



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

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Corporate Plan 2024-27

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Introduction by the Chief Executive

I am delighted, as Chief Executive of Transport Scotland, to present our 2024-2027 Corporate Plan. This plan sets out the outcomes the Agency wishes to achieve in support of Scottish Government's Programme for Government and National Performance Framework and highlights the priorities for the duration of this plan.

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.

Keeping Scotland's transport system effective, efficient and resilient in the face of the realities of climate change and supporting the transition to net zero is crucial to supporting Scotland's people and businesses every day, whether it be to travel to work or education, visit family and friends, access services or run businesses.

We are committed to continuing to focus on making our transport system more accessible, available and affordable through the delivery of the National Transport Strategy's four strategic priorities: Reduces inequalities, Takes Climate Action, Helps Deliver Inclusive Economy Growth and Improves our Health and Wellbeing.

Alison Irvine
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, 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 deliver the Scottish Government's vision for transport which is set out in the National Transport Strategy 2.

Our *vision* is outlined within the 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.

The [National Transport Strategy](#) sets out our vision for Scotland's transport system to 2040. 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. However, [delivery plans](#) are published which highlight the actions being taken by the Scottish Government to deliver on the four priorities.

Our *priorities* are set out in the National Transport Strategy. These priorities will help us deliver a transport system which:

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.

The infographic consists of four horizontal bars, each with a distinct color and icon. Each bar contains a title and a list of three bullet points.

- Reduces inequalities** (Icon: equals sign in a circle)
 - Will provide fair access to services we need
 - Will be easy to use for all
 - Will be affordable for all
- Takes climate action** (Icon: leaf in a circle)
 - 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** (Icon: bar chart with upward arrow in a circle)
 - 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** (Icon: heart with ECG line in a circle)
 - Will be safe and secure for all
 - Will enable us to make healthy travel choices
 - Will help make our communities great places to live

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 eight Executive Directors. Some oversee one or more transport modes and/or policy areas which are in turn supported by a range of teams covering all aspects of business delivery within their respective areas. There are others which provide cross-cutting support in prioritising future transport policy, climate and sustainability, and strategy and investments.

Our Values

Our values guide how we act, work together and with others. We all have a responsibility to uphold our values in everything we do. As Transport Scotland is an agency within Scottish Government, we follow the [SG In the Service of Scotland](#) values:

- We act with integrity
- We are inclusive
- We are collaborative
- We are innovative
- We are kind

What do these values mean for Transport Scotland?

Values guide us on how we, as individuals, behave and operate - even in the face of uncertainty and ambiguity. They inform team behaviours and ways of working and help shape our organisational policies and processes. We all have a responsibility to hold our values in everything we do.

Transport Scotland staff have developed bespoke statements on what these values mean for our organisation.

We act with integrity

We are honest and take responsibility for our actions

We are inclusive

We actively seek out contributions, ideas and perspectives from a diverse range of backgrounds, experiences and cultures

We are innovative

We continuously learn, improve how we work and welcome and develop ideas and approaches to help us deliver the best outcomes

We are collaborative

We work with others, breaking down silos and organisational barriers to achieve shared goals and improve outcomes

We are kind

We are respectful and act with compassion, consideration and empathy towards each other and the environment

Transformation Programme

Our Transformation Programme, launched in 2023-24, seeks to look collectively at our organisation and the way we work. This Programme is divided into six workstreams, which are a key driving force in securing Best Value through vision and leadership. These are: (1) Organisation Purpose; (2) Prioritisation Exercise; (3) Organisation Design; (4) Leadership and Managing Change; (5) Learning and Development; and (6) Wellbeing. Each of these workstreams has a Senior Management Team Lead to provide visibility and leadership through the process.

We are undertaking an Organisational Design programme within Transport Scotland to develop options for structural change, which will align resources to priorities and maximise efficiencies through collaborative working across teams – strengthening integration. This forms part of the wider Scottish Government’s Transformation programme and is aligned with the principles of Public Service Reform. This programme has provided us with an opportunity to reset our priorities to align better with the second National Transport Strategy.

Equality, Diversity & Inclusion

As part of the Scottish Government, Transport Scotland share its vision to be a world-leading, diverse employer where colleagues can be themselves at work. We are committed to giving all our colleagues the opportunity to shine and to nurturing talent at all levels with a diverse workforce reflective of the communities we serve. We foster an inclusive workforce culture which values the contribution of staff from all backgrounds because we know a more inclusive workspace is more productive and innovative.

Our Directorates

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

The Directorate supports the operation and governance of the Agency, which includes core services and advice in areas such as finance, human resources, learning and development, information governance, IT, facilities, health and safety, secretariat, and communications.

The Directorate also plays 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. It also has a sponsorship function looking after Scottish Ministers' interests in David MacBrayne Limited, Caledonian Maritime Assets Limited, and Scottish Canals.

