



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

TRANSPORT SCOTLAND CORPORATE PLAN 2012-2015





Sustainable transport (Courtesy of Smarter Choices, Smarter Places)



A77 Symington to Bogend Toll Improvements (Courtesy of URS)

TRANSPORT SCOTLAND CORPORATE PLAN 2012–2015

Cover images

A snowy Sumburgh Airport (Courtesy of HIAL)

Variable Message Sign on M90 southbound © Crown copyright

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Transport Scotland
Buchanan House
58 Port Dundas Road
Glasgow
G4 0HF

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From Minister for Transport
and Veterans



Aberdeen Western Peripheral Route – visual of River Dee Crossing © Crown copyright



A630 Banavie Swing Bridge over the Caletonian Canal © Crown copyright



Transport underpins how Scotland works and performs. It supports our businesses, communities and services for our towns, cities and rural communities, and connects our people across Scotland and beyond. Transport is a vital feature of the Scottish Government's focus on increasing sustainable economic growth.

This Corporate Plan sets out the role Transport Scotland will play over the next three years as a Government agency in helping to deliver increased sustainable economic growth, set in the context of the *Government Economic Strategy's* (GES) six strategic priorities which are critical to economic growth. I look to Transport Scotland to continue its efforts to deliver these priorities, providing a single integrated focus for developing national transport projects and policies, and the low carbon economy.

The Scottish Government is ambitious for Scotland's future, and the Plan is also set in the context of the longer-term ambitions we have for transport. This shows the part we can play in the next three years towards a longer-term vision, in connecting our great cities and communities for the 21st century, and for connecting all communities across the country. The Plan offers

Infrastructure Development and shows the importance of Place and Equity as envisaged in the GES.

The priorities are set to ensure that investment will continue to focus on making connections across Scotland and improving reliability and journey times, in order to maximise the opportunities for employment, business, leisure and tourism. This can be done through working towards providing sustainable, integrated and cost-efficient public transport alternatives to the car, connecting people, places and work across Scotland, according greater priority to achieving more balanced growth to give all across Scotland the chance to succeed.

Transport Scotland provides a focused approach in this Plan with policies and initiatives to unlock improvements in the quality of life for the people of Scotland. This aligns

well with the Scottish Government's Purpose through the programme of £5.4 billion investment in transport infrastructure and services allocated during the three-year period.

Transport Scotland has attracted a justified reputation, continued in its expanded form since 2010, for delivering what it sets out to achieve on projects and policies on behalf of Scottish Ministers, and we look forward to working with the Agency in taking forward the shared ambition to deliver the policies and projects set out in this Plan.

Keith Brown
Minister for Transport and Veterans
June 2012



David Middleton, Chief Executive (Courtesy of Ambrosius Baanders)

INTRODUCTION FROM THE CHIEF EXECUTIVE

I am pleased to introduce the third Transport Scotland Corporate Plan. The Plan sets out Scottish Ministers' vision for transport, and how we will deliver the policies and projects set out in the Plan for the period between April 2012 and March 2015.



The Plan is based firmly on the Scottish Government's Purpose focusing on increasing sustainable economic growth. The Plan makes these links visible with existing transport strategies to guide our delivery priorities, and provides a clear context for the work we will be taking forward over the next three years.

I welcome the sense of purpose this provides us as an organisation. I believe that we have established a well regarded place in the public sector landscape in Scotland. This reflects well on the work of the Agency management and staff since its inception in 2006, and with our expanded role from 2010 covering all of the transport policy and delivery roles for national level infrastructure and support.

The plan is ambitious, and that reflects the longer-term ambitions of the Scottish Government for transport through and beyond the coverage of the Plan. We know that transport is a long-term issue, requiring careful planning and local engagement, and we will work positively with all sectors as we tackle our work and plan for the longer-term ambitions throughout this Planning period. We will also structure our efforts in line with the Government's strategic priority for a transition to a low carbon economy where transport can make a positive contribution, and aim to foster and support the creativity and innovation which can help us achieve the Government's Climate Change targets.

We are conscious of the ambitions throughout the country, its businesses, services and communities in urban, rural and island areas for improved transport systems and delivery in Scotland.

I look forward to Transport Scotland engaging with its wide range of partners, interested bodies and other stakeholders in tackling the issues in this Plan.

This is an exciting challenge, and we will play our part in contributing to make a Scotland that works, with the transport policy and delivery that the country wants to see. The Plan is our starting point and template for these three years, and all our energies, creativity and innovation will be applied to supporting Scottish Ministers to ensure that it is delivered.

David Middleton

Chief Executive, Transport Scotland
June 2012



Artist's impression of Dalmanock Station exterior (Courtesy of Network Rail)



Benbecula Airport (Courtesy of HIAL)

TRANSPORT SCOTLAND CORPORATE PLAN 2012-2015

Context

PURPOSE

The Scottish Government's Purpose is to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Our Corporate Plan, covering the three-year period from 1 April 2012 to 31 March 2015, sets out how Transport Scotland will help deliver this Purpose through its delivery priorities.

Children from St Peter's Primary School, West Dunbartonshire sharing Ziggy's adventures on his big road safety mission © Crown copyright





Twin Otter aircraft landing on Traigh Mhor beach at Barra (Courtesy of HIAL)

Our delivery priorities, which underpin everything in this Corporate Plan, are firmly focused on the Government's Purpose, and are closely linked to its Strategic Objectives and many of its National Outcomes.

The National Performance Framework (NPF) recognises the positive contribution transport can make to maximising opportunities for economic growth and contributing

to the prosperity and quality of life of every person in Scotland.

	STRATEGIC OBJECTIVES	TRANSPORT SCOTLAND DELIVERY PRIORITIES	NATIONAL OUTCOMES
<p>The Government's Purpose</p> <p>To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth</p>	Wealthier and Fairer	Improved connections across Scotland and internationally	We live in a Scotland that is the most attractive place for doing business in Europe
	Smarter	Better journey times, better reliability, quality and accessibility	We realise our full economic potential with more and better employment opportunities for our people
	Healthier	Increased safety, more innovation	We live in well-designed, sustainable places where we are able to access the amenities and services we need
	Safer and Stronger	Continuously improving performance and organisation	We have tackled the significant inequalities in Scottish society
	Greener	Low carbon technology and infrastructure, reduced emissions	We live our lives safe from crime, disorder and danger
			Our public services are high quality, continually improving, efficient and responsive to local people's needs
			We live longer healthier lives
			We value and enjoy our built and natural environment and protect it and enhance it for future generations
			We reduce the local and global environmental impact of our consumption and production



Electric vehicle charging © DevlinPhoto

GOVERNMENT ECONOMIC STRATEGY

The *Government Economic Strategy*¹ (September 2011) identifies six Strategic Priorities which drive growth most effectively: Supportive Business Environment; Transition to a Low Carbon Economy; Learning, Skills and Wellbeing; Infrastructure Development and Place; Effective Government; and Equity.

As a key enabler for enhancing productivity and delivering faster, more sustainable growth, transport is a key element of the overall strategy for infrastructure investment and is central to the Scottish Government's ambitions for a low carbon economy.

