Scottish Trunk Road Network

Asset Management Policy and Strategy

2026

Trunk Road Network Asset Management Policy

An Effective Transport System

Our transport system is essential to supporting the Scottish Government's purpose of creating a more successful country. As the national transport agency, Transport Scotland delivers the Government's vision for transport, supporting goals to reduce inequalities, take climate action, deliver inclusive economic growth, and improve the health and wellbeing of our nation.

This vision is described in the National Transport Strategy (NTS2). Its delivery is enabled by the Strategic Transport Projects Review 2 (STPR2) recommendations and investments.

The Trunk Road Network

Transport infrastructure is a cornerstone of the Scottish Government's strategy for a thriving, modern Scotland. The trunk road network, with a value over £33 billion, is a critical national asset, linking cities, towns, rural areas, airports, and ports. It underpins Scotland's economy and daily life by enabling the smooth flow of people, goods, and services.

Contributing over £1.84 billion to the economy each year, Scottish trunk roads are vital for economic growth. They also provide fair access to jobs and services and connect visitors to Scotland's natural and cultural landmarks.

Well-maintained road assets enable the ongoing availability and operation of the network. The investment made in our network provides for essential maintenance and renewal to maintain asset condition. Roads in good condition reduce travel times and carbon emissions, aligning with environmental goals, and enhancing quality of life for nearby communities.

Commitment to Road Asset Management

By publishing this Policy and the Strategy that follows it, Transport Scotland's leadership team is reconfirming its commitment to effective asset management in the Roads Delivery and Operations Directorate. We will align our activities to the Scottish Government's goals and investment hierarchy. We will apply the values, policies, and priorities set out in Transport Scotland's Corporate Plan.

We will continue to prioritise delivering what our customers need, as well as meeting all our statutory responsibilities for roads to be maintained in a safe condition.

We will plan for the long-term and co-ordinate the activities undertaken over the life cycles of our assets to deliver the best value for our customers.

We are committed to ongoing improvement of our asset management approach, aligning with international good practice. Our updated approach is set out in this Asset Management Policy and Strategy, and the accompanying Road Asset Management Plan, which provides further details on our activities.

Together, this means that the Scottish Government can deliver better outcomes for the public while ensuring long-term value from roads infrastructure investment.

Alison Irvine

Chief Executive

February 2026

Trunk Road Network Asset Management Strategy

Our network is one of the largest assets managed by Scottish Government, with a value of over £33 billion.

Transport Scotland Roads

Our Purpose and Objectives

The Scottish Government and Transport Scotland have a long-term commitment to maintaining the trunk road network in a manner that supports our national vision, aims, and objectives.

Our national vision for transport, outlined in the National Transport Strategy (NTS2), is 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 have a legal duty to ensure the safe management of the trunk roads.

Our Roles

- The Scottish Government sets the vision for transport including the policies, objectives and priorities for roads and road transport.

- Transport Scotland is the national transport agency, delivering the Scottish Government's vision for transport, and accountable to Parliament and the Public through the Scottish Ministers.

Scope of our Road Asset Management Strategy

We use Scottish Government policies, objectives and priorities, NTS2 vision, and our Corporate Plan, to form the basis of our asset management approach, which is explained in this **Road Asset Management Strategy**.

This Strategy describes our network and the assets we manage, setting out our long-term, strategic, data-driven approach to managing our challenges. It explains our aligned asset management objectives, with information on how we operate and maintain the trunk road network efficiently and effectively.

Transport Scotland was a UK trailblazer in implementing a formal approach to asset management for its roads. This Strategy provides information on the plans to improve our service. Continuing to integrate positive asset management practices and processes into every activity and reflect these requirements in our supply chain.

This document provides the headlines on our approach to asset management and the activities we undertake to deliver for our customers. Additional detail about our approach can be found in our **Road Asset Management Plan** (RAMP).

