



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

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Carbon Management Plan

3rd Edition

2016

Contents

Executive Summary	3
1. Organisational Profile	4
1.1. Background to the Organisation	4
1.2. Review of Transport Scotland's CMP v1 and v2	4
1.3. Legislative and policy context for public bodies climate change duties reporting	5
2. Governance, Management and Strategy	7
2.1. Mandate	7
2.2. Governance	7
2.3. Green Network	7
2.4. Communication, Awareness and Training	8
2.5. Annual review	8
3. Corporate Emissions, Targets and Projects	9
3.1. Corporate emission sources and scope and organisational boundary	9
3.2. Data	10
3.3. Baseline	10
3.4. Corporate emissions targets	11
3.5. Business As Usual (BAU) & Value At Stake	11
3.6. Projects	12
4. Adaptation	15
5. Procurement	16
6. Validation	17

Executive Summary

This is the third Carbon Management Plan for Transport Scotland.

The national transport agency for Scotland, our purpose is to support and advise the Scottish Government on strategy and policy options for transport in Scotland, and increase sustainable economic growth through the development of national transport projects.

Our Carbon Management Plan (CMP) sets our new corporate carbon emission baseline along with associated targets and projects until 2019/20, where the goal is to reduce emissions within our sphere of influence. The emission scope has widened to cover both operational emissions from our building and travel, and trunk road lighting emissions (also known as Network Energy emissions). As such, we have broken down our baseline, targets and projects to reflect the technical and source-apportionment diversity of our in-scope emission sources.

The 2015/16 baseline for our Operational Carbon Footprint is 1,375,447 Kg/CO₂e, based on our average emissions for the last 6 years. The 2015/16 baseline for our Network Energy's Emissions Footprint is 20,847,000 Kg/CO₂e.

Our targets are as follows:

- **By 2019/20, Transport Scotland will have reduced our operational emissions carbon footprint by 20% on a baseline of 2015/16.**
- **By 2019/20, Transport Scotland will have reduced our Network Energy emissions carbon footprint by 25% on a baseline of 2015/16.**

Following the approach of previous CMP's, a number of projects have been identified to mitigate our Operational Carbon Footprint across business travel, energy/utilities and waste. Relative to our Network Energy emissions, the emission savings that will be realised from the Operational Carbon projects will be small but they will be important from a reputation perspective, as we are a significant public body which must be leading by example. Network Energy emission projects centre around lighting energy consumption from the trunk road network.

Our Senior Management Team has strategic responsibility for the CMP. A small CMP management team will be responsible for project-specific decision making, project implementation, monitoring, internal staff communications and engagement, and an annual review of the CMP progress. This team will also provide contributions into our Annual Account and mandatory Climate Change Public Bodies Duties Report. We will refresh our Green Network comprising Directorate business managers and staff who volunteer on a project-by-project basis.

We have streamlined our approach to corporate carbon management, by removing metrics such as Value at Stake and Business as usual, which were noted in previous CMP's. These metrics simply do not provide a useful measure to an organisation where the projects and schemes, which are outwith the CMP scope, lead to variations in emissions that are in scope.

1. Organisational Profile

1.1. Background to the Organisation

Transport Scotland is an agency of the Scottish Government. On behalf of Scottish Ministers, we deliver the Government's programme of major new road and rail projects and oversee the safe and efficient running of Scotland's trunk roads, rail networks, non-profit life-line aviation, canals, ferries, ports and harbours. We also provide Ministers with information and assistance regarding portfolio policies and transport strategy. The most recently published annual account for 2015/16 stated that our revised budget was just over £2.1bn.

We currently employ 391 full time equivalent staff and our office estate is a mixture of leased and owned property at Buchanan House in Glasgow, Victoria Quay in Edinburgh and the Traffic Scotland Control Centre at South Queensferry.

