suppliers list. One of these suppliers was offered the opportunity to take part in tendering for the supply of uniforms but due to scale of the supply was unable to take part. The contractor will be exploring further opportunities to engage supported businesses in future.

## Caledonian Sleeper

### Serco Caledonian Sleepers Ltd



Serco Caledonian Sleeper launched its new £150m fleet in April 2019

Project key statistics during period 1 Apr 19 – 31 Mar 20	
Total number of sub-contracts awarded	175
Total value of sub-contracts awarded	£74,528,204
Number of sub-contracts awarded to SME	73
Value of sub-contracts awarded to SME	£4,201,986
Number of sub-contracts awarded to supported business or social enterprise	3
Value of sub-contracts awarded to supported business or social enterprise	£57,985

Table 25 – Key Statistics

## Examples of community benefits delivered

### Community engagement

- The contractor hosted a plaque unveiling event at Perth station outside the new lounge and training facility, with representatives from Transport Scotland, Rail Groups and local councillors and community groups to showcase the new facility to raise awareness of its existence and availability for use.

## Educational engagement

- The contractor is supporting Foundation Apprentices within the business. A Foundation Apprenticeship allows employers to work with S5/S6 pupils to shape the next generation of talent. There is potential for the candidates to gain employment with the contractor when they leave school to start their career. One candidate finished their apprenticeship in early 2020, and another student is due to start with the contractor in 2020/2021.
- Serco's Graduate Management Programme allows young Graduate Management Trainees to be employed on the contract to gain specific experience in all elements of managing and operating a contract.
- The Managing Director took part in a group supporting business students at Glasgow Caledonian University and attended as a Keynote Speaker at one of their events.

## Environment

- The contractor has begun the process of implementing a project aiming to reduce single use plastics on board the train, and worked with the on-board catering supplier in late 2019 to reduce food waste and packaging waste on the new trains.

## Additional opportunities

- The Sleeper Caledonian Service (SCS) Community Investment Group partnered with the Scottish Association for Mental Health (SAMH) to raise funds, including a high profile 'Spinathon' at Glasgow Central station in the summer where SCS staff volunteered to cycle throughout the day in shifts while SAMH volunteers took donations from the public in the station and used the opportunity to educate people about SAMH and what it does.
- The Community Investment Group also partnered with 'Give a Dog a Bone', a small Scottish charity that works with elderly people and dogs to tackle loneliness. The contractor donated sleeper tickets that were raffled for more than ten times their value, and a group of SCS staff volunteered at the charity's new facility in Alloa, decorating and cleaning to get it ready to open. There are further plans to work with this charity in the coming year.
- Mattresses used on the Caledonian Sleeper are handcrafted by Glencraft Mattresses, a social enterprise that provides jobs and training for people with disabilities. Social enterprises were also used for catering (Social Bite) and stationery suppliers (Wildhearts).

## Single Supplier Framework for Low Carbon Travel and Transport Challenge Fund Services Energy Saving Trust Ltd



The [Trinity Active Travel Hub](#), situated within Irvine town centre, was initiated with support from Transport Scotland's Low Carbon Travel and Transport Challenge Fund. This project was officially launched by the Active Nation Commissioner for Scotland, Lee Craigie, in June 2019, and is part of North Ayrshire's wider Irvine Active Travel Hub.

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Total number of sub-contracts awarded	3
Total value of sub-contracts awarded	£23,455
Of these, number of sub-contracts awarded to SME	1
Value of sub-contracts awarded to SME	£11,205
Of these, number of sub-contracts awarded to social enterprise	1
Value of sub-contracts awarded to SME	£7,076
Spend with supported business and social enterprise	£16,132

Table 26 – Key Statistics

### Examples of community benefits delivered Additional opportunities

- Transport, Planning and Engineering ([TP&E](#)) are a social enterprise specialising in active travel route construction. They are one of Scotland's leading sustainable transportation consultancies. TP&E assessed applications to the Low Carbon Travel and Transport Challenge Fund that included path elements, and have been used for all three rounds of the challenge fund. Their knowledge and experience has been invaluable to the fund.