Environment, Climate & Sustainability

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 supporting transport's ability to improve our natural environment. This includes 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 including for large road vehicles, encouraging skills development to support future net zero needs, working with partners to improve air quality, working to ensure the transport system in Scotland is adapted to the impacts of climate change, and supporting biodiversity and landscape improvements through the transport system.

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

This Directorate is responsible for Scotland's rail policy, delivering major 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. Rail Directorate also has oversight of the services provided by Scotrail Trains Ltd and Caledonian Sleeper Ltd which are overseen by Scottish Government's wholly owned and controlled arm's length company Scottish Rail Holdings.

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 environmental assessment, change adaptation and asset management.

Transport Strategy and Analysis

This Directorate is responsible for strategic direction, supported by evidence and analysis, including oversight of the delivery of the National Transport Strategy and the transport sector's contribution to the Government's statutory targets, priorities and missions. This includes climate change policy, supporting the organisation public transport fares, integration and modal shift, reducing car use in Scotland, air connectivity, and decarbonising aviation. We provide the organisation with analytical services and support in transport infrastructure investment.

Our contribution to The National Performance Framework

The focus of our Corporate Planning continues to be on how we will support, through the National Outcomes within the current [National Performance Framework \(NPF\)](#) and the annual [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 this the Scottish Government is focusing its efforts and resources on the four key priorities: growing the economy eradicating child poverty, , tackling the climate emergency, and ensuring high quality and sustainable public services.

Our National Transport Strategy contributes to nine of the National Outcomes within the NPF, as well as all 17 of the Key United Nations Sustainable Development Goals. This information is mapped in the Strategy's Monitoring and Evaluation document.

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

Our climate and environmental responsibilities

Scottish Government's commitment to achieving net zero by 2045 is unwavering – we are already around half way there and continue to decarbonise faster than the UK average. Transport emissions is Scotland's highest carbon emitting sector which is why we need to continue to take action on transport to tackle climate change including on cars which is almost 40% of transport emissions. The statutory framework for reducing greenhouse gas emissions in Scotland is set out in the Climate Change (Scotland) Act 2009.

In 2019, the Climate Change (Emissions Reduction Targets) (Scotland) Act amended the 2009 Act and established Scotland's target of net zero emissions by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2024 amends the 2009 Act, replacing the annual emissions reduction target framework with five-yearly carbon budgets and will help us on our journey to net zero by supporting a credible pathway to net zero in 2045. The new Act enables the levels of carbon budgets to be set once the latest advice has been received from the Climate Change Committee, due in May 2025.

We are focused on [delivery of climate mitigation](#), with the commitment to taking forward policies in the major sectors, including on transport, where we need to focus our decarbonisation efforts and demonstrate how we will progress towards delivering that 2045 goal.

A just transition to net zero, including adapting to climate change, reducing transport emissions and supporting economic development through net zero 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.

This builds on our existing updated Climate Change Plan (CCPu) which includes transport policy outcomes, policies and proposals covering the period up to 2032. The transport sector is contributing to development of the next draft Climate Change Plan and our next Plan will cover the period 2026-2040.

[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.

We will continue to report on progress on the next Climate Change Plan commitments through annual monitoring reports. Ministers will be required to lay in

Parliament an annual report on emissions reduction. At the end of each carbon budget period, these reports will also include an indication of whether Scotland's carbon budget target for that period has been met.

For Transport Scotland itself as an organisation, we are required as part of the [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.

Our CMP sets our corporate carbon emission targets to 2027, along with the various initiatives we will undertake to achieve those. The goal of this plan is to not only achieve Net Zero across our own corporate activities, but to also challenge the way in which emissions are managed throughout our supply chain.

Our targets below meet the latest legislative requirements to set Zero direct and Net Zero indirect emissions targets associated with our operational control; and additionally, we have also set a Scope (i) target, where we can influence emissions reduction in our supply chain:

- By **2025**, Transport Scotland's Scope 1 emissions will be zero,
- By **2025**, Transport Scotland's Scope 2 emissions will be Net Zero,
- By **2025** Transport Scotland's Scope 3 emissions will be Net Zero primed,
- By **2027** Transport Scotland will reduce indirect emissions by 15% (combination of Scope 2 & 3),
- By **2045**, Transport Scotland's Scope 'i' emissions will be Net Zero.

The Duties also require reporting on our actions in relation to climate change adaptation, acting in the best way calculated to help deliver the Scottish Government's Climate Change Adaptation Programme. Our Approach to Climate Change Adaptation and Resilience outlines the key climate risks affecting Scotland's transport system and sets out our strategic outcomes for Road, Rail, Aviation and Maritime transport networks.