Our most recent Corporate Business Plan has a specific delivery priority to seek “low carbon technology and infrastructure, reduced emissions”, and the refreshed National Transport Strategy¹ reiterates that this concept is still fit for purpose. Our Annual Business Plans have previously committed to implementing a Carbon Management Plan (CMP), and this will not change; through our CMP, we will seek to reduce emissions within our sphere of influence. We would note that the scope of this CMP is different to previous versions.

1.2. Review of Transport Scotland's CMP v1 and v2

We previously published corporate travel plans for 2008/10 and 2010/13, as our first statements of intent concerning our operational carbon emissions. In 2011, we participated in the Carbon Trust's Carbon Management Programme and published our first CMP in the same year. The CMP was subsequently refreshed in 2013, explaining the v1 and v2 notation². As such, we have a well-established process for measuring and monitoring 'corporate operational' carbon emissions that we considered to be directly within our sphere of influence and control e.g. our buildings, business and commute travel and waste.

Over the last 8 years, we have learnt several lessons concerning corporate carbon management in a public body. Firstly, sourcing, collecting, cleansing, storing and reporting data is time-consuming but essential. We have found that data must be checked for accuracy because raw data originally provided in good faith by our

¹<http://www.transportscotland.gov.uk/system/files/documents/reports/Transport%20Scotland%20-%20National%20Transport%20Strategy%20-%20January%202016%20-%20final%20online.pdf>

² In 2011, Transport Scotland set a reduction target of 16% based on a 2010 (calendar year) carbon footprint baseline of 1,070 tCO₂e. In 2013, this was revised to a 16% reduction based on a 2010/11 by the end of 2015/16.

suppliers has been found to contain a combination of simple typing errors and unexplainable travel distance figures; amounting to fairly significant and substantial errors in the raw datasets. Secondly, setting emission targets can be influenced by limited (and arguably non-transferable) third party evidence of carbon savings activities detailed in a Carbon Management Project Register tool (CMPR), where the projects are arguably not comparable to our own organisation. In our CMP v2, we noted that a reduction target should be ‘challenging but realistic’, and we still agree with this ethos.

In retrospect, our CMP v1 and v2 targets were too ambitious, as they relied heavily on the CMPR tool’s prediction of emission savings from ‘typical’ corporate projects. However, an organisation with operations that change annually will struggle to meet year-on-year emission reduction targets, particularly when the targets are related to essential travel and an estate which is predominantly leased. This is perhaps where we differ from the majority of our major public body peers in Scotland.

This third revision of the CMP, in part, reflects this learning to date, but also takes account of the recent public bodies duties climate change guidance and associated reporting requirements³, along with the requirement to include an update on our corporate emissions within our Annual Report and Accounts.

1.3. Legislative and policy context for public bodies climate change duties reporting

In 1997, the Kyoto Protocol saw ratifying countries agree to commit to reductions in their carbon emissions by, on average, 5.2% below 1990 levels by 2008/12. Whilst not legislative, the Stern Review⁴ in 2006 on the Economics of Climate Change provided compelling economic reasons to address climate change. More recently, at the UN COP21 in 2015, the Paris Agreement provided certainty about the global low-carbon future to limit a global temperature rise to 1.5°C. Recently, Scotland signed up to the Compact of States and Regions, which is the first ever single, global account of reduction targets made by state and regional governments; following Scotland’s world leading climate change legislation.

The Climate Change (Scotland) Act 2009 set challenging national carbon reduction targets of a 42% reduction by 2020 and 80% by 2050 compared to 1990 levels. The Act has also placed a statutory duty (known as the public bodies duties) on public sector bodies like Transport Scotland to act:

- In the way best calculated to contribute to the delivery of the targets
- In the way best calculated to help deliver any programme laid before the Scottish Parliament

³<http://www.keepsotlandbeautiful.org/sustainability-climate-change/sustainable-scotland-network/climate-change-reporting/>

⁴ Stern Review Report on the Economics of Climate Change. N Stern, 2006. HM Treasury, London.

