



**TRANSPORT  
SCOTLAND**  
CÒMHDHAIL ALBA

# Corporate Plan 2021-24

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## Ministerial Foreword

As the Minister for Transport, I am pleased to endorse the Transport Scotland Corporate Plan 2021-24 year three update. This Corporate and Business Plan sets out how Transport Scotland will support the delivery of Scotland's transport priorities and contribute to the missions of equality, opportunity and community. As an agency of the Scottish Government responsible to Ministers, the organisation remains focused on the outcomes of the National Performance Framework and delivering on the priorities of the National Transport Strategy which puts people at the heart of everything we do.

This plan outlines some of the work Transport Scotland are undertaking to support the Climate Change Plan and make progress towards achieving Scotland's commitment to reach net zero by 2045. It also incorporates the work being undertaken to make our public transport system more accessible, available, and affordable, with the costs of transport more fairly shared across government, business and society.

There has been significant work ongoing to ensure the delivery of six new major vessels for Scotland's ferry network by 2026, as well as improving the resilience of the transport network to climate change impacts. An immediate focus is being placed on the medium-term solution for the A83 Rest and Be Thankful, whilst progressing the permanent solution, and work continues on the dualling of the A9 between Perth and Inverness.

Transport policy and infrastructure decision making has far reaching consequences for the people of Scotland, facilitating essential links which help our urban, rural and remote communities to thrive, and providing opportunities for employment, education and innovation within our towns and cities.

**Fiona Hyslop**  
**Minister for Transport**

## Introduction by the Chief Executive

I am delighted, as Interim Chief Executive of Transport Scotland, to present our 2021-2024 Corporate Plan. This plan continues to set out the outcomes the Agency wishes to achieve in support of Scotland's Programme for Government and National Performance Framework and highlights the priorities for the duration of this plan, alongside the objectives that will be worked towards in the 2023-24 period.

Transport Scotland remains focused on the priorities underpinning the vision for Scotland to have a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

We are committed to reducing air pollution and improving air quality in our cities and, following the introduction in Glasgow, will introduce Low Emission Zones in, Edinburgh, Dundee, and Aberdeen to help reduce harmful emissions from vehicles. These zones will restrict the use of the most polluting vehicles, encouraging people to switch to cleaner forms of transport.

Decarbonisation of the transport network will be moved forward at pace as we support investment in new technologies and infrastructure to help reduce transport carbon emissions. This includes investing in electric vehicles and smart transport systems.

As part of our commitment to ensuring that everyone has access to affordable transport, we will complete a Fair Fares Review to ensure that public transport fares are reasonable and reflect the cost of providing transport services both for those on the mainland and islands.

The Agency will also maintain its support of young people by continuing to offer free bus travel to under-22s; build on the lessons learned from the move of ScotRail and the Caledonian Sleeper into public ownership; and progress our work to improve the reliability and resilience of Scotland's ferry services.

**Alison Irvine**  
**Interim Chief Executive of Transport Scotland**

## Who we are

As an executive agency of the Scottish Government, and Scotland's national transport agency, we focus our activities on delivering the priorities of Scottish Ministers through our [National Transport Strategy \(NTS2\)](#), the transport driven National Outcomes within the [National Performance Framework \(NPF\)](#) and the [Programme for Government \(PfG\)](#).

- Our *purpose* is to support and advise Scottish Ministers on strategy and policy options for Transport in Scotland, and to increase sustainable economic growth, with opportunities for all of Scotland to flourish through the development of national transport projects.
- Our *aim* is to help create an accessible Scotland, with a safe, integrated, cost-effective and reliable transport network, helping to deliver a healthier, fairer, and more prosperous Scotland for communities, businesses, and visitors.
- Our *Vision* is outlined within our National Transport Strategy (NTS2), to have a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

## Our Organisation

The Chief Executive is the Accountable Officer for the Agency, appointed by the Permanent Secretary to the Scottish Government. They are supported by a senior management team comprising nine Executive Directors. Each oversees one or more transport modes and/or policy/corporate areas and are in turn supported by a range of teams covering all aspects of business delivery within their respective areas. We also support Scottish Ministers in prioritising future transport policy, strategy and investments and the delivery of a low carbon economy.