Transport Scotland Road Network

Carriageway Assets

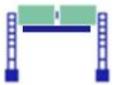**2,293 km** Single Carriageways

555 km Dual Carriageways

453 km Slips & Roundabouts

444 km Motorways

Traffic Scotland Assets

1,092 Motorway Signs

2,472 Traffic Detectors

326 Variable Message Signs

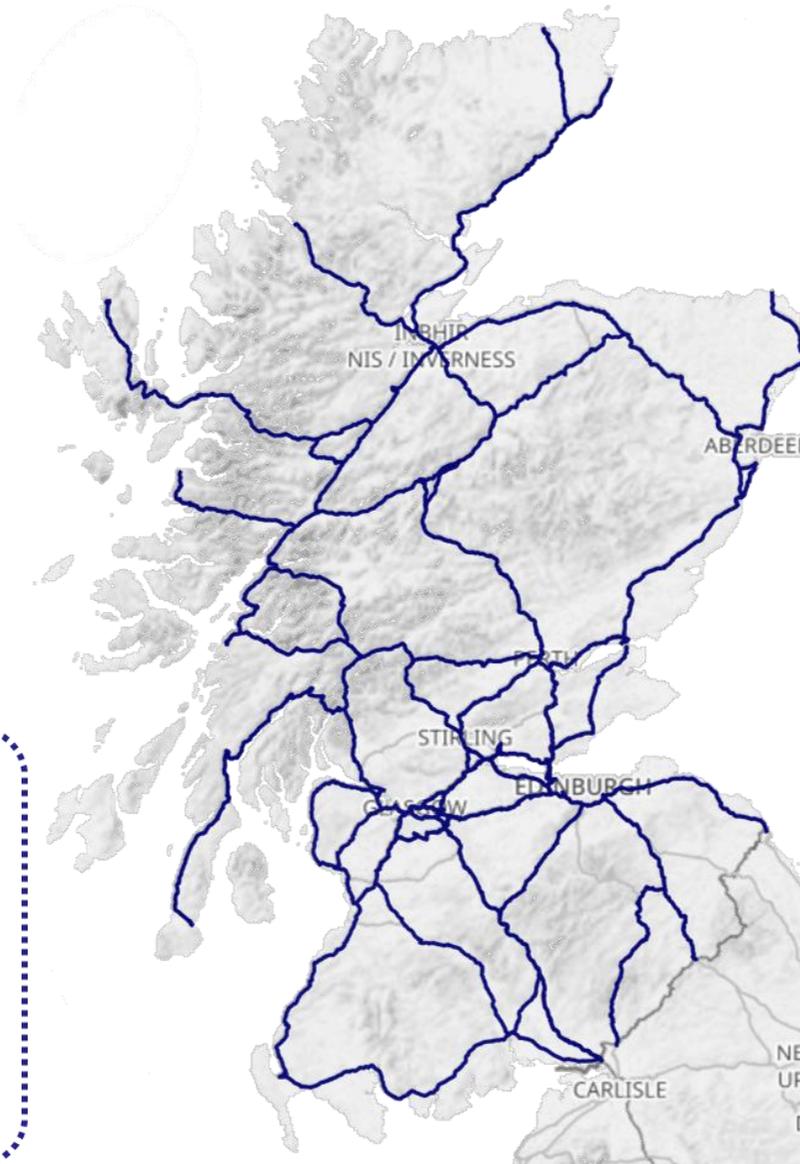**468** CCTV Cameras

2,700 IT Network Equipment

1,474 km Cables

917 Emergency Telephones

5,124 Cabinets & Pillars

Structures Assets

549 High Masts

1,745 Bridges

552 Gantries & Signs

938 Retaining Walls

147 Footbridges

557 Culverts

Ancillary Assets

890 km of Footway

1,945 km Vehicle Restraint Systems

11,803 km Road Markings & **8,677 km** Studs

26 km of Cycle Facilities

2,171 Trees & **16 km²** of Woodland

22,598 Lighting Points & **31 km** of Cabling

59,133 Traffic Signs & **68,624** Bollards

91,506 Gullies & **1,614 km** of Filter Drains

Our Challenges

Transport Scotland continuously monitors the many challenges to providing good service to our customers. A summary of the most significant challenges to delivering our asset management objectives are below. Further details on how we address these challenges are available in the RAMP.

Condition and Aging Infrastructure:

Managing the deterioration of ageing road infrastructure and ensuring sufficient maintenance and investment to keep journeys safe, reliable, and aligned with customer expectations.