- In a way that is considered most sustainable.

Legislative instruments such as the Climate Change Levy (CCL) and Carbon Reduction Commitment – Energy Efficiency Scheme (CRC EES) have been introduced by the UK Government, with the CRC EES introducing a carbon trading to energy intensive organisations that are not part of the EU ETS; Transport Scotland fall under the CRC EES. Under the CRC-EES obligations Transport Scotland is required to evidence measures that deliver energy consumption reduction from roadside electrical assets on Trunk Road Network (TRN).

The public bodies duties climate change guidance offers three clear requirements for public bodies:

- To outline our governance, management and strategy on carbon management – This is outlined in Section 2.
- To state our climate change mitigation objectives from corporate plans and climate strategies – This CMP is focusing on corporate emissions only, with the corresponding objectives outlined in Section 3.
- To publish corporate emissions, targets, associated projects and estimated savings associated with corporate carbon – This is outlined in Section 3.

2. Governance, Management and Strategy

2.1. Mandate

The CMP is a deliverable within our Corporate (and Annual Business) Plan. The CMP inclusion in these documents is a clear mandate and commitment from our Chief Executive that action on carbon management is a mandatory task that is applicable across, and should be embedded within, our Agency operations. Delivery of the CMP tasks will require a sustained momentum, management accountability and a governance structure.

2.2. Governance

A small CMP management team is responsible for strategic decision making and reporting, comprising officials who (1) provide raw data from various sources, (2) oversee, monitor and verify the implementation of CMP actions and provide (3) senior civil servants within our senior management team with information to sign off on projects and annual reports. Our SMT have strategic responsibility for the CMP. The governance structure for this CMP has been influenced partially by our experience of what has not worked in the past. Reliance on a purely voluntary setup is not sufficient. However, a project within this CMP aims to determine how wider cross directorate engagement can be achieved across both managers and staff generally. Engagement with the wider Scottish Government Green Champions network will also be sought.

The CMP management team will (1) provide our Senior Management Team and Minister with periodic updates; (2) prepare and publish an annual Sustainability Report online, in tandem with completing and submitting the annual public bodies duties form; (3) collaborate and share learning on CMP delivery with other agencies via the SASnet forum; (4) prepare, deliver and assess behavioural change campaigns, seminars and activates; and (5) publish updates on CMP actions.

2.3. Green Network

In CMP v2, we stated that ‘responsibility and accountability for driving the operational and behavioural changes necessary to reduce our office-based emissions has been assigned to our [voluntary] Green Network’⁵. For CMP v3, our Green Network will be more structured with a Terms of Reference and will encompass the following:

- Directors for each Directorate of Transport Scotland will be lead owners of the CMP within the areas that they oversee.
- Business managers from each of our Directorates will be permanent members; they will have responsibility for communicating messages to encourage good environmental practices amongst colleagues and managing their own

⁵ Note that voluntary ‘Green Networks’ or ‘Green Champions’ are evident in other major public bodies.

Directorates carbon footprint within reason⁶. The business managers will receive training prior to commencing in this role.

- Our staff will be asked to volunteer, but they may wish to engage on a project-by-project basis. Volunteers may be asked to advocates for behaviour change campaigns or consider how the Green Network can be woven into their own appraisal objectives.

2.4. Communication, Awareness and Training

The CMP and associated periodic updates will be published on our website and will be promoted via Twitter and Facebook. We will communicate with staff via or staff notice, Chief Executive bulletin, office noticeboards and social media. We will create a CMP Communications Plan based around the projects listed in Section 3.

2.5. Annual review

The CMP must be a live document, and will be reviewed on an annual basis to ensure that it is fit for purpose to deliver targeted carbon savings. We do not intend to publish a CMP every year, but we will publish amendments as necessary, with review findings captured in our annual Sustainability Report. Our annual review will monitor the following:

- Progress towards our overall CMP carbon reduction target.
- Progress with, and close-out of, identified carbon reduction projects.
- Identification of financial savings achieved as a result of carbon reduction projects.