## Our Directorates

### Aviation, Maritime, Freight and Canals

The Directorate helps grow Scotland's direct international connectivity and supports transport links to Scotland's remote and island communities. It is responsible for policy development, contract management and sponsorship of public bodies. Transport matters within AMFC's remit include aviation, canals, maritime interests including ports and harbours, and freight. The sponsorship function looks after Scottish Ministers' interests in Glasgow Prestwick Airport (until 25th Jan 2023), David MacBrayne Limited, Caledonian Maritime Assets Limited, Highlands and Islands Airports Limited, and Scottish Canals.

### Bus, Accessibility and Active Travel

The Directorate is responsible for the Scottish Government's policy relating to bus, active travel, smart and integrated ticketing, and accessible travel. It supports local authorities, delivery partners and bus operators to deliver sustainable, accessible local transport solutions and improve bus services. It promotes walking, cycling, and wheeling, operates the concessionary bus travel scheme for disabled, older, and young people, and works with operators to ensure all journeys on Scotland's bus, rail, ferry, subway and tram networks can be ticketed or paid for using smart technologies.

### Ferries

The Directorate promotes the connectivity of our islands and remote communities through contract management, vessel and infrastructure replacement and development of the Islands Connectivity Plan. The Directorate manages the ferry contracts for the Clyde and Hebrides and Northern Isles services as well as developing future procurement strategy and operational policy, such as related to fares, for these services. It also works with a range of partners to deliver a programme of vessel replacement and related harbour and port infrastructure.

### Finance and Corporate Services

Finance and Corporate Services supports the operation and governance of Transport Scotland, which includes providing core services and advice areas such as finance, human resources, learning and development, information governance, IT, facilities, health and safety, secretariat, and communications. The Directorate also has a leading role on a range of corporate governance functions including risk

management, the operation of the Audit and Risk Committee and corporate reporting requirements.

## Low Carbon Economy

The Directorate's purpose is to advise and support Ministers to deliver a Just Transition from a fossil fuelled transport system to a zero emission transport system, including leading the Scottish Government's mission to remove the need for new petrol and diesel cars and vans by 2030, delivering strategically coordinated investment in electric vehicle charging infrastructure, promoting the uptake of electric vehicles across public and private fleets, encouraging skills development to support future net zero needs and supporting wider sustainable transport and economic outcomes.

## Major Projects

Major Projects is responsible for design, development, procurement, and construction of major trunk road and other infrastructure projects across Scotland, alongside leading and advising on procurement and contract management matters for Transport Scotland and maintaining our status as a Centre of Excellence for the delivery of major projects.

## Rail

The Rail Directorate is responsible for Scotland's rail policy and delivery, including oversight of the services provided by Scotrail Trains Ltd and Caledonian Sleeper which are overseen by Scottish Government's wholly owned and controlled arm's length company Scottish Rail Holdings, developing rail policy and strategic planning, including aligning it with wider social and economic policy. It specifies and funds the operation, maintenance and renewal of Network Rail's infrastructure in Scotland. It is also responsible for specifying and funding major rail projects alongside industry partners, promoting, and investing in the development of sustainable rail freight, managing economic regulation of the railways, and monitoring and advising on the affordability of the rail programme.

## Roads

The Roads Directorate is responsible for the safe operation and maintenance of the Scottish trunk road network, roads policy, road safety, including oversight of progress towards national casualty reduction targets, Intelligent Transport Systems

and lighting, resilience, winter maintenance and transport planning of major events, roads and bridges design standards and air quality and the environment including climate change adaptation and asset management.