In line with the Government's Purpose, Transport Scotland will:

- Focus investment on improving journey times and connections across Scotland, cutting congestion and emissions, and maximising the opportunities for employment, business, leisure and tourism

- Also focus on providing sustainable, integrated and cost-effective public transport alternatives to the private car, connecting people, places and work across Scotland

Enhancing Scotland's transport services and infrastructure is key to supporting business and employment opportunities in pursuit of a **wealthier and fairer** Scotland. Transport Scotland's investment in infrastructure and services facilitates the movement of goods and people, encourages business investment and benefits customers through more efficient movement of goods and services.

Reducing greenhouse gas emissions and achieving changes in both the means and patterns of travel are key challenges in securing sustainable economic growth and a **greener** Scotland. The environmental impacts of all transport policies and projects will be considered in the context of the Government's Strategic Target of

reducing carbon emissions by 80 per cent by 2050. We will continue to ensure that investment in transport is sustainable and helps to create an environment that delivers a **healthier and smarter** Scotland.

In designing a modern transport system for Scotland in the 21st century, we need to ensure that everyone in Scotland benefits by providing effective links between people and between communities, both in rural areas and in parts of our larger cities which might otherwise face a degree of isolation. Improved transport connections will enhance the attractiveness of Scotland as a place to live, work and invest and play a key role in building **safer and stronger** communities across the whole of Scotland, bringing them closer together.

¹ The Government Economic Strategy – <http://www.scotland.gov.uk/Publications/2011/09/13091128/5>



Container being loaded for transport by rail (Courtesy of Eddie Stobart Ltd)

NATIONAL TRANSPORT STRATEGY

The *National Transport Strategy* (NTS)² published in 2006 sets out a long-term vision for the future of transport in Scotland: a transport system fit for the 21st century that provides everyone in Scotland with integrated, modern, reliable and environmentally efficient transport choices.

The strategy identifies three strategic outcomes as being central to achieving this vision:

- Improving journey times and connections, to tackle congestion and lack of integration and connections in transport
- Reducing emissions, to tackle climate change, air quality and health improvement
- Improving quality, accessibility and affordability to give a wider choice of public transport, better quality services and value for money

The NTS recommends projects and policies that could best deliver these outcomes. The strategy is supported by the NTS Delivery Plan which links the strategic outcomes to the Scottish Government's transport investment programme, in the short, medium and longer term.

The NTS is supported by a suite of complementary documents and strategies and by the Strategic Transport Projects Review (STPR).

² The National Transport Strategy (NTS) – <http://www.scotland.gov.uk/Publications/2006/12/04104414/0>



Lifting of the steel girders at M9 Chartershall Bridge © Crown copyright

Delivering policies and projects

Transport Scotland will focus on delivering the policies and projects required to progress key improvements to transport infrastructure and services which will support and boost Scotland's growth, productivity and participation.

This includes delivering on key areas of change since the previous Corporate Plan including those illustrated in this section.

DELIVERING THE SCOTTISH GOVERNMENT'S AMBITION AND VISION FOR TRANSPORT

The Scottish Government will continue to develop its long-term ambitions and vision for transport. For the longer-term ambition, on 6 December 2011 at the publication of the *Scottish Government's Infrastructure Investment Plan* (December 2011)³, the Cabinet Secretary for Infrastructure and Capital Investment announced the overall intention to dual the road

network between all Scotland's cities by 2030. Within that intention is a commitment to dual the A9 between Perth and Inverness by 2025 and the A96 by 2030.

Transport Scotland will:

- Continue to work with Ministers in developing this work in relation to transport planning, infrastructure and connecting all of the communities of Scotland in a modern, effective and efficient transport system

DELIVERING ECONOMIC BENEFITS

An efficient transport system is essential for enhancing productivity and delivering faster, more sustainable growth in a low carbon economy.

In the short term, investing in transport infrastructure supports the hard-pressed construction sector.

Ongoing investment in transport also connects regions and people to economic opportunity, whether through business, leisure travel, or tourism, thus contributing to national social cohesion and reducing the disparity between the regions of Scotland.

Our investment in Scotland's transport infrastructure plays a key role in creating the best possible conditions for business success. It also directly supports business:

- In 2010-11, 95 per cent of Transport Scotland's £1.8 billion budget was invested back into the private sector, supporting 25 per cent of civil engineering contracts in Scotland and 11,000 jobs
- Our existing major road and rail capital investment programme generates significant net economic benefits to the Scottish economy

³ Scottish Government's Infrastructure Investment Plan (December 2011) – <http://www.scotland.gov.uk/Publications/2011/12/05141922/2>



Caissons arriving for Forth Replacement Crossing (Courtesy of Forth Crossing Bridge Constructors)

DELIVERING ON TRANSPORT PLANNING

Transport Scotland is a key agency in the planning system and works closely with colleagues in the Scottish Government and Planning Authorities to deliver this responsibility. Building on the progress made in recent years Transport Scotland will:

- Continue to work towards the aims and commitments of Delivering Planning Reform in seeking to deliver a more efficient and effective planning system which contributes to sustainable economic growth. In Development Planning, Transport Scotland proactively engages at all stages in the preparation of Development Plans from pre Main Issues Reports through to Examinations
- Progress in identifying future transport investment priorities across Scotland drawing from the STPR

DELIVERING ON INFRASTRUCTURE PROJECTS

The Agency will continue to take forward a range of major road and public transport projects as set out

in the Delivery Commitments table in Section 4.

Investment in trunk roads and railways in Scotland remains high. During the three-year period of this Plan the Scottish Government has allocated £5.4 billion for investment in transport infrastructure and services. It is the role of Transport Scotland to ensure that this money is spent cost-effectively to bring the maximum benefit to the Scottish economy and the people of Scotland.

The Transport Sector Plan of the *Infrastructure Investment Plan* focuses on completing projects that are already underway and taking forward the projects identified in the STPR, including the Borders Railway and the Aberdeen Western Peripheral Route. At the same time, innovative financial models are being developed, and the necessary design and planning stages for a pipeline of future projects will be undertaken, to ensure that when funding routes become available, we can move forward.

In addition to targeted and prioritised infrastructure investment, over the next three years, we will:

- Support maintenance of assets to ensure they remain safe and reliable and encourage a collaborative approach to asset management planning
- Focus investment on making connections better, within and to/from Scotland, improving reliability, accessibility and journey times, and seeking to maximise the opportunities for employment, leisure and tourism
- Facilitate the transition to a low carbon economy by developing low carbon technology initiatives providing integrated and cost-effective public transport and better connecting people, places and work
- Facilitate the development of associated transport policy and legislation in partnership with the wider public sector and key transport stakeholders

The Forth Replacement Crossing is the largest construction project in the country in a generation and will create an iconic structure for Scotland in the 21st century. It will connect communities on a local, regional and national scale.



Visual of Haymarket Station as part of the Edinburgh-Glasgow Improvement Programme
(Courtesy of Network Rail)

Identified as a national priority, the crossing will be a cable-stayed bridge upstream of the existing road bridge, supported by making use of the existing Forth Road Bridge as a dedicated public transport corridor. The crossing is vital to maintain the capacity and capability of the national and regional road network and will bring additional benefits to Scotland's economy estimated to be worth £6 billion.