We will continue to fulfil reporting requirements on our environmental performance through a range of other mechanisms, such as the CRC Registry to record our fossil fuel energy consumption.

⁶ This approach of administering internal Directorate or departmental carbon budgets has been utilised successfully by SNH, and offers a dual win of defining accountability (to be praised or challenged as necessary) and fostering ownership of actions that impact on a Directorates carbon footprint

3. Corporate Emissions, Targets and Projects

3.1. Corporate emission sources and scope and organisational boundary

The scope of our corporate carbon footprint is shown in Figure 1 and sets out the emission sources that are within, and outwith, our corporate carbon footprint. The emission sources are defined under Scope 1, 2 and 3 according to the WRI Guidance for Public Sector Organisations and the Greenhouse Gas Protocol⁷. Boundary definitions are determined by a combination of the extent of our estate, the transport activities under our operational control, and the availability of good quality data. Following discussion with Keep Scotland Beautiful’s Sustainable Scotland Network, we have set our boundary to include our office-based operations and energy consumption on the Trunk Road network; the latter was scoped out of our previous CMP’s. Operations carried out on behalf of Transport Scotland will remain outside the scope of our carbon footprint, but may be captured in the climate change duties reporting of footnote 3 under the recommended reporting section.

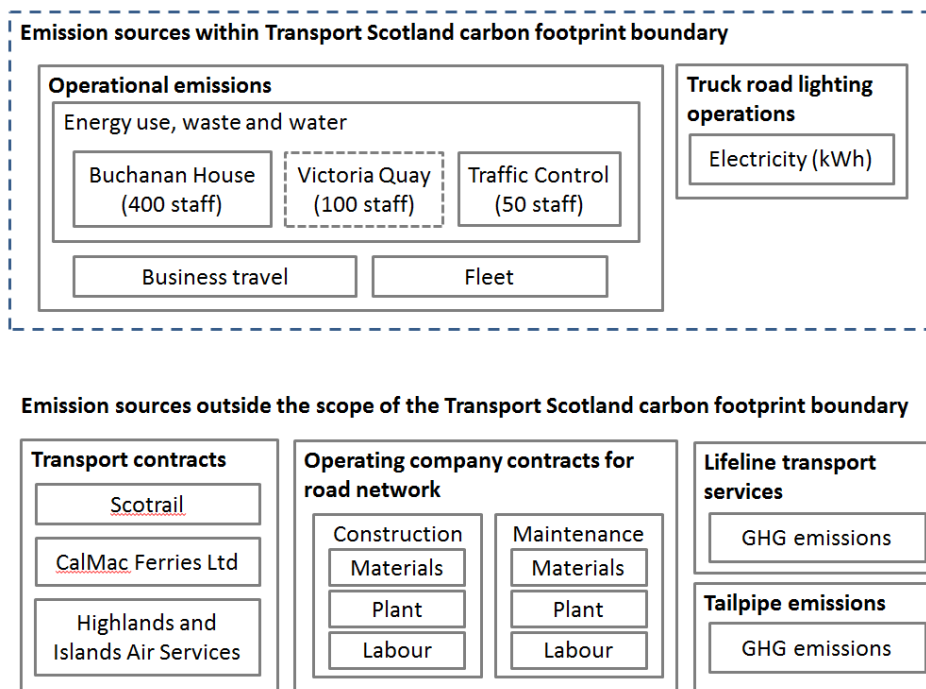


Figure 1 – Transport Scotland’s carbon footprint scope

⁷ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition, World Resources Institute; World Business Council for Sustainable Development, 2004.

