

**Local Value-Add Case Study  
Transport Scotland**

*Adding local value and impact to project delivery by incorporating community benefit*

Project: **A9 Dualling Programme**

Programme value: **£3bn**

## Community benefit built in

**Transport Scotland actively implements community benefits into contracts and opens up procurements to the advantage of SMEs and supported businesses.**

As part of its commitment to sustainable procurement, Transport Scotland actively builds a fair work requirement into the procurement process, works to implement community benefits into contracts and opens up procurements to the advantage of SMEs and supported businesses.



“ Transport Scotland is playing a crucial role in creating opportunities for employment, investing in skills and supporting young people, adults and businesses in Scotland. The provision of apprenticeships and jobs is a key community benefit, which our contracts are focused on delivering. In addition, we encourage our suppliers to create economic and social benefits for local people, community groups and other key stakeholders. ”

**Michelle Rennie**, Director of Major Projects, Transport Scotland

## THE BACKGROUND

Transport Scotland, Scotland's national transport agency, is investing in skills and supporting young people, adults and businesses across the country.

With an active commitment to providing apprenticeship opportunities and helping employers develop workplace training standards through its procurement process, it has made community benefit a fundamental aspect of everything it does, building it in to every project from start to finish.

Procurements in financial year 2019/20 created more than 550 new entrant positions, around 100 apprenticeships, just under 140 graduate positions and over 120 work placements. Transport Scotland suppliers awarded 3,000 sub-contracts to local businesses and SMEs valued in excess of £210 million, and placed contracts and orders totalling more than £1.25 million.

That's in addition to business engagement events hosted for Transport Scotland suppliers and service providers throughout 2019/20, which aimed to highlight the requirement for community benefits and supported businesses in all suitable procurements. These events also help forge connections between suppliers and supported businesses.

This is not a new direction for the agency. It's an embedded and ongoing commitment to offering benefits at local levels in everything it does.

## NATIONAL IMPROVEMENTS, LOCAL IMPACT

Transport Scotland's A9 Dualling Programme will upgrade 80 miles of road between Perth and Inverness from single to dual carriageway.

The programme will help to deliver economic growth in the Highland and wider regions through improved road safety, faster journey times and better links between centres of business and industry.

*As well as bringing many benefits, new road projects inevitably come with impacts for those living along the route. This is why communities lie at the heart of the Scottish Government and Transport Scotland's route design and planning.*

**Dominic Murphy**, Head of A9 Dualling Delivery, Transport Scotland

It will also improve pedestrian, cycling and public transport facilities — but those come at the price of significant disruptions for communities along the route while works are being carried out.

That's why the agency has built significant community benefits into every stage of the project.





## LOCAL BENEFITS - LUNCARTY TO PASS OF BIRNAM

This six-mile (9.5km) stretch of the project, currently (March 2021) under construction, takes the Transport Scotland commitment to community benefits even further. Contractor proposals for community benefits contributed to their score in the procurement process, which was weighted in favour of quality, rather than price.

The successful bid from Balfour Beatty submitted a schedule of commitments across four key areas: community benefits, stakeholder engagements, innovation and communications. The 130 specified targets included job creation, apprenticeship and graduate opportunities, educational visits and 80% of spend staying in Scotland, with the remainder staying in the UK.

To date this phase of the project has delivered:

- **65 new entrant positions (more than double the target)**
- **1,540 apprentice days on site**
- **1,825 graduate days on site**
- **77 education visits to more than 4,000 nursery and school pupils and college and university students to encourage an interest in STEM subjects**
- **99.8% of total project spend in Scotland, 98% within a 60-mile radius**
- **30% of project spend within a 30-mile radius**
- **64% of project spend — £12.7m — to SMEs**



Working closely with third sector employability organisations has been key to delivering ambitious community benefits targets, particularly in terms of supporting employment opportunities for young people and those in priority groups.

**Gemma Paterson**, Project Sponsor, Transport Scotland

## COMMUNITY ENGAGEMENT

In addition to the above, the project has supported a wide range of community initiatives. Contractor teams have given up the equivalent of 50 volunteering days, contributed almost £14,000 in donations or benefits to local charities, and delivered 30 engagement events in local communities.

Key community contributions included:

- 8 tons of woodchips and 16 volunteers to help landscape gardens at Fairview High.
- Survey work for Stanley Development Trust in support of their planning application for a Community Sports Hub
  - 8 volunteers to help Stanley Men's Shed create a community orchard
  - 'Doors Open Day' tour of the works

Ongoing engagement and regular communication with the community, as well as local events, have allowed local people to stay fully informed of the project's developments, and speak directly to the project team with any concerns. The approach has helped works to progress efficiently while minimising disruption to local residents, businesses and road users.



## SUPPORTING LOCAL EMPLOYMENT

The project team has formed strong partnerships with organisations including Barnardos, Remploy, the Scottish Prison Service, ex-military veterans' organisation Project RECCE and Scottish further education colleges and universities. That has unlocked pathways to sustainable employment opportunities for people who might otherwise have had difficulty in accessing the jobs market.

To date, the A9 Dualling project from Luncarty to Pass of Birnam has successfully delivered 61 work placements as well as:

- Four new jobs through FairStart Scotland/Remploy
- Two full-time jobs for young people supported by Barnardos through two-week on-site placements
- Two Perth College Foundation Apprenticeship placements, leading to two summertime paid placements
- Industrial Cadet gold, silver and bronze placements for ten students from Perth Academy, Perth Grammar and Abertay University, who completed accredited qualifications following on-site experience. Two of the university students went on to gain part-time paid employment as a result
- Six ex-offenders from Scottish Prison Service/HMP Perth offered work placements on site, two of whom secured full time jobs as a result
- 61 days of placements for eight veterans through Project RECCE







## THE LONG VIEW OF LOCAL ENGAGEMENT

Transport Scotland's commitment to delivering local benefits led to the creation of Academy9, an award-winning educational and community benefits initiative established in 2015 to run in parallel with the design and construction of the dualling project.

Its core focus is on a Science, Technology, Engineering and Mathematics (STEM) -related programme of activities and experiences for young people from nursery pupils to PhD students as well as teachers, parents and the community along the project corridor and beyond.

Delivering a range of educational events, activities and experiences, Academy9 provides young people with the personal, social, academic and practical skills they need to be part of a resilient Scottish workforce. It's designed to instil confidence and an interest in problem solving in preparation for careers associated with infrastructure projects, like engineering, construction, environmental sciences and digital technologies, as well as leadership and management.

It's open to anyone, regardless of their social background or gender, and based on collaboration and partnership working and knowledge exchange between industry and education.

Over the last two years, the Academy9 team has collaborated with Balfour Beatty to create and develop a site visit package for all primary schools in the Luncarty to Pass of Birnam area.

Pupils had to complete a classroom-based health, safety and risk assessment challenge before visiting the site (along with some equally engaged parents) to study 'The Journey of Concrete'. The visit was followed up back in the classroom with lessons on the circular economy, delivered by the class teacher.

*"To date, Academy9 has visited 27 schools, held 223 events, and enjoyed 6,600 pupil and 850 teacher engagements along the length of the A9,"* says Academy9 Coordinator, David Pollock.

*"In partnership with stakeholders, it will continue to adapt, create, develop and build learning experiences that provide young people with the training and skills to meet the requirements of a dynamic future Scottish workforce."*

*This case study was prepared by Construction Scotland Innovation Centre on behalf of the Scottish Construction Leadership Forum – March 2021.*

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