Climate Change Resilience:

Addressing the asset and network issues caused by ongoing climate-related factors, while safeguarding journey efficiency, safety, and long-term planning.

Biodiversity:

Responding to rising pollution, habitat loss, and biodiversity decline across the network through effective environmental management and mitigation strategies.

Network Resilience:

Maintaining operational resilience and road availability during severe weather or other unexpected events to minimise delays, safety risks, and customer dissatisfaction.

Carbon:

Reducing carbon emissions from Transport Scotland's activities to minimise environmental impact and meet sustainability commitments.

Budget:

Balancing planned and reactive maintenance with limited budgets, and minimising potential impacts on network availability, long-term asset condition and overall costs.

Safety:

Preventing incidents on the network to minimise harm and avoid injuries or fatalities, while maintaining a strong focus on safety measures.

Customer Satisfaction:

Keeping pace with rapid technological advancements, economic shifts, and global events to meet evolving customer needs effectively.

Traffic Information:

Providing customers with timely and accurate travel information to enable confident journey planning and maintain trust in the network.

Data:

Ensuring timely access to accurate data to support informed decision-making and maximise value delivered to customers.

Our Approach to Asset Management

We maintain and operate our trunk road network in the most effective way by consistently balancing:

1. Investment needs for our assets to maintain suitable condition
2. What our customers would like
3. Our available funding

We achieve this by implementing an asset management approach which helps us deliver value to our customers. Asset management is a systemic way of enabling us to undertake the right activities, at the right time, for the right reason.

For over 20 years, we have adopted a structured asset management approach to managing our network, based on international best practice, and learning from other asset owners.

We achieve this by:

- Defining our aims and priorities to be understandable for our customers.
- Providing direction and guidance for our teams to develop the appropriate processes, capabilities, and support tools.
- Investing in data, system, contract, and performance improvements.

Our structured asset management approach incorporates:

- **Alignment with Strategic Outcomes** – how we align with the aims, priorities, and objectives of Scottish Government.

- **An Asset Management Framework** (below) – this defines the scope of our activities over the life cycle of our assets.

- **Asset Management Objectives** – our key aims which enable planning, prioritisation, and delivery of our activities.

- **An Asset Management Improvement Programme (AMIP)** – a structured, prioritised programme of ongoing improvements which identifies and incorporates lessons learned.

Transport Scotland Asset Management Framework

Our Asset Management Objectives

A key element of our Roads Asset Management Framework; our Asset Management Objectives reflect our responsibilities to act in accordance with our values of integrity, inclusivity, collaboration, innovation, and kindness. The objectives help us to deliver our Corporate Plan, the National Transport Strategy (NTS2), and the annual Programme for Government commitments.

Our objectives allow planning and prioritisation on how we undertake our activities and are incorporated into our Operating Company contracts. Our Asset Management Objectives are shown below and in the subsequent sections, which explain our approach to delivering them.

Condition	Safety	Resilient Network	Sustainable Purpose	Active & Healthy Communities
We will maintain the condition of our trunk road network at an appropriate level: balancing affordability with safety, resilience, sustainability, and the promotion of active and healthy communities.	We will provide a network that is safe for all customers, integrating our Safe Systems approach, and seeking to continually reduce risk and casualties.	We will work to provide a network that is accessible to all. We will enable the movement of people and goods, supporting economic growth, and minimising disruption caused by maintenance, unplanned incidents, and severe weather conditions. We will provide up-to-date, reliable travel information.	We will manage our network sustainably, considering the needs of future generations, through supporting our net zero, climate change adaptation, and biodiversity commitments.	We will encourage healthy travel choices and pursue design and maintenance practices which improve the sense of community in cities, towns and villages across the nation, making Scotland a great place to live.

Condition

We will maintain the condition of our trunk road network at an appropriate level: balancing affordability with safety, resilience, sustainability, and the promotion of active and healthy communities.

The condition of our assets provides the foundation of our delivery. If our assets are not maintained affordably and in an appropriate condition, our other asset management objectives cannot be achieved.

We carry out a range of activities, delivered by our Operating Companies and Intelligent Transport System contractors, to manage the trunk road network efficiently and maintain its condition.