The M8/M73/M74 Motorway Improvement project, which combines the upgrade of A8 Baillieston to Newhouse, completing the motorway between Glasgow and Edinburgh, work to improve Raith Interchange and the widening of key sections of the M8, M73 and M74. This will boost Scotland's economy by improving connections between the commercial centres of Glasgow and Edinburgh and beyond. Creating better connectivity between the economic centres of Glasgow and Edinburgh, reducing journey times through the M8 corridor by approximately 20 minutes in peak periods.

The Scottish rail network is extensive and diverse and of a similar size to

many independent rail systems in the smaller countries of Europe. With around 2,800 kilometres of track (25% of which is electrified) and 350 stations, the rail system includes the most heavily-used commuter network in the UK outside London, as well as regional routes which provide lifeline connections to remote communities and promote tourism. It is a mixed-use railway with both rail passenger services and freight companies using the network.

There is increasing demand for rail passenger services, with ScotRail passenger numbers increasing by 25.5% since the start of the current franchise (contract) in 2004.

The year 2014 is a milestone in the evolution of our railways, with both the contract for rail passenger services and the financial arrangements for Network Rail due for renewal. This provides an opportunity to determine the appropriate level of subsidy for the railway in Scotland and requires a clear and strategic view as to the priorities for our funding.

To improve journey times and connections, we will take forward rail

programmes such as the Edinburgh Glasgow Improvements Programme, the Highland Main Line, and drive forward Ministerial aspirations for High Speed Rail.

In the Corporate Plan period 2012–15 we will:

- Increase expenditure on rail services and maintain the current rail network
- Continue design and development of the Edinburgh Glasgow Improvements Programme
- Let the next contract for the provision of Scotland's rail passenger services
- Maximise the use of Network Rail's Regulatory Asset Base (RAB) to fund new rail projects
- Re-establish passenger railway services for the first time since 1969 from Edinburgh through Midlothian to Tweedbank in the Scottish Borders working with Network Rail, in partnership with City of Edinburgh, Midlothian and Scottish Borders Council, to deliver the project and its benefits for local communities and businesses



Image of the new Stornoway-Ullapool ferry due to enter service in summer 2014
© Caledonian Maritime Assets Ltd

- Work with Department for Transport (DfT) and HS2Ltd to develop a delivery plan for High Speed Rail to Scotland by May 2015

A number of associated transport infrastructure projects are being undertaken to support the Commonwealth Games in 2014. Several are completed including the M74 Completion scheme and the M80 upgrade. The Airdrie – Bathgate rail line will help Games spectators arriving by public transport as well as improving links to jobs in Glasgow. Specific games-related infrastructure projects being supported by Transport Scotland include:

- An upgraded station at Dalmarnock which will be an access point to the Athletes' Village and some of the main Games venues. The project is scheduled for completion by November 2013
- The commitment of up to £40 million towards funding the Glasgow Fastlink core bus scheme which will improve connectivity between the city centre and the West

DELIVERING ON TRUNK ROAD MAINTENANCE

The 3,400 kilometre Motorway and Trunk Road network is the single most valuable asset for which Scottish Ministers are responsible. Over the Corporate Plan period we will invest around £0.7 billion in maintaining and operating this vital asset. This investment delivers routine, cyclic and winter maintenance to maintain the safety, environment and amenity of Scotland's trunk roads. Investment also includes essential structural repairs to roads and bridges, road safety programmes, information for road travellers and an emergency response facility to deal with emergencies and incidents on the network. During the Corporate Plan period we will appoint new Trunk Road Operating Companies (TROC) through our 4th Generation Contracts. It is intended that new 4G TROC will commence operations in the South West and North West trunk road units on 1 September 2012 and in the East units on 1 April 2014.

DELIVERING ON LIFELINE AND EXTERNAL CONNECTIONS

Transport Scotland will continue to provide strategic and specific policy advice and comprehensive support to Scottish Ministers on their priorities in aviation, ports, subsidised, commercial and international ferry services, freight and inland waterways. This involves working closely with airlines, airport operators, the ports sector, ferry operators, the road haulage and freight sector and others to enable the efficient, effective and resilient delivery of transport services.

Transport Scotland will:

- Continue to sponsor four public corporations – Highlands and Islands Airports Ltd, Caledonian Maritime Assets Ltd, David MacBrayne Ltd and Scottish Canals
- Procure subsidised ferry services in line with the Ferries Plan; and public service obligation air services to Campbeltown, Tiree and Barra
- Continue the Road Equivalent Tariff (RET) ferry fares for the Western Isles, Coll and Tiree

Electric vehicle charging point © DevlinPhoto

and pilot RET to Islay, Colonsay and Gigha from October 2012, to Arran from October 2014 and to the remaining West Coast and Clyde islands within the lifetime of this Parliament

For aviation, Transport Scotland will:

- Continue to engage with airlines interested in serving the Scottish market. We provide market intelligence and data relevant to the construction of the business cases which airlines need to develop before taking decisions about starting up new routes
- Work with Scottish Enterprise/ Scottish Development International and VisitScotland to develop our international air network – improving business connectivity, encouraging inward investment and making Scotland more accessible for inbound tourism

Continue to provide support for air services serving Scotland's remote communities by:

- Supporting Highlands and Islands Airports provision of airport infrastructure at ten airports across the Highlands and Islands, and at Dundee, providing essential business and social connections
- Supporting three essential air service links with Glasgow from Barra, Campbeltown and Tiree – links that cannot be provided commercially – and we will progress the acquisition of aircraft for these services
- Continuing the Air Discount Scheme to bring more affordable air fares to residents of our remotest communities

For ports, we will:

- Work with the ports industry to help ensure that ports maximise the contribution that they make to the local, regional and national economies
- Work with the ports industry, Marine Scotland, Local Authorities and others to help maximise opportunities for manufacturing,

deployment, operations and maintenance activity generated by the development of offshore renewable energy

- Produce revised Trust Port Guidance for Scotland, in consultation with the sector, reflecting and building on progress made since publication of the original guidance in 2000

DELIVERING ENVIRONMENTAL SUSTAINABILITY

Low Carbon Economy and Transport

The Scottish Government has a firm commitment to delivering the Transport abatement aspirations set out in the *Report on Proposals and Policies (RPP) Low Carbon Scotland: Meeting the Emissions Reduction Targets 2010-2022* (published 14 March 2011)⁴.

The Scottish Government's Climate Change Delivery Plan sets out a vision of almost complete decarbonisation of road transport by 2050. The scale of this challenge

⁴ Low Carbon Scotland: Meeting the Emissions Reduction Targets 2010-2022 – <http://www.scotland.gov.uk/Topics/Environment/climatechange/scotlands-action/lowcarbon/rpp>



Scottish Green Bus Fund (Courtesy of Lothian Buses)

is sizeable and involves looking at creative approaches and innovative solutions.

The decarbonisation of transport does not lend itself to quick solutions. Our aim is to balance the significant subsidy that we offer for public transport such as bus (£0.25 billion per annum) with ongoing investment in behaviour change initiatives, walking and cycling infrastructure, and technology development. Partnership working and funding with the wider public and private sectors will add significant value.