## **Transport Strategy and Analysis**

The Directorate has responsibility for the National Transport Strategy and all analytical services, providing the evidence basis for our policies and investment decisions affecting all of transport. It also coordinates and improves the effectiveness of our policy and investment delivery, ensuring the work of Transport Scotland and the transport system best contributes to the Government's strategic objectives of addressing climate change, through our contribution to the Climate Change Plan, including our target to reduce car kilometres by 20% by 2030 and transport contribution to tackling inequalities and eradicating child poverty, through our work on the future of public transport.



## Our contribution to The National Performance Framework

The focus of our Corporate Planning continues to be on how we will support, through our [National Transport Strategy \(NTS2\)](#), the transport focused National Outcomes within the [National Performance Framework \(NPF\)](#) and the [Programme for Government \(PfG\)](#).

The PfG is steered by the longer-term vision in the NPF, and its aim is to set out the actions required to deliver the outcomes within the NPF. The First Minister also published a new [policy prospectus](#), setting out how the government will deliver for Scotland over the next three years.

Our National Transport Strategy has been mapped against the National Outcomes within the NPF, contributing to nine of these, as well as all 17 of the Key United Nations Sustainable Development Goals.

We provide analysis on an annual basis to inform one specific National Indicator on Journeys by Active Travel. This reports on the proportion of short journeys less than 2 miles that are made by walking and the proportion of journeys under 5 miles made by cycling in Scotland.

To see how Transport Scotland's National Transport Strategy (NTS) contributes to the NPF you can visit our [NTS2 document](#).

## Our National Transport Strategy

Our [National Transport Strategy](#) (NTS2) sets out our vision for Scotland's transport system for the next twenty years. The vision is underpinned by four interconnected priorities: Reduces Inequalities, Takes Climate Action, Helps Deliver Inclusive Economic Growth and Improves our Health and Wellbeing.

The Strategy does not identify or present specific projects, schemes, initiatives or interventions, but sets out the strategic framework within which future decisions on investment will be made.

## Our Vision

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

## Promote equality

- Will provide fair access to services we need
- Will be easy to use for all
- Will be affordable for all

## Takes climate action

- Will help deliver our net-zero target
- Will adapt to the effects of climate change
- Will promote greener, cleaner choices

## Helps deliver inclusive economic growth

- Will get people and goods where they need to get to
- Will be reliable, efficient, and high quality
- Will use beneficial innovation

## Improves our health and wellbeing

- Will be safe and secure for all
- Will enable us to make healthy travel choices
- Will help make our communities a great place to live

## Key Deliverables 2023-24

To ensure that Transport Scotland maintains a robust and informative report of its actions over the year, we align our priorities with that of the National Transport Strategy. This allows us to deliver on our commitments aligned with our obligations under The Strategy.

## Promotes equality

1. We will support delivery of concessionary travel and bus sector support by providing a managed payment service.
2. We will deliver smart, integrated ticketing and payment policy, projects and services for public transport.
3. We will improve travel opportunities for disabled people by continuing to deliver under the Accessible Travel Framework.
4. We will complete Bus Taskforce work to address ongoing bus operator challenges and develop longer term bus sector transformation plans to improve sustainable bus service provision post covid.
5. We will continue preparation of the Islands Connectivity Plan
6. We will support delivery of the 20% car km route map working across government and with local and regional partners, including development of additional policy measures to reduce car demand.
7. We will complete our Fair Fares Review and publish our draft vision for public transport to set out our future priorities and the actions we will take to ensure there is a viable and sustainable public transport system for the future.