Our activities include the following:

Inspections and Surveys

- We conduct regular safety inspections, surveys and condition assessments. The data collected feeds into the Asset Management Performance System (AMPS) for analysis and planning of maintenance and renewals.

Routine and Preventative Maintenance

- Routine maintenance includes activities such as pothole repairs, gully and signage cleaning, lamp replacements, and vegetation control.

- Preventative maintenance incorporates activities such as surface dressing, crack sealing, and drainage maintenance to delay deterioration. Preventative maintenance is scheduled based on asset condition and risk.

Renewal and Replacement

- These activities cover larger asset interventions such as resurfacing, bridge strengthening, or lighting upgrades. We prioritise these activities using value management and lifecycle cost analysis, based on the available budget.

Performance and Risk Management

- We undertake ongoing monitoring of asset condition and service levels. This allows us to prioritise our maintenance activities and ensures resources are focused where most needed.

Lifecycle Costing and Planning

- Using asset performance data, we regularly undertake long-term forecasting of future maintenance needs and costs to inform strategic and operational plans and budget allocation.

Data Management and Continuous Improvement

- We have invested in the development of our primary digital tool, AMPS, to enable more robust data management. We will continue to develop it to enhance our asset management decision-making capabilities.

Safety

We will provide a network that is safe for all customers, integrating our Safe Systems approach, and seeking to continually reduce risk and casualties.

Managing road safety is one of our core functions. Aligned with the Scottish Government's **Road Safety Framework to 2030**, our vision is to achieve the best road safety performance in the world by 2030. Our ambitious targets include a 50% reduction in fatal and serious injuries, and a 60% reduction in child fatalities and serious injuries by 2030.

To achieve this, we apply a holistic **'safe system'** approach (detailed in our **Roads Asset Management Plan**) across all asset life cycle activities. This includes:

- Regularly inspecting and surveying our assets to understand their condition and assess any risks to safety and availability.
- Designing and maintaining roadsides to reduce crash severity, such as safety barriers and clear signage.
- Proactively maintaining high-risk areas with treatments like skid resistance and drainage upgrades.
- Supporting safer speeds through speed management tools and traffic calming measures.
- Enhancing safety for vulnerable users with better crossings, cycle lanes, and motorcycle-friendly features.
- Collaborating with partners to support enforcement, education, and emergency response.

This approach ensures road safety is central to everything we and our supply chain partners deliver.

Resilient Network

We will work to provide a network that is accessible to all. We will enable the movement of people and goods, support economic growth, and minimise disruption caused by maintenance, unplanned incidents and severe weather conditions. We will provide up-to-date, reliable travel information.

Our approach to delivering this objective includes the following activities:

Strategic Investment Planning

- We will enable economic growth through a strategic, long-term investment approach across all asset classes. Guided by asset life cycle data, we will prioritise funding where it delivers the greatest value and mitigates the highest risks, enabling more efficient delivery and improved traffic flow.

Incident Response and Multi-Agency Coordination

- Each Operating Company maintains a detailed Incident Response Plan to ensure swift, effective action during disruptions, covering mobilisation, emergency communications, diversion routes, and severe weather protocols. During high-risk or large-scale events, Transport Scotland works closely with partners such as Police Scotland, the Met Office, and ScotRail to support a coordinated multi- agency response.

Winter Service

- Each year, Operating Companies implement and test detailed Winter Service Plans to ensure readiness for severe weather. From October to May, a 24/7 maintenance service - supported by real-time patrol data and control room monitoring - delivers proactive treatments such as salt spreading and snow ploughing to keep roads safe and operational.

Public Communication and Travel Service

- Keeping the public informed is central to our resilience strategy. Through Traffic Scotland, we provide 24/7 live travel updates via our website, social media, roadside signs, and radio broadcasts, helping road users make informed travel decisions and reducing disruption across the network.

Sustainable Purpose

We will manage our network sustainably, considering the needs of future generations, through supporting our net zero, climate change adaptation, and biodiversity commitments.

Net Zero

Transport Scotland is committed to net zero emissions by 2045, guided by Carbon Management Plans, performance-based contracts, and a comprehensive **Net Zero Route Map**.