## Academy9 Transport Scotland



Journey of a concrete cube at the Luncarty Construction Compound

Our Academy9 programme seeks to prepare pupils for local jobs which the A9 Dualling programme will create. Since the programme started, we have engaged with over 6,660 students and over 850 teachers to raise awareness of STEM-related careers. We hosted our inaugural Academy9 Conference 'Building a Legacy' in 2019, with attendees from education, industry and policy-making, as well as the Cabinet Secretary for Transport, Infrastructure and Connectivity.



World Town Planning Day events



World Town Planning Day events

Academy9 is now in Phase 2 of the framework, where we continue to raise awareness and improve understanding of the work involved and benefits of upgrading the A9. During 2019-20 Academy9 has had a bigger focus on construction, adding a host of new construction-related workshops to our core activities. Academy9 also continues to embed growth mind set and resilience into everything we do. This includes dedicated sessions for teachers, pupils and parents, including identifying any unconscious biases.

As part of the Core activities, 30 events took place across the three sections which included:

- six roadshows
- three gateway events
- two Apprenticeship Academy at Breadalbane Academy along with Pitlochry High School pupils
- two Next Steps Workshops at Breadalbane Academy and Kingussie High School
- three World Town Planning Day events at Breadalbane Academy, Grantown Grammar & Kingussie High School



Apprenticeship Academy at Breadalbane Academy



Next Steps at Breadalbane Academy

During this reporting period, the number of participants in Academy9 activities was consistent with previous years until Covid-19 lockdown. A number of planned Roadshows and Gateways are now expected to take place in future reporting years, including:

- meeting nursery pupils at Pitlochry Nursery
- 'Early Birds' pilot (P3)
- 'Health and Safety on a Construction Site' (P6-7)
- 'Unconscious Bias' Training for Teachers
- a construction site experience (P6-7)
- 'Snowdome' pilot prior to 'Next Steps' (S5)
- SQA Unit (80 pupils)





Pitlochry Nursery pupils building and dualling their own A9 in the playground



Pitlochry Nursery pupils building and dualling their own A9 in the playground

In addition, Academy9 was short-listed for 'Outstanding Contribution to Widening Participation, Diversity and Inclusion in STEM' at the STEM Awards.

The recorded attendance figures for this year are:

- 787 primary pupils
- 639 secondary pupils
- 306 members of school staff (some staff may have attended more than one event)



Mind-set, Resilience and Wellbeing training for teachers

## Road Safety Scotland BI - Annual Direction Magazine Connect Publications (Scotland) Ltd



Road Safety magazine cover

Key statistics during period 1 Apr 2019 – 31 Mar 2020	
Number of work placements	1

Table 27 – Key Statistics

## Examples of community benefits delivered

### Educational engagement

- As part of ongoing support to local schools offering work placements, a placement was completed by a fourth year pupil from Woodfarm High School in the last reporting year.

### Additional opportunities

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

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

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

Table 28 - Actions from 2019 PCIP Action Plan

## Appendix D – Anticipated Future Regulated Procurement summary | April 2020 to 31 March 2022

Description	Name	Re-let or new
Services	A9 Dualling P11 - Dalraddy to Slochd Advanced Archaeological Survey	New
Services	A9 Dualling P12 - Tomatin to Moy Advanced Archaeological Survey	New
Services	A9 Dualling P7 Glen Garry to Dalwhinnie and P8 Dalwhinnie to Crubenmore Invasive archaeological investigations	New
Services	A9 Dualling: Native Plant Material Supply Contract	New
Services	A9 Dualling: Native Seed Supply Contract	New
Services	A96 Dualling Central section (East of Fochabers to East of Huntly) Multi-Disciplinary Support Services Contract	New
Services	AMS-HOPS Replacement	Re-let
Services	Archaeological Framework	New
Services	Baseline research into public and private fleets in Scotland	New
Services	Cleaning Technology Procurement Exercise (Work Local Challenge Programme)	New
Services	Covid-19 Mitigation Bus Funding administration	New
Services	Digital Travel Information Services	New
Services	Environment Advice and Auditing Framework call-off	New
Services	Gritter and TRISS Tracker	New
Services	LATIS Framework	Re-let
Services	Levenmouth Rail Project Baseline Data Collection	New
Services	Multi-Supplier Framework Agreement for Design Standards and Professional Services	New