## Take climate action

1. We will work with the maritime sector in Scotland to transition to a decarbonised future while continuing to facilitate key movement of goods and people and offshore energy development.
2. We will support a just transition for people and businesses to establish the infrastructure required to enable sufficient and fair access for consumers and businesses to net zero transport options.
3. We will take action to accelerate progress to net zero in key sectors, namely trucks and heavy vehicles, to ensure the swiftest possible transition to zero-emission vehicles, whilst at the same time reducing car use.
4. We will maintain a programme of rail investment aligned to Scottish Government priorities which will maintain the continued safe and efficient delivery of existing services and continue with the delivery of the Scottish Government's Rail Decarbonisation Action Plan.
5. We will drive the decarbonisation of transport through the promotion of modal shift of passengers and freight from road and air to rail.
6. We will plan for and respond to resilience challenges and planned major events as they effect Scotland's strategic transport network.

## Helps deliver inclusive economic growth

1. We will support sponsor bodies, SRH, CMAL, DML, HIAL and Scottish Canals to ensure all necessary action is taken to allow each Board to deliver on Scottish Ministers objectives including financial stewardship and governance oversight of each individual body.
2. We will work with Scotland's airports to help restore lost connectivity, and grow international connectivity, while not returning to previous levels of emissions.
3. We will continue development of an aviation strategy and help to develop Scottish Government policy on sustainable aviation fuel (SAF).
4. We will support the enabling environment for bus transformation through delivery of the Bus Partnership Fund, Transport (Scotland) Act Powers and Community Bus Fund.
5. We will develop options and take steps to ensure service continuity on the Clyde and Hebrides ferry network until the next generation of the contract has commenced.
6. We will develop and procure the next generation of the Clyde and Hebridean Ferry Services (CHFS) contract, building on lessons learned from previous contracts, and the knowledge gained through ongoing stakeholder engagement.
7. We will continue to manage the Clyde and Hebrides and Northern Isles Ferry Service Contract.
8. We will deliver an investment programme for vessel replacement and associated port and harbour infrastructure.
9. We will continue to progress the A9 Dualling programme between Perth and Inverness; take forward a transport enhancement programme on the A96 corridor; and conclude the A96 Corridor Review.
10. We will progress the Medium-Term Solution and announce the preferred route for the Long-Term Solution for the A83 Access to Argyll and Bute.
11. We will strive to secure a safe and efficient performance and capability for Scotland's Railway infrastructure through the regulatory process.
12. We will protect, promote and enhance the devolved responsibilities of Scottish Ministers for Scotland's Railway, including through engagement with wider UK Government on rail reform process.
13. We will ensure that arrangements are in place to maintain the delivery and development of Caledonian Sleeper services.
14. We will continue to safely operate and maintain Scotland's trunk road and bridge network using established and robust asset management and environmental principles.
15. We will grow supply chains, skills and innovation in zero emission mobility ensuring Scotland will maximise benefits from the move to net zero through green jobs and just transition.

16. We will publish an investment plan for transport, following the conclusion of STPR2.
17. We will lead work for Transport on the UKG Bill and subsequent Scottish Parliament processes for the repeal of Retained EU Law; and to lead and coordinate the Transport Scotland input to any UKG transport related bills being progressed.

## **Improve our health and wellbeing**

1. We will promote a modal shift to active and sustainable travel through joined up infrastructure, behavioural interventions and equal access to bikes.
2. We will improve delivery, investment, and governance of Active Travel through the introduction and implementation of recommendations for Active Travel Transformation.
3. We will demonstrate environmental sustainability through the delivery of environmental protection, community benefit, climate change mitigation/adaptation and air quality initiatives across our operations, projects and maintenance activities.
4. We will work with key stakeholders and partners to implement the Road Safety Framework to 2030 to support the delivery of the safe system and the targets to halve road fatalities and serious injuries by 2030.
5. We will continue to manage, maintain and develop the Traffic Scotland Service and the provision of accurate and relevant traffic and travel information to customers through roadside display equipment, variable message signs, and web services, contributing to the safe, efficient and resilient operation of the trunk road and motorway network.
6. We will support Scotland's first Low Emission Zone enforcement scheme in Glasgow and work towards the introduction of Low Emission Zones in Edinburgh, Dundee and Aberdeen in 2024.