In the Corporate Plan period 2012-15 we will:

- Promote collaboration with the wider public and private sectors to reduce transport emissions
- Further develop innovative, low carbon travel solutions, via the Future Transport Fund, which will enable new investment in a range of aspects of this including cycling infrastructure, freight modal shift and low carbon vehicles

- Develop strategy on Low Carbon Vehicles (LCVs) and infrastructure, and continue to encourage the wider procurement of LCVs, including hybrid buses and ferries. This will be underpinned by the establishment of new partnership groups involving academia, industry and enterprise bodies
- Continue to work in partnership with delivery bodies such as Sustrans and Cycling Scotland, to invest in walking and cycling infrastructure, and promote behaviour change, making progress towards delivery of the Cycling Action Plan for Scotland
- Work with a range of partners to promote more sustainable travel choices within businesses and organisations too, as well as within the community (e.g. through support for the development of a network of car clubs across Scotland)
- Evaluate the *Smarter Choices, Smarter Places* (SCSP) demonstration programme in 2012. This has aimed to encourage people to adopt travel patterns that save them money, make them healthier, reduce transport emissions and develop

more cohesive communities. We will be discussing with partners and others how we can use it as a foundation for more sustainable transport at the community level

Protecting Scotland's Environment

Transport Scotland will ensure that protection and enhancement of Scotland's environment is a key consideration in the construction and maintenance of the transport infrastructure for which we are responsible. Minimising environmental impacts on air, land, water and local communities, in tandem with achieving positive change across climate change mitigation/adaptation and biodiversity elements will remain a priority during the planning, design and delivery of all our activities.

In the Corporate Plan period 2012-15, we will:

- Engage with public and private sector stakeholders on both environmental emission (such as air quality and noise) and environmental impacts (such as flooding or landslips) to demonstrate practical environmental sustainability and contribute to the overall



Artist's impression of new Traffic Scotland Control Centre (Courtesy of Jacobs Arup)

improvement of Scotland's environment

- Fully integrate our Carbon Management System (CMS) to influence and support low carbon decision-making across the design and delivery of transport infrastructure projects and network maintenance
- Utilise our CMS – in tandem with our Carbon Management Plan – to facilitate annual sustainability reporting
- Embed resource efficiency into our practices and adopt the next generation of Waste & Resources Action Programme (WRAP) Construction Commitments
- Support sustainable design, construction, maintenance and operations through the adoption of infrastructure assessment schemes
- Seek opportunities to deliver community benefit through our projects

DELIVERING INNOVATION AND TRAVEL INFORMATION

Transport Scotland will foster innovation in all of our work. By working closely with stakeholders, Transport Scotland can ensure that effective communication is maintained. This will allow for more successful collaboration across the Agency and with transport agencies across the UK, Local Authorities, and other partners.

This will include:

- Providing the travelling public with up-to-date, reliable travel information which is key to them being able to make informed choices about timing and mode of travel. Traffic Scotland has a dedicated website (www.trafficscotland.org) and customer call centre (0800 028 1414) for the public to access live traffic information about the trunk roads in their area
- Providing Traveline Scotland to those looking to plan their journey using public transport, which is available online (www.travelinescotland.com) or via a customer helpline (0871 200 2233)

Both Traffic Scotland and Traveline Scotland are operational 24 hours a day, 7 days a week. In 2011, Traffic Scotland introduced a free Smartphone application which is now available on iPhone, Android and Blackberry platforms. And in November 2011, the internet-based Traffic Scotland Radio was launched to provide bulletins to the travelling public. Bulletins are also issued via local radio and news stations. Traffic Scotland and Traveline also publish live travel information via social media. In the planning period we will:

- Continue to invest in systems to improve the quality of information provided. This includes the move of the Traffic Scotland Control Centre from its current base at Atlantic Quay, Glasgow to a new upgraded facility within the Forth Replacement Crossing's Contact and Education Centre based in South Queensferry

In the rail sector, Transport Scotland has worked with the Office of Rail Regulation (ORR) and the rail industry to improve passenger information during disruption in line with the GB-wide standards owned by the Association of Train Operating Companies (ATOC) and overseen by ORR. Transport Scotland will:



Road Safety Scotland – launch of 2011-12 Festive Safety Campaign (Courtesy of Tony Marsh)

- Continue to invest in improvement to systems, building on the 16 customer information screens installed at key stations for use during disruption and a high profile winter weather preparedness campaign to encourage customers to sign up to receive disruption information. ScotRail has developed new mobile phone Apps to improve access to disruption information and continues to publicise the following information sources: website, journey alert, twitter, information screens at stations, help points and phone lines

DELIVERING CONNECTIVITY AND INTEGRATION

Bus policy in Scotland aims to improve connectivity, quality of service, maintain the bus network, and increase modal shift through patronage growth. Key stakeholders in the bus industry will be encouraged to actively participate in the ongoing development of bus policy and its implementation, including the provision of affordable and

sustainable bus concessionary travel. A Bus Stakeholder Group will have its inaugural meeting in April 2012 to enable active participation in policy development and implementation.

The Scottish Government remains determined to provide the opportunities and incentives for all our people to contribute to Scotland's sustainable economic growth. This means providing people with the opportunity to access education, training and employment as well as key services such as health, cultural, sporting and leisure facilities.

Concessionary Travel is an important factor that contributes to a more socially inclusive society. Since April 2006 – March 2012, 913 million free bus journeys have been made.

Over the Plan period we will:

- Continue to maximise take-up of Concessionary Travel and make it as easy as possible to travel across Scotland, improving the quality of life and promoting more active lifestyles and helping disabled and vulnerable people

to live independently in their communities

The results of the most recent Scottish Household Survey show that nearly three-quarters of adults are very or fairly satisfied with public transport – up 5 percentage points since 2007. The percentage of people who are very satisfied (26.8 per cent) has increased by 8.2 percentage points since 2007. Transport Scotland will:

- Work with each sector to continue improvements in customer satisfaction

DELIVERING ON SAFETY

Scotland's Road Safety Framework to 2020 – *Go Safe on Scotland's Roads it's Everyone's Responsibility: Scotland's Road Safety Framework to 2020*⁵ is written as a partnership document. The first national Scottish road safety plan in over a decade, it combines action in enforcement, engineering and education, along with encouragement to use the roads safely. It has an ultimate vision of zero fatalities on Scottish roads and

⁵ Go Safe on Scotland's Roads it's Everyone's Responsibility: Scotland's Road Safety Framework to 2020 – <http://www.scotland.gov.uk/Publications/2009/10/01090036/0>



Snow blower clearing the westbound lane on the A96 east of Keith (Courtesy of BEAR Scotland)

is underpinned by evaluation – to ensure we have evidence to invest in what works in road safety to further reduce road casualties.

The Framework is designed to be an enabling document rather than a prescriptive one, and everyone involved in road safety, including road users, is asked to play a part.

One distinctive and highly successful contribution to this partnership working has been the award-winning educational resources produced by Road Safety Scotland (RSS). RSS also produce cutting-edge road safety marketing campaigns under the ‘don’t risk it’ banner, unique to Scotland.