3.2. Data

The data sources used to calculate the baseline are based on data provided by both internal and external partners, which we capture in the Resource Efficient Scotland’s Baseline Toolkit. Our sources include our building agent and FM contractors, Scottish Government travel agent and hire car provider and our own commute to work survey. Data is converted into a CO₂e tonnage equivalent using DEFRA factors for Company Reporting⁸. Network Energy data is sourced from a combination of metered and unmetered assets on the trunk road network, with data provided from our energy supplies to our Network Operations Team.

3.3. Baseline

Our baseline derives from the rich datasets that we have collected since (i) we published our first CMP and (ii) started providing data for CRC. We have an overall baseline which will be reported via the mandatory Climate Change Public Bodies Duties Reporting. This is a combination of our operational emissions and the network emissions as defined in the scope of Table 1. Given the variation between these emission sources in terms of the mitigation necessary to reduce emissions, we have created two separate baselines specific for these emission sources.

Table 1 provides the baseline data for our Operational Carbon Footprint. The baseline set in this CMP is based on the average emissions for the last 6 years, but for reporting purposes will be described as the baseline for 2015/16. Appendix B provides a detailed breakdown of the individual consumptions for each element of the operational carbon footprint.

Metric	Business Travel	Commute Travel	Electricity	Gas	Waste	Water	Total Baseline
Kg/CO ₂ e	187,717	154,504	764,976	265,257	2,022	1,971	1,375,447

Table 1 - Operational Carbon Footprint for 2015/16, labelled as Operational emissions in Figure 1.

⁸<http://www.ukconversionfactorscarbonsmart.co.uk/>

Table 2 provides the baseline data for our Network Energy’s Emissions Footprint. This data is the actual data for that year, rather than an average for a collection of years. The information is based on the data supplied for CRC reporting.

Metric	Baseline in 2015/16
kWh	38,787,047
kg/ CO2e	20,847,000

Table 2 - Operational Carbon Footprint and Network Energy Emissions Footprint combined.

Table 3 provides the overall baseline data for our Operational Carbon Footprint and Network Energy Emissions footprint combined.

Metric	Network Energy	Operational Carbon Footprint	Combined Baseline
kg/ CO2e	20,847,000	1,375,447	22,222,447

Table 3 - Network Energy’s Emissions Footprint, labelled as trunk road lighting in Figure 1.

3.4. Corporate emissions targets

Setting measurable, achievable and realistic targets against a timeline relies on credible data. We have set the following targets:

- **By 2019/20, Transport Scotland will have reduced our operational emissions carbon footprint by 20% on a baseline of 2015/16.**
- **By 2019/20, Transport Scotland will have reduced our Network Energy emissions carbon footprint by 25% on a baseline of 2015/16.**
- **By 2019/20, Transport Scotland will have obtained carbon emission datasets from 100% of our transport network operations.**

3.5. Business As Usual (BAU) & Value At Stake

Due to the nature of our operations, analysis of projected emissions and the expected impact on a BAU figure is not considered relevant or particularly helpful. Likewise providing a breakdown of the Value At Stake is not practicable or feasible; this is the cost to Transport Scotland if no action is taken to invest in carbon saving measures.

3.6. Projects

In order to achieve the corporate emissions targets noted in Section 3.4, we have identified a number of carbon reduction projects. These are outlined in Table 4 and Table 5 for Operational Carbon and Network Energy respectively. Following the commentary of Section 1.2, we have not quantified the predicted carbon savings for each project due to yearly variation in our activities.