## **Putting people at the heart of our delivery**

1. We will monitor and improve upon wellbeing, particularly mental health by offering strategic interventions to build the mental resilience and wellbeing of all colleagues in the organisation.
2. We will support the move of TS HR and Finance data to Oracle Cloud to create a joined-up service, with improved data and insight.
3. We will provide media, corporate and digital communications services to the agency and Ministers.
4. We will provide guidance, advice, supporting policies and services to ensure Transport Scotland complies with its statutory responsibilities and functions in an effective & efficient manner.

5. We will procure, manage and deliver a full fit-out programme for our new headquarters at 177 Bothwell Street, Glasgow.
6. We will ensure we are undertaking high quality analysis and providing evidence-based advice across the transport portfolio, to inform policy decisions within and affecting transport.
7. We will take forward the Organisational Design transformation programme which aims to make us more resilient, delivery focussed and flexible and will align with our Civil Service values. We will work inclusively with staff to develop options for structural change that better balance workload to staff professions and availability and create softer boundaries between teams to bring efficiencies.

## Our climate and environmental responsibilities

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 increases the ambition of Scotland's emissions reduction targets from [Climate Change \(Scotland\) Act 2009](#) and commits Scotland to a 75% reduction in greenhouse gas emissions, from 1990 levels, by 2030, 90% by 2040 and to reaching net zero by 2045. Transport continues to be the largest contributor to Scottish Greenhouse Gas Emissions and the transport sector envelope published in the [Climate Change Plan update \(CCPu\)](#) requires reducing emissions from transport by 56%, from 1990 levels, by 2030, 70% by 2040 and decarbonise completely by 2045.

Adapting to climate change, reducing transport emissions and the move to a low carbon economy remain at the core of Transport Scotland's policy and decision making. The Climate Change Team leads on climate change policy, setting the strategic direction and building the evidence base on how to reduce emissions from Scotland's transport sector to meet the targets set out in the [Climate Change \(Scotland\) Act 2009 updated by the 2019 act](#).

Our updated Climate Change Plan (CCPu) includes transport policy outcomes, policies and proposals covering the period up to 2032 including policy outcomes reducing car kilometres by 20% by 2030, phasing out the need for new petrol and diesel cars and vans by 2030, decarbonising Scotland's rail services by 2035 and decarbonising scheduled flights within Scotland by 2040.

Progress reporting on CCPu commitments and just transition elements is completed annually including for the transport sector as part of a Monitoring Framework. This provides greenhouse gas emissions statistics, a suite of policy outcome indicators, and a policy tracker monitoring implementation of specific policies and proposals.

Greenhouse gas emissions statistics provide the highest-level measure of progress at an economy wide and sectoral level; a suite of policy outcome indicators measure the success of policies in achieving the changes that are needed; and a policy tracker monitoring implementation of specific policies and proposals. The third annual monitoring report on the CCPu was published in May 2023: [Climate Change Plan Monitoring Reports 2023 \(www.gov.scot\)](#)

We are aiming to bring forward a draft of the next full Climate Change Plan which will set out our pathway to meeting our emissions reduction targets out to 2040 and continue the good progress towards Net Zero which has already been made. Transport Scotland has published [The Carbon Account for Transport \(CAT\)](#). This publication, produced by Transport Scotland, provides a detailed analysis of Scottish

transport emissions. Our twelfth edition of the CAT contains the latest inventory revisions alongside Scotland's key transport emissions trends for 1990-2018. The data used in this report is sourced from the annual publication of UK-wide annual emissions produced by the National Atmospheric Emissions Inventory (NAEI).

We are required as part of our [Climate Change \(Scotland\) Act 2009](#) to submit our annual emissions performance to Scottish Ministers via the [Climate Change \(Duties of Public Bodies: Reporting Requirements\) \(Scotland\) Order 2015](#). This report acts as Transport Scotland's function to assess our corporate emissions performance in relation to carbon emissions against a 2015-16 baseline as outlined in the [Carbon Management Plan \(CMP\) 4th Edition](#).