Description	Name	Re-let or new
Services	Multi-Supplier Framework Agreement for ITS Design and Advisory Services	New
Services	Multi-Supplier Framework Agreement for Maritime Consultancy Services	New
Services	Multi-Supplier Framework Agreement for Roads and Transportation Multi-Disciplinary Consultancy Services	New
Services	Northern Isles Ferry Services	New
Services	Performance Audit Group 2021	New
Services	Project Neptune - Commercial Consultants	New
Services	Public Local Inquiry Framework	New
Services	Rail Directorate, Support for the Implementation & Monitoring of the Emergency Measures Agreements	New
Services	Road Condition Surveys	New
Services	Single Supplier Framework Agreement for ChargePlace Scotland Charge Point Network Operator Services	Re-let
Services	Special Projects and Analysis for Electric Vehicles Strategic Partnership and Scottish Futures Trust work streams	New
Services	Traffic Scotland Operations and Infrastructure Support Contract	Re-let
Services	Traffic Scotland Website Redesign (2 year programme)	New
Services	Transport Bill Provisions - Consultancy	New
Services	Transport Scotland Systems Contract	Re-let
Services	Transport Scotland Website Design Company Contract - Replacement	Re-let
Works	A737 Improvements at Beith	New
Works	A82 Ballachulish Bridge – Bearing Replacement	New
Works	A828 Connel Bridge Deck Repainting	New
Works	A828 Connel Bridge Deck Replacement	New
Works	A830 Shlatach Bridge Replacement	New
Works	A898 Erskine Bridge - Dehumidification System	New
Works	A9 Dualling Programme - Tomatin to Moy	New

Description	Name	Re-let or new
	(Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	
Works	A9 Dualling Programme – Crubenmore to Kincaig (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Dalraddy to Slochd (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Dalwhinnie to Crubenmore (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Glengarry to Dalwhinnie (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Killiecrankie to Glengarry (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Pass of Birnam to Tay Crossing (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Pitlochry to Killiecrankie (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Dualling Programme – Tay Crossing to Balinluig (Procurement of this scheme is dependent on the successful completion of the Statutory Processes)	New
Works	A9 Kessock Bridge Fender Replacement	New
Works	A90 Forth Road Bridge - Carriageway Resurfacing	New
Works	A90 Forth Road Bridge - Parapet Replacement	New
Works	A90 Forth Road Bridge - Suspended Span Painting & Strengthening	New
Works	A96 Dualling East of Huntly to Aberdeen - Preliminary Ground Investigation - Mini Competition	New

Description	Name	Re-let or new
Works	A96 Dualling Inverness to Nairn (including Nairn Bypass) Advanced Archaeological Survey	New
Works	A985 Kincardine Bridge Concrete Approach Viaduct Replacement	New
Works	A985 Kincardine Bridge Painting	New
Works	Fixed Spot Speed Safety Cameras	New
Works	M8 Kingston Complex - North Approaches and Parapet	New
Works	M8 Strategy - Testing Contract	New
Works	M8 White Cart Viaduct - Painting and Concrete Repairs - Phase 4	New
Works	M90 Friarton Bridge - Edge Beam Refurbishment	New
Works	Scottish Trunk Road Network Management Contract (NMC) - NE	New
Works	Scottish Trunk Road NMC - NW	New
Works	Scottish Trunk Road NMC - SE	New
Works	Scottish Trunk Road NMC - SW	New
Works	Single Link Average Speed Enforcement	New

Table 29 – Anticipated Future Regulated Procurement Summary



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