Project Name		Description
Business Travel		
Air Travel	BT1	All UK air travel within and beyond the UK requires Director approval/sign off via an air travel approval form.
	BT2	Where more than one member of staff wish to use Air Travel to a meeting or destination, a separate business case should be submitted for Director approval.
	BT3	Default position: No air travel for all staff unless the actions noted in BT1 and/or BT2 are followed.
Vehicle Fleet	BT4	Create a fleet of vehicles via long term hires.
Cycling Facilities	BT5	Additional shower facilities
	BT6	Dedicated storage/locker space
	BT7	Larger cycle shed to securely store staff bikes
	BT8	Discounted safety equipment (helmets etc)
	BT9	Dr Bike maintenance and cycling workshops organised at our offices
Discounted Public Transport	BT10	We will provide staff with discounted public transport travel
Bike sharing network	BT11	Staff will be offered access to a membership for local bike sharing networks, such as Next Bike in Glasgow.
Pool Bikes	BT12	We will purchase Brompton bikes to offer staff a bike fleet option for short duration business travel.
Mandatory Intercall Account	BT13	Staff who are known to travel for business will be provided with an Intercall account (if they don't have one already).
SG training at BH	BT14	We will seek internal SG training course to be undertaken at Buchanan House.
Smarter Working	BT15	All directors and managers to promote more flexible working arrangements including home working, working from different locations and variable core hours to staff to reduce commuting, increase wellbeing and productivity and monitor uptake.
Energy and Utilities: Electricity/Gas		
Lighting	EU1	Installation of manual light switches
	EU2	Occupancy sensors

Project Name		Description
	EU3	Daylight sensors
	EU4	LED lighting
All computer and printer equipment to switch off at night rather than just on standby	EU5	Computers and printers are powered within Buchanan House should allow these devices to shut down at the close of day
Energy Efficient equipment	EU6	Ensure base power requirement is lowered through purchase and effective operation of all equipment
Remove radiators from Buchanan House stairwells	EU7	Stairwells in Buchanan House do not require to be heated
Smarter Working - Reduction of office space	EU8	Reduce the office space occupied at Buchanan House.
Water		
Waterless Urinals	WT1	Installation of Waterless Urinals to replace current set-up
Waste		
Zero Waste to Landfill	WA1	Minimise waste sent to landfill, and ensure that waste that is unavoidable is segregated at source for recycling.
Removal of plastic cups at water fountains	WA2	Transport Scotland will remove all plastic cups from water fountains. Staff should be supplied with a mug which can be reused. Glassware should be available in the kitchen areas to allow staff to furnish visitors with water.
Dyson Air Blade	WA3	Paper towel dispensers replaced with hand dryers.

Table 4 - Operational Carbon reduction projects.

Project Name	Description
Trunk Road Network Operator – North West Area (BEAR)	Upgrade Road Lighting Assets to LED Luminaires complete with Central Management System capability
Trunk Road Network Operator – North East Area (BEAR)	Upgrade Road Lighting Assets to LED Luminaires complete with Central Management System capability
Trunk Road Network Operator – South East Area (AMEY)	Upgrade Road Lighting Assets to LED Luminaires complete with Central Management System capability
Trunk Road Network Operator – South West Area (STS)	Upgrade Road Lighting Assets to LED Luminaires complete with Central Management System capability
Trunk Road Network Operator – M80 DBFO (HMG/JACOBS)	Upgrade Road Lighting Assets to LED Luminaires complete with Central Management System capability
M8 M73 M74 Improvements – M8 DBFO	Install LED luminaires for Road Lighting complete with Central Management System capability
Aberdeen Western Peripheral Route – Aberdeen Roads Limited	Install LED luminaires for Road Lighting complete with Central Management System capability
Forth Replacement Crossing	Install LED luminaires for Road Lighting complete with Central Management System capability

Table 5 - Network Energy's carbon reduction projects⁹.

⁹ Emission factors for electricity alter annually, and are predicted to decrease by 75% between 2015 and 2035. Along with current predictions that the UK grid decarbonisation, this will lead to a gradual reduction in kg CO₂e per kWh for grid electricity.