Over the next three years, we will:

- Continue to orchestrate this partnership working and ‘bring to market’ some distinctive Scottish solutions. The current priorities include young drivers and rural roads, in addition to the well-established focus on alcohol and seatbelts

But the range of potential activity is very much broader, including consideration of innovative measures such as graduated driver licensing,

effective remediation for road traffic offences, and the embedding of a ‘drive for life’ culture, where driving ability is viewed as a skill to be maintained and enhanced rather than just achieved for the driving test.

Scotland’s Road Safety Framework to 2020 also includes the first ever national Scottish casualty reduction targets. The Agency will:

- Help to achieve Scotland’s 2020 road casualty reduction targets. The Road Safety Framework details road safety targets to achieve by 2020 and milestones by 2015 for child and all fatalities and child and all serious injury

Contributing to the achievement of these targets our Strategic Road Safety Action Plan details road safety action on Scotland’s trunk road network.

We will also continue to work with partners including Eurorap and other transport agencies both nationally and internationally to share best practice and develop and implement intelligent and innovative solutions.

DELIVERING ON RESILIENCE

Scotland has experienced several difficult weather conditions in recent years including extremely low temperatures, heavy snow, and hurricane-strength winds. Some of the effects of these include localised flooding, landslides, and severe transport disruption. As part of Transport Scotland’s commitment to ensuring a reliable and safe trunk road network we will:

- Work with partners in developing solutions to deal with new challenges. We also intend to take forward further training exercises to include contingencies for the loss of a major bridge, and wide-scale flooding. These follow on from the success of a training exercise, Polar Storm, held in September 2011 around a severe weather event

Our transport resilience team has also been improved and strengthened by the introduction of the Multi-Agency Response Team (MART) following the severe weather events of winter 2010-11. This team is based at the Traffic Scotland Control Centre and is in operation whenever an event has



the potential to cause severe network disruption. This will:

- Continue to allow us to ensure clear and efficient communication across various sectors including the Police, Trunk Road Operating Companies, ScotRail and Transport Scotland, enabling us to reinstate the strategic transport network to full capacity as quickly, and as safely, as possible

DELIVERING ON MOBILITY AND ACCESSIBILITY

2012 sees the roll-out of a reformed Blue Badge regime for disabled parking. The scheme has not been extensively reviewed since its introduction in 1970 and a major overhaul is now entering its final stages. Transport Scotland will:

- Be working with key partners to ensure effective implementation of the reforms to the Blue Badge scheme, including associated legislation and support materials including a new on-line application form, revised leaflets and a revised Code of Practice for Local Authorities

Transport Scotland will also:

- Continue to support Mobility and Access Committee (MACS) and Passengers' View Scotland (PVS) in promoting increased accessibility and providing advice to Ministers from the passenger perspective

DELIVERING IMPROVED PUBLIC SECTOR DELIVERY MODELS

British Waterways (BW), hitherto a cross-border organisation, promotes the use of our canals for leisure, recreation, tourism, regeneration and transport, whilst also conserving the canals' natural and built heritage. From summer 2012, when the English and Welsh canals will transfer to a new waterways charity, the Scottish unit within BW will become a self-standing Scottish public corporation charged with the management and development of the Scottish canal network.

Transport Scotland will:

- Support the new Scottish Canals Board as it leads the transition and develops a forward plan to maximise opportunities across the range of its activities



New pier at Scrabster Harbour (Courtesy of Garry Baxter)

Transport resources

The *Scottish Budget Spending Review 2012-13 to 2014-15*⁶ provides details of how our spending plans over the next three years will help deliver sustainable economic growth. Transport spending lies within the Government's Infrastructure and Capital Investment portfolio.

Scottish Government Transport Spending

	2012-13 Budget £m	2013-14 Plans £m	2014-15 Plans £m
Total Transport Scotland	1,892.7	2,017.3	2,084.8

⁶ Scottish Budget Spending Review 2012-13 to 2014-15 – <http://www.scotland.gov.uk/Publications/2011/10/04153155/0>

Transport Scotland Detailed Spending

	2012-13 Budget £m	2013-14 Plans £m	2014-15 Plans £m	What the budget does
Rail Services in Scotland	741.1	798.2	817.6	Funds the delivery and enhancement of ScotRail franchise and the required rail infrastructure from Network Rail.
Concessionary Fares	192.8	192.8	192.8	Funds the delivery of Scotland-wide free and discounted travel schemes for older, disabled and young people.
Smartcard	2.0	2.0	2.0	Funds the Bus Infrastructure systems to recognise Smartcards.
Bus Service Operators Grant	53.8	53.8	53.8	Funds support to the Bus Industry across Scotland. Provides assistance to allow operators to keep fares down and to run services that may not otherwise be commercially viable.
Major Public Transport Projects	14.8	14.4	8.7	Funding to proceed with the delivery of the Edinburgh to Glasgow Improvements Plan.
Trunk Roads Maintenance	239.7	239.7	242.7	Funds maintenance of trunk roads and delivers improvements to safety and traffic flows. Secures value for money in the most critical routine, cyclical and winter maintenance.
Motorways and Trunk Roads	325.9	390.9	438.8	Provides for the cost of the Forth Replacement Crossing, the completion of the M80 PFI Scheme, the M8 improvement projects, the Aberdeen Western Peripheral Route, Route and improvement schemes on many of the busiest and most congested roads across Scotland. Also contributes up to £500 million to the City of Edinburgh Council for the completion of the Tram project.

Illustration of a modernised Hillhead Subway Station (Courtesy of SPT)

Ferry Services in Scotland	107.1	109.0	114.7	Provides for the subsidy of Scottish Ferry Services and fare setting via Road Equivalent Tariff (RET). Funding is also provided for loans to Caledonian Maritime Assets (CMAL) for the procurement of vessels, and for grants for improvement works to piers and harbours.
Air Services in Scotland	34.5	30.4	30.5	Provides support for Highlands and Islands Airports Ltd (HIAL), to operate 11 airports in the North of Scotland, the Islands and Dundee. Also sustains the operation and development of the Air Discount Scheme.
Freight and Canals	11.1	11.1	11.1	Provides funding to support British Waterways Scotland for the maintenance of Scotland's canals and their contribution to economic regeneration.
Transport Policy	56.1	66.1	55.1	Funding for the provision of impartial travel information and more sustainable travel choices, including support for Cycling Action Plan for Scotland. Funding also covers Road Safety and capital funding for Strathclyde Partnership for Transport.
STPR and Administration	21.3	20.9	20.5	Funds the Strategic Projects Review (STPR) and the Staff and Running Costs of Transport Scotland.
Forth and Tay Bridge	18.0	11.2	11.8	Provides funding for the current maintenance and safe operation of the Forth and Tay Bridges.
PFI/PPP Expenditure	74.5	76.8	84.7	Provides for expenditure on existing PFI road schemes.
Total	1,892.7	2,017.3	2,084.8	