This outlines actions across policy, asset management, procurement, and innovation, with targeted plans to decarbonise materials, transport, depots, lighting, fleet, and offsetting and reducing emissions across operations and the supply chain while preparing for future technologies.

Climate Change Adaptation

To address growing risks from extreme weather, Transport Scotland has developed the **Approach to Climate Change Adaptation & Resilience (ACCAR)** and a **Trunk Road Adaptation Plan**.

These approaches enhance safety and reliability through improved planning, monitoring, and collaboration.

The **Vulnerable Locations Group** identifies high-risk areas, with targeted mitigation for flooding, landslides, bridge scour, high winds, and temperature-related damage, enabling the trunk road network to remain safe and resilient.

Biodiversity

Transport Scotland embeds biodiversity into its operations through maintenance contracts and **Biodiversity Duty Reporting**.

Key initiatives, such as green infrastructure, nature-friendly drainage, pollinator-friendly maintenance, and wildflower verges, support habitat connectivity, species protection, and compliance with environmental legislation across the trunk road network.

Active and Healthy Communities

We will encourage healthy travel choices and pursue design and maintenance practices which improve the sense of community in cities, towns and villages across the nation, making Scotland a great place to live.

Our vision for active travel, included in our **Active Travel Framework** is to make walking, wheeling and cycling the most popular choices for short everyday journeys by 2030. Our focus is therefore to prioritise people and places over motor vehicle movement. This means we will:

- Implement the **Road Safety Framework to 2030** which provides focus and emphasis on pedestrians and cyclists.

- Deliver safe, convenient, and accessible infrastructure, such as smooth, wide footways for all users (such as wheelchair users and people with prams) and protected cycle tracks separated from traffic.

- Invest to support both new and upgraded facilities.

- Partner with our Operating Companies to develop and deliver active travel schemes on the trunk road network.

Improving Our Service

Asset Management Improvement Programme

Transport Scotland is committed to continual improvement of its approach to roads asset management to ensure we remain responsive, resilient, and aligned with the Scottish Government's priorities. Our Asset Management Improvement Programme (AMIP) identifies how we can continue to improve, reflects our changing capabilities and priorities, and implements lessons learned.

The Roads Delivery and Operations Directorate's Senior Management Team is responsible for setting and periodically reviewing the Policy, Strategy, the RAMP, our AM objectives and the AMIP. During the next few years, our focus areas will include:

Climate Adaptation and Resilience: Identifying where we can improve the resilience of our assets to climate change and investing in the best-value interventions to keep the network available.

Net Zero: Establishing innovative ways to further reduce the carbon emissions of our interventions and encourage active travel in our communities.

Asset Management Data: Building on our improvements to asset information to ensure we hold current and accurate data about assets performance.

Asset Management Performance System (AMPS): Continuing to enhance our award-winning asset management information system to improve its analytical and reporting capabilities.