4. Adaptation

Risks to transport infrastructure from future climate change, along with the actions we will take, have been assessed and outlined in the Scottish Climate Change Adaptation Programme¹⁰. We have long term objectives for the transport sector, and associated priority objectives up to 2019/20 which principally cover flooding, severe weather, high winds, scour and debris impact, coastal erosion and (under preparedness from less frequent) disruptive snowfall events. Our approach to such risks will take account of the Climate Change Committee's 'UK Climate Change Risk Assessment 2017'¹¹.

We report on our approach to adaptation annual via the Climate Change Committee Adaptation Sub Committee, who in turn provide advice to Scottish Ministers on this topic¹². An annual report on our adaptation actions is also published in our mandatory Climate Change Public Bodies Duties Report.

¹⁰ <http://www.gov.scot/Publications/2014/05/4669>

¹¹ <https://www.theccc.org.uk/uk-climate-change-risk-assessment-2017/>

¹² <https://www.theccc.org.uk/scotland/>

5. Procurement

Assessing our current level of sustainable procurement performance, and the actions required to improve, will be achieved by implementing the new Flexible Framework Assessment Tool in 2016/17¹³. An action plan will outline our route to progress through the five levels of the Flexible Framework across the topics of people, objectives, process, stakeholders and monitoring/reporting.

Environmental risk, opportunities and scope including climate change will be assessed via the Sustainable Public Procurement Prioritisation Tool. We will also seek to adopt the Sustainability Test, in order to help embed relevant and proportionate sustainability requirements into our frameworks and major scheme contracts.

¹³<http://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools>

6. Validation

An internal validation process of the data and information used to underpin the CMP is undertaken by our Environment and Sustainability team. Our Senior Environment and Sustainability Advisor coordinates the data compilation and checks the raw data sets on a quarterly basis for accuracy and relevance. As noted in Section 1.2, this level of scrutiny is required because the raw datasets, predominantly associated with business travel, are prone to contain administrative or unexplainable errors.

The Head of Environment and Sustainability is provided with a summary of the errors found, along with a summary of the 'cleansed' data sets (monthly reports on business travel are also sent to our Senior Management team). These steps are necessary as the data is subsequently used by our Senior Environment and Sustainability Advisor to report on our CMP performance via our Annual Report and Accounts and our mandatory Climate Change Public Bodies Duties Report. The Head of Environment and Sustainability reviews both submissions as a form of final validation prior to the reports being submitted to our Senior Management Team for approval to publish.

Appendix A

Detail of the individual consumptions for each element of our Corporate operational emissions, along with the average for the six years between 2010/11 and 2015/16 is shown in Table 6. The average 2015/16 carbon footprint is also shown in Table 6, for the purposes of setting a new baseline in this CMP, as noted in Section 3.3.

Operation Data	Metric	Baseline in 2010/11 ⁽¹⁾	Actual in 2011/12 ⁽¹⁾	Actual in 2012/13 ⁽¹⁾	Actual in 2013/14 ⁽¹⁾	Actual in 2014/15 ⁽¹⁾	Actual in 2015/16	6 Year Total	Average 2015/16
Business travel overall	kg/ CO2e	186,457	165,145	152,052	217,009	217,639	182,000	1,120,302	186,717
Gas	kg/ CO2e	292,771	244,702	289,796	233,821	265,456	265,000	1,591,546	265,257
Electricity	kg/ CO2e	757,848	737,023	749,566	756,436	784,988	804,000	4,589,861	764,976
Waste	kg/ CO2e	1,097	2,316	2,405	2,408	2,906	1,000	12,132	2,022
Commute Travel	kg/ CO2e	163,194	166,105	149,665	154,327	155,735	138,000	927,026	154,504
Water	kg/ CO2e	1,732	1,732	1,732	1,764	1,863	3,000	11,823	1,971
Total	kg/ CO2e	1,403,099	1,317,023	1,345,216	1,365,765	1,428,587	1,393,000	8,252,690	1,375,447

Table 6 - Individual consumptions for each element of our Corporate operational emissions along with an average emission figure for 2015/16



**TRANSPORT
SCOTLAND**

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