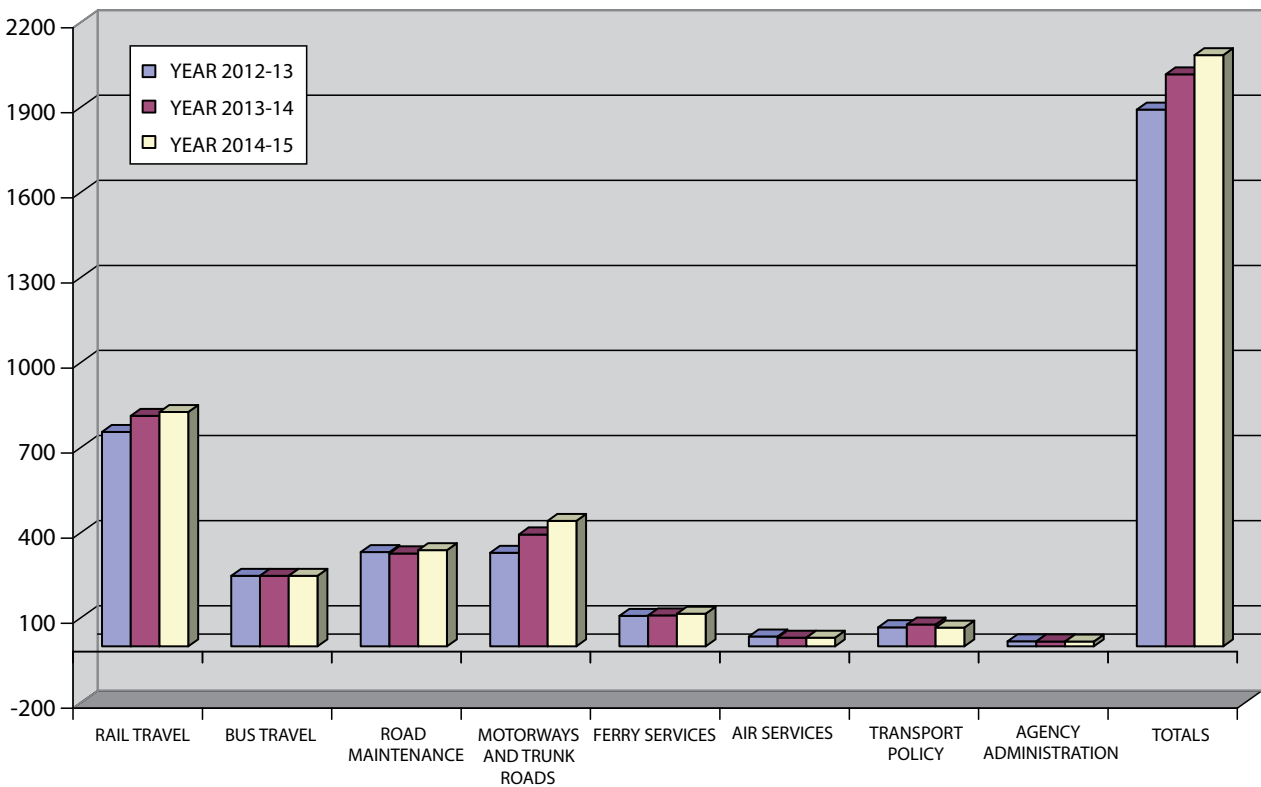
Note: since the 2011 Spending Review was announced, Transport Scotland will receive additional capital allocations totalling around £85 million across the three spending review years, principally for roads projects such as A75 Dunragit Bypass, A77 Symington to Bogend Toll and A737 Dalry Bypass but also including £13 million for Sustainable and Active travel. These additions are included in the table above.



Delivery of goods being transferred from road to rail © The Russell Group

The graph below also illustrates the spending over the period.

SCOTTISH GOVERNMENT SPENDING





Port Ellen Harbour © Crown copyright

FUNDING CAPITAL

With a few notable exceptions such as the Forth Replacement Crossing, capital spend in the budget prioritises consolidation over new projects. The Agency will, however, exploit the opportunities afforded by funding via Network Rail's Regulatory Asset Base (RAB) and the Non Profit Distributing (NPD) model to take forward major projects such as the Edinburgh Glasgow Improvements Programme, Borders Railway, the Aberdeen Western Peripheral Route (AWPR) and Balmedie project, and the M8 Ballieston to Newhouse motorway upgrade, together with improvements to the M74 Raith interchange and the M8 associated improvements (M8/M73/M74 Motorway Improvements Project).

VALUE FOR MONEY

The duty of Best Value applies to all public bodies in Scotland, and is a formal duty on Accountable Officers. Achieving Best Value is about ensuring sound governance, good management, public reporting on performance and a focus on improvement.

Transport Scotland's aim is to drive improved value for money, ensure

tight management of funds and sound asset management. Savings emanating from these measures will assist with the support of the investment programme.

Transport Scotland is dedicated to ensuring that it works with maximum efficiency to deliver maximum benefit. The Agency is expected to deliver efficiency savings of at least 3 per cent on its activities and report publicly on actions taken and results achieved. In the current economic climate, achieving this target will help Transport Scotland to offset cost pressures and live within budget allocation.

PROCUREMENT

Transport Scotland spends approximately £600 million each year buying goods, works and services (around one-third of the Agency's Budget) and can, through its procurement policy and activities, exert a significant influence on delivering the Purpose framework. It will continue to contribute to the *Public Procurement Reform Programme*, and deliver efficiency savings from collaborative procurement. Actions will include:

- Using transport public procurement to maximum effect so that the public sector makes maximum use of its purchasing power
- Using public procurement to encourage innovation in both the public and private sectors – allowing bidders for work to come up with new ideas wherever possible
- Encouraging a broad consideration of sustainability in contracting, for example by using community benefit clauses in contracts to provide training opportunities for local people, or by reserving contracts for supported businesses

ASSET MANAGEMENT

The Scottish trunk road network has an estimated value of over £16 billion making it the highest value single asset for which Scottish Ministers are responsible. Audit Scotland highlighted the increasing pressure on expenditure, with 32 per cent less being spent in 2009-10 than in 2004-05, and a reduction from 84 per cent to 78 per cent in the amount of trunk road in acceptable condition.



M8 M73 M74 Motorway Improvements project – Raith Junction design © Crown copyright

Transport Scotland's Road Asset Management Plan (RAMP) seeks to identify and prioritise spending in the highest risk areas. Advances made since the publication of the first RAMP in 2007 include defining Asset Management Objectives linked to Corporate Objectives and supported by quantifiable Performance Measures. There is clear articulation of the lifecycle activities to deliver the performance targets, and a financial plan to deliver them.



Class 380 train at Paisley Gilmour Street Station © Crown copyright

Transport – What we will achieve

DELIVERY PRIORITIES

In order to deliver an efficient, cost-effective and environmentally sustainable transport system in Scotland which will help deliver the Government's Purpose of increasing sustainable economic growth, Transport Scotland has a set of delivery priorities over the Corporate Plan period:

- Improved connections across Scotland and internationally
- Better journey times, better reliability, quality and accessibility
- Low carbon technology & infrastructure, reduced emissions
- Increased safety, more innovation
- Continuously improving performance and organisation

DELIVERY COMMITMENTS TABLE

The following table highlights a range of policies and project commitments which will be pursued under these delivery priorities across the three-year Corporate Plan period.