Finance and Governance

Our [Framework document](#) summarises how we work with 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 which are set out in our annual evolving business plans and derive from our statutory, legal, contractual commitments and Scottish Ministers Programme's for Government. Progress is monitored 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.

Value for Money

Under the Scottish Public Finance Manual, Accountable Officers appointed by the Principal Accountable Officer have a specific responsibility to ensure that arrangements have been made to secure best value. Scottish Ministers expect all Accountable Officers to comply with the duty of Best Value placed upon them.

We undertake continuous improvement in performance, and scrutiny and challenge of budgets, to drive efficiencies and ensure that our processes align with the Scottish Public Finance Manual.

Partnership and Collaborative Working

As an Executive Agency that sponsors other public bodies, Transport Scotland works collaboratively and in partnership with other organisations. This is achieved in part through a Transport Scotland sponsorship hub for our sponsor teams and providing a platform for working collaboratively on key matters, such as the Public Service Reform (PSR) agenda.

Procurement

Procurement and commercial capability are key enablers in successfully delivering our business objectives and securing best value. While a large part of our budget is allocated to other public and private sector organisations through grants and support, our procurement spend is significant.

In line with the Procurement Reform (Scotland) Act 2014, Transport Scotland will continue to report on the strategic direction of our procurement activity for each financial year in [our corporate procurement strategy and will prepare an annual procurement report](#) which details how we have delivered our procurement objectives. Transport Scotland's procurement objectives align with the [Public Procurement Strategy for Scotland](#) and our vision for procurement:

"To support the delivery of value for money, sustainable and innovative infrastructure and services in fulfilment of the Scottish Government's ambition and vision for transport, and Transport Scotland's corporate commitments through a strategic and systematic approach to procurement"

Estates Strategy

As our organisation adapts to supporting delivery in changing circumstances, so does our ongoing support for our people. In 2025 Transport Scotland moves to new premises in Glasgow where our people will benefit from a fully flexible workspace with colleague wellbeing at the heart of the design. The office space at 177 Bothwell Street reflects colleagues' views on the need for flexible working spaces that support collaboration with colleagues and stakeholders alike.

As a leader in sustainability, 177 Bothwell Street includes climate friendly technology and facilities throughout the property. It's fully electric, using 2.52 GWH (Gigawatt-hours) of certified energy from Blantyre Muir Wind Farm and has excellent active travel facilities. an energy performance certificate score of 50%. Furniture from our existing offices has been used where possible with furniture no longer required and other furniture is being reused in the wider public sector.

Additionally, in line with the ongoing public service reform agenda, plans have been developed during the reporting period for Transport Scotland to sub-let the second of its leased floors in its 177 Bothwell Street premises to two other public sector bodies, providing opportunity for efficiencies, collaboration and continued sharing of services and resources.

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)
- Mobility Access Committee Scotland (MACS)
- National Smart Ticketing Advisory Board
- Scottish Canals (SC)
- Scottish Road Works Commissioner (SRWC)
- Scottish Rail Holdings Limited (SRH)
- Scottish Road Works Commissioner (SRWC)

Scottish Ministers, represented by Transport Scotland, are the sole shareholder in CMAL, DML, HIAL, and Scottish Rail Holdings Ltd (SRH).

These organisations are operated and managed independently of the Scottish Government, and do not fall within the Departmental Accounting boundary. The companies all publish an annual report and accounts.

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

Our Chief Executive's duties include establishing a framework for the relationship between SG and the bodies we sponsor, overseeing the operation of that framework and that they are delivering value for money, ensuring the public appointments to the bodies are made appropriately and that appropriate assurance is provided on the performance and governance of the bodies.

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.

Transport Resources

Transport Scotland’s financial resources form part of the overall Scottish budget, which is currently set on an annual basis and delivers the proposed spending plans for 2025 to 2026, as presented to the Scottish Parliament. A full breakdown of the portfolios budget for 2025-26 and comparison to 2024-25 budget and 2023-24 outturn is available per the published [Scottish Budget 2025 to 2026](#).

The portfolio’s spending plans aim to help Transport Scotland develop and maintain a sustainable, safe, inclusive and accessible transport system. The table below provides the published level 2 spend breakdown:

Table 1 - Spending Plans - Transport Portfolio

Level 2	2023-24 Outturn £m	2024- 25 ABR Budget £m	2025-26 Budget £m
Rail Services	1,470.9	1,607.4	1,538.2
Concessionary Fares & Bus Services	393.2	429.7	468.2
Sustainable Travel, Low Carbon & Other Transport Policy	221.4	270.3	313.6
Trunk Road Network: Safety, Adaptation, Maintenance & Improvement	764.7	1,010.3	1,064.2
Ferry Services	385.2	434.5	533.0
Air Services	88.4	89.3	92.1



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