Asset Management Decision-Making: Using our improved data and AMPS to facilitate improved asset management decision-making, supporting both Transport Scotland staff and our supply chain in delivering effective, value-for-money choices.
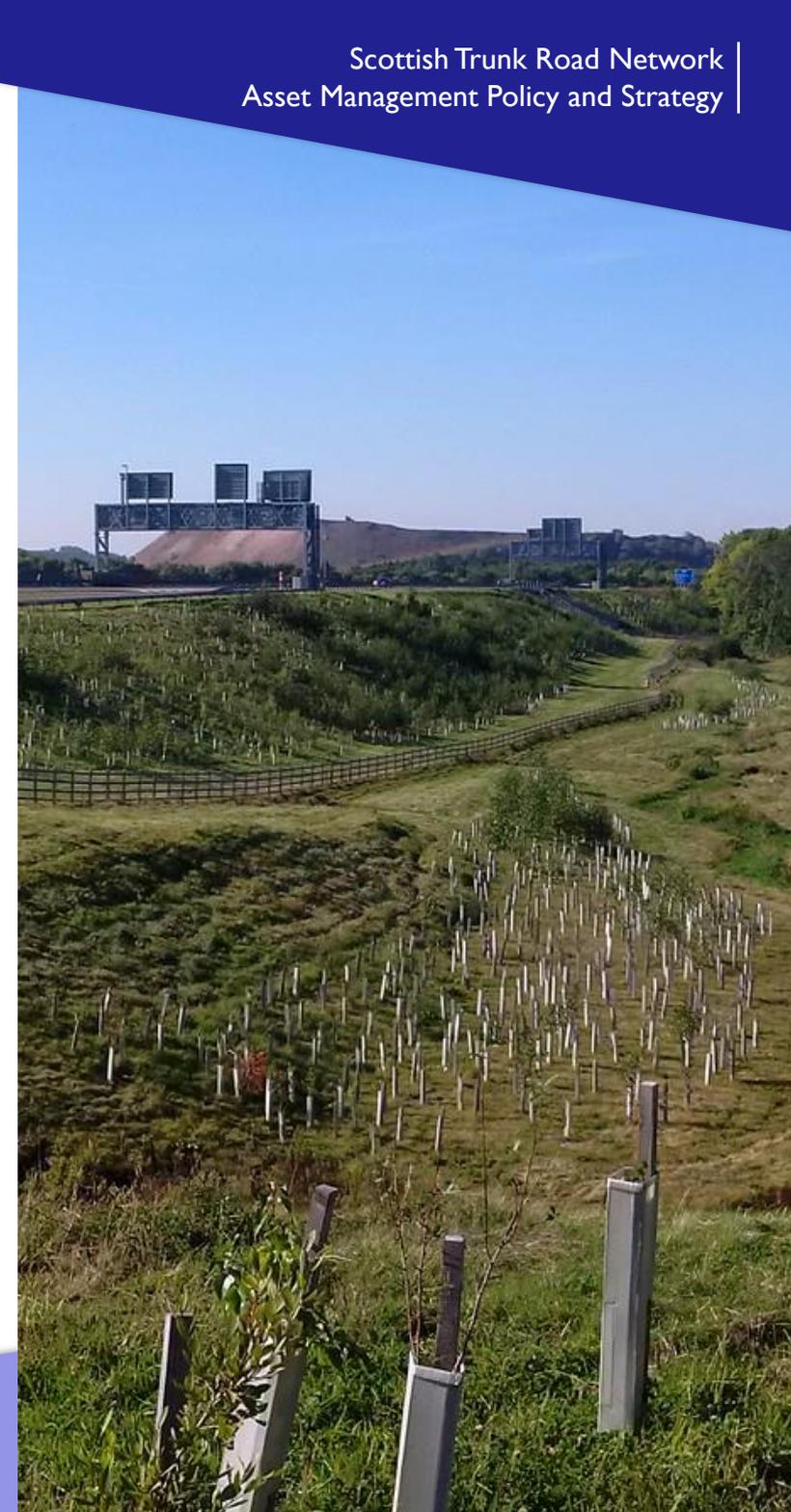
Communication and Review of the Policy and Strategy

Together with our Road Asset Management Plan, this Asset Management Policy and Strategy provides the foundations for an asset management framework upon which Transport Scotland can develop its capabilities. This document needs to be followed with action and will be communicated both internally and externally to ensure alignment, transparency, and shared understanding across our organisation and all stakeholders.

To maintain its relevance and effectiveness, this Policy and Strategy will be reviewed on a regular basis. Reviews will assess progress against objectives, incorporate feedback from stakeholders, and respond to changes in the operating environment. Updates will be made as required, particularly in response to changes in Scottish Government or Transport Scotland strategic direction—such as the publication of a new National Transport Strategy (NTS) Strategic Transport Project Review update, or other key policy developments.

This approach ensures that our Asset Management Policy and Strategy for roads remains dynamic, responsive, and aligned with national priorities.

If you would like to offer feedback or suggestions about this document, please contact us using the details on the Transport Scotland Website.

Further Information

For additional information on Transport Scotland's asset management approach, please refer to our website, which provides comprehensive resources and documentation, including further details on our:

- Corporate Plan 2024-2027
- Road Asset Management Plan (RAMP)
- Network Maintenance Contracts

These resources offer insights into our asset management methodologies, objectives, supply chain, and performance metrics.

Further copies of this document are available, on request, in audio and visual formats and in community languages. Any enquiries regarding this document / publication should be sent to us at info@transport.gov.scot

This document is also available on the Transport Scotland website: www.transport.gov.scot

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