No.	Corporate Plan Delivery Commitments 2012-15
Improved connections across Scotland and internationally	
1	Continue and monitor construction of the Forth Replacement Crossing as programmed
2	Work with colleagues in Scottish Government and with Planning Authorities to deliver our Development Planning responsibilities
3	Develop a future transport infrastructure programme in line with recommendations of the Strategic Transport Projects Review
4	Work alongside the City of Edinburgh Council to deliver the Edinburgh Trams project
5	Continue to progress the Aberdeen Western Peripheral Route (AWPR) and the A90 Balmedie to Tipperty projects and design work to improve Haudagain roundabout
6	Complete construction of the Borders Railway
7	Drive forward objectives for cross-border High Speed Rail
8	Enhance rail and road connections in the Highlands including key connections to Inverness and planning for the dualling of the A9 between Perth and Inverness by 2025, and the A96 by 2030
9	Continue to develop and improve railway stations
10	Contribute to the development of the modernisation programme for the Glasgow Subway



Illustration of Fastlink © SPT

11	Work with aviation and maritime sectors to maximise connections and contribution to the Scottish economy
12	Progress the M8 Baillieston to Newhouse, M8 Associated Networks Improvements and M74 Raith Interchange
13	Continue to deliver ferry services to the Northern Isles and Clyde and Hebrides including roll out of RET in line with published plans
14	Work with ports industry and stakeholders to maximise opportunities arising from manufacturing, deployment and operations and maintenance of offshore renewable devices
15	Progress with the A737 Dalry bypass project and develop the design for Maybole Bypass
16	Take forward the procurement and construction of the A75 Dunragit Bypass scheme
Better journey times, better reliability, quality and accessibility	
17	Continue to maintain, operate and improve the trunk road network to a high standard, to maximise value for money, to provide a high quality service to the travelling public, keeping disruption to a minimum
18	Procure and deliver contracts to manage and maintain the trunk road network in the West (2012) and East (2014) of Scotland
19	Continue to progress improvements to the A82 including Crianlarich Bypass and Pulpit Rock, and the design work to upgrade the A82 Loch Lomond. Continue to progress improvement on the A96 Inveramsay Bridge
20	Work with the rail industry to undertake reviews of timetables to reduce journey times and improve train service frequencies
21	Work with Network Rail to deliver the Edinburgh-Glasgow Improvements Programme
22	Extend and enhance the systems underpinning Traffic Scotland and Traveline Scotland to improve the delivery of travel information and trunk road traffic control
23	Work with transport operators, regional transport partnerships and Local Authorities to deliver Smart ticketing across Scotland
Low carbon technology & infrastructure, reduced emissions	
24	Provide more sustainable public transport alternatives to the private car and continue to manage the Concessionary Travel Schemes efficiently and effectively
25	Contribute to the development of Glasgow Fastlink core bus scheme in advance of the Commonwealth Games
26	Work with rail industry to develop electrification programme



Promoting cycling (Courtesy of Cycling Scotland)

27	Improve rail journey times between our main cities
28	Work with the freight industry to ensure that the movement of freight through the entire supply chain is efficient and sustainable, on an integrated and flexible transport infrastructure
29	Demonstrate environmental sustainability through the delivery of environmental protection, community benefit and climate change mitigation/adaptation across our operations, projects and maintenance activities
Increased safety, more innovation	
30	Work jointly with partners to achieve Scotland's casualty reduction milestones for 2015, and to take forward the action plan set out in Scotland's Road Safety Framework to 2020
31	Develop and introduce innovative ways of improving the transport networks, for example overtaking lanes and flyover junctions
32	Provide a range of safety enhancements on the A9 and on the A75 and A77 routes serving the key ferry terminals to Ireland
33	Work with bus operators to deliver quality and innovation
Continuously improving performance and organisation	
34	Work closely with partners including all Scottish Local Authorities and Regional Transport Partnerships to deliver integrated transport solutions which support the SG Purpose and local and national outcomes
35	Work with UK Government and wider rail industry bodies to ensure efficient and affordable outcomes for Scotland for both devolved and reserved issues, including accessibility, European and safety policy
36	Work with key stakeholders on the National Roads Maintenance Review focussing on delivering efficiencies in managing the Scottish road asset
37	Manage delivery of the National Transport Strategy
38	Manage and monitor the delivery of transport services through appropriate contractual mechanism
39	Specify and deliver ScotRail franchise agreement for passenger services from 2014 onwards
40	Work with Scottish Canals so that it can maximise its cross-cutting contribution to the SG Purpose and national outcomes
41	Work with Office of Rail Regulation and industry to develop proposals on delivering a sustainable, integrated railway in Scotland



Clearing up a landslide on the A83 (Courtesy of Scotland Transerv)

42	Improve resilience across the transport networks
43	Improve business processes
44	Ensure that equalities and cultural issues underpin all of Transport Scotland's activities
45	Ensure effective implementation of the reforms to the Blue badge scheme, including associated legislation and support materials including a new on-line application form, revise leaflets and Code of Practice for Local Authorities
46	Continue to support Mobility and Access Committee Scotland (MACS) and Passengers' View Scotland in promoting increased accessibility and providing advice to Ministers from the passenger perspective
47	Develop and deliver a programme of transport statistics collection, analysis and publication, and for Transport Social and Economic Research
48	Deliver an evidence base to inform the development of effective Scottish transport policy including a Transport Social and Economic Research Programme
49	Deliver efficient operation in line with Efficient Government and the SG Workforce 2015 programme and People Strategy
50	Facilitate robust investment planning and decision-making processes



Monklands Canal Festival © Scottish Canals

Who we are

This Plan lays out a challenging set of delivery commitments for transport in Scotland. Our people are our most important asset and are key to delivering these priorities.

TRANSPORT SCOTLAND – ORGANISATION

Transport Scotland is part of the Scottish Government. Its strategy, funding investment decisions and priorities are set by Ministers. A key function of the Agency is to support Ministers, advising on a range of transport policies and projects.

As an Executive Agency the Chief Executive is accountable for the operation of and the delivery of the Agency's work, and has certain operational flexibilities within the Scottish Government's aegis. The details of these arrangements are set out in a Framework Document which is reviewed and updated as required, and published on the Agency website.

ORGANISATION VISION AND ROLE

The existing Scottish Government transport vision in Scotland is:

“An accessible Scotland with safe, integrated and reliable transport that supports sustainable economic growth under the Scottish Government Purpose, provides opportunities for all and is easy to use; a transport system that meets everyone's needs, respects our environment and contributes to health and wellbeing; services recognised internationally for quality, technology and innovation, and for effective and well-maintained networks; a culture where fewer short journeys are made by car, where we favour public transport, walking and cycling because they are safe and sustainable, where transport providers and planners respond to the changing needs of businesses, communities and users, and where one ticket will get you anywhere.”

The role of Transport Scotland to help deliver this vision, is as follows:

- Our role is to support delivery of the Scottish Government's Purpose and vision for sustainable transport in Scotland, making a real difference for people and businesses using the national transport systems

Transport Scotland continues to operate on the basis of five core Working Principles:

- Strive to continuously improve in transport delivery, both nationally and internationally
- Promote transport integration
- Maintain a clear outward focus on the needs of transport users
- Work in partnership with other transport providers and wider government in our planning and delivery
- Make the most efficient use of public resources, and equip our staff to do the best possible job



Variable Message Sign on M90 southbound © Crown copyright

Transport Scotland is subject to regular Business Reviews with the Minister for Housing and Transport, and more detailed annual targets and performance indicators for each year are set out in the Annual Business Plan, which is updated each year.