## Finance and governance

Our [Framework document](#) summarises how we work with the Scottish Government (SG) and our key roles and responsibilities. The Framework Agreement does not confer any legal powers or responsibilities, it forms a key part of our accountability and governance framework and is subject to regular review, with any changes agreed by Scottish Ministers.

The Chief Executive is accountable to the Scottish Ministers for the economic, effective, and efficient operation of the Agency and is responsible for providing assurance in relation to financial and operational performance. The Chief Executive is appointed as the Accountable Officer for the agency by the Principal Accountable Officer for the Scottish Administration (the Permanent Secretary).

Our Senior Management Team are responsible for monitoring and challenging progress against our objectives on a quarterly basis, and we formally report on our performance against our objectives within our Annual Report and Accounts each year.

As part of our Performance Monitoring processes, we also review the Risks and Challenges that may impact on the achievement of our objectives and put in place appropriate mitigating actions.

Our Audit and Risk Committee provides additional challenge and external perspective to the work of the Agency and is also responsible for drawing significant matters arising to the attention of the Scottish Government Audit and Assurance Committee.

## Information Management

Transport Scotland complies with the [Scottish Government Records Management Plan](#) which sets out how we maintain our information and records in an effective manner while complying with key legislative requirements. We adhere to the key principles of the UK General Data Protection Regulation (GDPR) and Data Protection Act 2018 and conduct an annual compliance review to monitor compliance with the legislation. As a Scottish public authority, we are subject to the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004, and we actively monitor performance in relation to responding to requests for information within the statutory timescales.

## Sponsored Bodies

Continuing to provide funding for public transport services and to improve and maintain transport infrastructure in Scotland is vital in allowing the people of Scotland to travel freely while ensuring we minimise our global impact on the environment.

Transport Scotland funding also reflects our role as sponsor of:

- Caledonian Maritime Assets Limited (CMAL)
- David MacBrayne Limited (DML)
- Highlands and Islands Airports Limited (HIAL)
- Scottish Canals (SC)
- Scottish Road Works Commissioner (SRWC)
- ScotRail Holdings Limited (SRH)

We undertake the Scottish Ministers' role as the sole shareholder of CMAL, DML and HIAL. DML is funded from the operation of its subsidiaries, including CalMac Ferries which operates ferry services under a Public Service Contract with Transport Scotland, which also includes payment to CMAL for the use of its vessels, ports and harbours. CMAL funds the vessels by loans from Transport Scotland and we also provide them with grant funding for agreed port and harbour improvements.

We provide funding directly to HIAL, SC and SRWC to cover the net cost of their operations and capital investment.

Network Rail is a UK central government body sponsored by the Department for Transport but we provide funding towards the operation, maintenance and renewal of the railway in Scotland under the terms of a Network Grant and for its enhancement under the terms of Enhancement Grant.

## Transport Resources

Transport Scotland's financial resources form part of the overall Scottish budget, which is currently set on an annual basis. Table 1 sets out the Budget Bill for 2023-24, with comparative figures for 2022-23.

<b>Transport Service</b>	<b>Budget Bill 2022-23 £000's</b>	<b>Budget Bill 2023-24 £000's</b>
Rail Services	1,401,946	1,418,262
Concessionary Travel	413,886	425,693
Motorways and Trunk Roads	721,166	775,769
Ferries	315,244	439,970
Air	79,020	73,977
Other Transport	356,211	346,334
Local Authority Grants (RTP and Cycling) / Support for Active Travel / Inter Island Ferries	58,454	58,454
<b>Total</b>	<b>3,345,927</b>	<b>3,538,459</b>

Table 1: Transport Scotland Budget Bill



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Published by Transport Scotland, December 2023

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