OUR PEOPLE

We have a diverse range of people throughout our organisation, all of whom provide an important mix of skills and knowledge. This variety is essential in creating the right environment for individuals to continue to thrive and be successful. We will undertake a fresh skills analysis to ensure we have the right support in place for individual, team and directorate development, promoting the use of flexible programmes of learning across our organisation, underpinned by relevant professional support where required.

Our policies on recruitment and performance management ensure we have the right people in the right places, with the right skills and experience at the right time, matching our resources to our future needs. We seek to develop a flexible and responsive structure that enables us to respond quickly to Ministers'

needs, priority concerns and meet public expectations.

We continually measure employee engagement and have identified key areas of continuous improvement at all levels. We seek to make working for Transport Scotland meaningful and more rewarding, connecting with clarity each individual's work to that of the wider organisation. We also recognise the importance of wellbeing and seek to enable staff to lead full and balanced lives at work and at home.

EFFICIENT GOVERNMENT

We will deliver our priorities by working as efficiently as possible, reducing duplication, bureaucracy and overlap. To help us do this we will regularly review and improve our:

- Procurement management and systems to deliver best client value
- Partnership working to secure common project aims
- Business processes to improve internal efficiency

We are committed to managing our resources transparently and effectively in order to deliver as

efficient an operation as possible, and to shape how we operate and meet our objectives within the context of the Scottish Government's Workforce 2015 initiative.

OPEN GOVERNMENT

As an executive agency of the Scottish Government, Transport Scotland is committed to the principle of open and transparent government. Transport Scotland complies with the Freedom of Information (Scotland) Act 2002 and has produced a Publication Scheme which describes which information it will routinely publish.

ANNUAL BUSINESS PLANS

The *Transport Scotland Business Plan 2012-13* will be published following this Corporate Plan. This will set out in detail how Transport Scotland will deliver the delivery commitments set out above relevant to that year.

PROMOTING EQUALITIES

We are committed to an open, just and inclusive Scotland where respect and understanding are fostered and where everyone is encouraged and enabled to live, work and take part



Edinburgh Waverley Station © Crown copyright

in society to their full potential, free from prejudice and discrimination and everyone is treated with dignity and respect. Our staff will uphold the Civil Service values, with the highest standards of integrity and ethics. During the period of this plan we will:

- Refresh the membership and remit of our internal equality network
- Review our Equalities Action Plan
- Actively contribute to the Equality work of the Scottish Government
- Review how we deliver our business objectives ensuring they meet equalities best practice and legislation

CARBON MANAGEMENT

Transport Scotland has a carbon management plan, which sets out steps and targets for reducing our office-based operational carbon footprint by end December 2013, against the baseline year 2010. The carbon footprint encompasses building energy consumption, staff business travel, staff commute travel and office waste. The *Transport Scotland Travel Plan 2010-13* is a component of the carbon management plan.

RISK MANAGEMENT

Transport Scotland has major responsibilities for efficiency, safety and prudent use of public money on the rail, trunk roads, other public transport systems, and in running the national concessionary travel schemes. The Chief Executive is responsible for implementing and monitoring appropriate risk management arrangements.

Transport Scotland has an independently chaired Audit and Risk Committee, which supports the Chief Executive in his responsibilities on issues of risk control, governance and associated assurance through a process of constructive challenge. This Committee reviews the outputs and recommendations flowing from the external and internal audit procedures. An internal risk management group supports the risk arrangements and risk management strategy which sets out a clear system for identifying, managing and mitigating risk.

Major projects which are promoted by Transport Scotland and third parties impact directly or indirectly on other modes of transport. We employ a tier of project and

programme managers to ensure day to day control and regularly monitor these projects at project review boards to ensure that the projects and the overall programme portfolio are delivered to time and budget. We have a robust performance measurement regime so that we can readily measure progress.

The Chief Executive is required to sign and present an Annual Report and Accounts to Scottish Ministers, to be laid before the Scottish Parliament. This will include a report on Transport Scotland's performance against its delivery priorities. Transport Scotland will keep proper accounts and records as defined in the *Government Financial Reporting Manual and Scottish Public Finance Manual*.

Transport Scotland is subject to external audit by the Auditor General for Scotland. The Chief Executive is responsible for arranging internal audit mechanisms, in accordance with the objectives and standards laid down in the *Government Internal Audit Manual* and in a way which demonstrates best value for money.

Invergordon, Cromarty Firth © Scotavia Images



Bus Service Operators Grant © Stuart Nicol



Further copies of this document are available, on request, in audio and large print formats and in community languages (Urdu; Bengali; Gaelic; Hindi; Punjabi; Cantonese; Arabic; Polish).

Aby otrzymać niniejszy dokument w innej wersji językowej, na kasecie lub w wersji z powiększonym drukiem, prosimy o kontakt:

اس دستاویز کی مزید کاپیاں آڈیو کیسٹ پر اور بڑے حروف کی چھپائی میں اور کمیونٹی کی زبانوں میں طلب کیے جانے پر دستیاب ہیں، برائے مہربانی اس پتہ پر رابطہ کریں:

এই ডকুমেন্ট-এর (দলিল) অনিহিত কপি, অডিও এবং বড়ো ছাপার অক্ষর আকারে এবং সম্প্রদায়ের ভাষায় অনুরোধের মাধ্যমে পাওয়া যাবে, অনুগ্রহ করে যোগাযোগ করুন:

Gheibhear lethbhreacan a bharrachd ann an cruth ris an èistear, ann an clò mòr agus ann an cànan coimhearsnachd. Cuir fios gu:

इस दस्तावेज़/कागज़ात की और प्रतियाँ, माँगे जाने पर, ऑडियो टैप पर और बड़े अक्षरों में तथा कम्प्यूनिटी भाषाओं में मिल सकती हैं, कृपया संपर्क करें:

ਇਸ ਦਸਤਾਵੇਜ਼/ਕਾਗਜ਼ਾਤ ਦੀਆਂ ਹੋਰ ਕਾਪੀਆਂ, ਮੰਗੇ ਜਾਣ 'ਤੇ, ਔਡੀਓ ਟੇਪ ਉੱਪਰ ਅਤੇ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਕੰਮਿਊਨਿਟੀ ਭਾਸ਼ਾਵਾਂ ਦੇ ਵਿਚ ਮਿਲ ਸਕਦੀਆਂ ਹਨ, ਕ੍ਰਿਪਾ ਕਰਕੇ ਸੰਪਰਕ ਕਰੋ:

此文件有更多備份，如果需要，語音版本和大字體版本及少數種族語言版本也可提供，請聯絡：

يمكن أن تطلب النسخ الأخرى من هذا المستند كالتسجيل الصوتي والخط المكبر ونسخ بلغات أخرى، يرجى الإتصال على:

Transport Scotland, Buchanan House
58 Port Dundas Road, Glasgow G4 0HF
0141 272 7100
info@transportscotland.gsi.gov.uk
www.transportscotland.gov.uk

An agency of
Buidheann le



The Scottish
Government
Riaghaltas na h-Alba

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