



Buses Strategy and Action Plan



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1. Setting the scene

1.1 National, Regional and Local Strategies

Development of this Buses Strategy has been informed by the following national, regional and local policies.

Table 1.1 Relevant national, regional and local policies

National policies	
Transport (Scotland) Act 2005	Disability Discrimination Act 2005
Scotland's National Transport Strategy	Second National Planning Framework
An Action Plan for Buses in Scotland	SPP17 and PAN 75 Planning for Transport
Government Economic Strategy	The Next Decade – A Tourism Framework for Change
Choosing our Future: Scotland's Sustainable Development Strategy	Air Quality Strategy for England, Wales, Scotland and Northern Ireland
Regional policies	
TACTRAN Regional Transport Strategy	Dundee and Angus Structure Plan
NESTRANS Regional Transport Strategy	Stirling and Clackmannanshire Structure Plan
HITRANS Regional Transport Strategy	Perth and Kinross Structure Plan
SEStran Regional Transport Strategy	
SPT Regional Transport Strategy	
Local policies	
Stirling Council City Transport Strategy (2007)	Perth and Kinross Local Transport Strategy (2000)
Stirling Council Smaller Towns and Villages Transport Strategy (in production)	Dundee Local Transport Strategy (2000)
Stirling Council Local Transport Strategy (2006)	Angus Local Transport Strategy (2000, currently under review)
Loch Lomond and the Trossachs National Park Plan	Angus Public Transport Information Strategy (2005)
Cairngorms National Park Plan	

The key policy principles relevant to the Buses Strategy and common themes arising in the objectives of these plans and programmes are:

- encouraging economic development whilst taking account of social and environmental agendas
- encouraging modal shift from the private car to more sustainable modes
- encouraging public transport access to new developments

- conserving and enhancing the natural and cultural heritage of the area
- promoting sustainable economic and social development of the area's communities
- improving access to healthcare
- promoting tourism
- improving connections between regions
- supporting development in rural areas which sustain viable communities
- improving general quality of life and promoting access to opportunity
- increasing transport accessibility for people with restricted options
- promoting safer travel for all, and
- increasing travel choices and enhancing linkages between different modes.

1.2 Strategic Objectives, National Outcomes and Single Outcome Agreements

The Regional Transport Strategy (RTS) was approved by the Scottish Ministers in June 2008. It shows how regional transport can contribute to achieving the Scottish Government's Strategic Objectives and National Outcomes and assist Local Authorities and Community Planning Partnerships to achieve their Single Outcome Agreements.

In addition, TACTRAN will produce an associated Delivery Plan that details the schemes proposed and the finance required to deliver the objectives of the RTS.

1.3 The Need for a Regional Buses Strategy

This strategy sets out the principles to help to maintain and improve the bus and Community Transport (CT)/Demand Responsive Transport (DRT) network across the region.

It sits within and complements the wider Regional Transport Strategy (RTS). A number of the early actions within the RTS involve developing sub-strategies which set out in more detail the policy and delivery framework for specific strands of the RTS.

A further two strategies, dealing with Travel Information provision across the whole transport network and Park and Ride provision, have strong links with and complement the policies and actions developed for buses and CT/DRT.

This strategy specifically covers Buses and CT and DRT. CT and DRT cover a multitude of transport services but are commonly defined as:

- **Community Transport (CT)** is about meeting local transport needs on a non-profit making basis. A wide range of transport services can be classified as 'Community Transport'. These include car sharing, vehicle pooling schemes, minibus schemes, partnership work between operators to provide 'feeder' services to commercial public transport networks and door to door transport; and
- **Demand Responsive Transport (DRT)** is any form of transport where day to day service provision is made in response to user demands. DRT provision can therefore involve taxis, shared taxi/taxi bus, community car schemes, non-emergency patient transport, 'job link' services, ring and ride, social services transport, education services transport, dial a ride and community buses.

1.4 Buses in Scotland

Scotland's National Transport Strategy is supplemented by Moving Into the Future: Buses - An Action Plan for Buses in Scotland which sets out various objectives for buses. This Strategy sets out Actions that support the Action Plan for Buses. In September 2008 the Scottish Government published Progress Through Partnership: A Guide for Local Authorities, Regional Transport Partnerships and Bus Operators. This aims to provide information and advice on bus policy and its implementation. It identifies a number of key actions to encourage people out of their cars and onto more sustainable transport. These are:

- Bus and Land-Use Planning
- Park & Ride
- Bus Planning Forums
- Travel Plans, and
- Integrated Ticketing
- Bus Service Information
- Bus Regulation, including Bus Priorities Enforcement.

Buses for Scotland: Progress Through Partnership: A Guide for Local Authorities, Regional Transport Partnerships and Bus Operators, Scottish Government, <http://www.scotland.gov.uk/Publications/2008/09/26153659>

2. Objectives

2.1 Buses Objectives

Objectives for Buses and CT/DRT developed through analysis and consultation, reflect the appropriate RTS objectives, to maintain consistency with the RTS.

2.2 Regional Transport Strategy Overarching Objectives

The six overarching objectives of the RTS are:

- **Economy:** To ensure transport helps to deliver regional prosperity.
- **Accessibility, Equity and Social Inclusion:** To improve accessibility for all, particularly for those suffering from social exclusion.
- **Environment:** To ensure that the transport system contributes to safeguarding the environment and promotes opportunities for improvement.
- **Health and Well-Being:** To promote the health and well-being of communities.
- **Safety & Security:** To improve the real and perceived safety and security of the transport network.
- **Integration:** To improve integration, both within transport and between transport and other policy areas.

2.3 Buses and CT/DRT Planning Objectives

Planning objectives have been developed for the Buses Strategy that reflect and nest within the RTS overarching objectives, as follows:

Economy

1. Ensure that key employment, education, retail and tourism locations are linked to the passenger transport network by a service that meets the needs of the local economy.
2. Achieve improvements in journey times and the reliability of the region's road based passenger transport network.

Accessibility

3. Ensure that everyone across the region has access to a key regional centre, where they can access a range of services, facilities and opportunities.
4. Remove physical, financial and perceptual barriers to accessing road based passenger transport services and infrastructure.
5. Enable patients and visitors to access health facilities by road based passenger transport.
6. Ensure a level of information provision across the whole road based passenger transport network that promotes its use and does not hinder accessibility.

Environment

7. Enhance the environmental standards of the road based passenger transport fleet and infrastructure.
8. Achieve greater use of road based passenger transport services in place of travel by private car.

Health and Well-Being

9. Increase physical activity and improve access to leisure opportunities across the region by road based passenger transport.

Safety & Security

10. Provide for and improve the safety of passengers when travelling on the road based passenger transport network.

Integration

11. Increase connectivity between road based passenger transport services and between different modes of transport.
12. Strengthen the links between land-use planning and provision of road based passenger transport.

3. Key Issues, Gaps and Opportunities

3.1 Introduction

An examination of the key issues and opportunities for Buses and CT and DRT provision across the region was undertaken through an audit of policies, services and infrastructure. Gap analysis identified where improvements to services and the quality of provision should be considered. The main issues arising from the gap analysis are outlined in the following sections and illustrated by plans in Appendix 1. This was supplemented by a wide ranging consultation with local authorities, public transport operators, Health Boards and CT/DRT representatives.

Separate Audit and Consultation Reports to support the Buses Strategy are available at www.tactran.gov.uk.

3.2 Key Issues and Gaps

Scheduled Bus Service Provision

Overall, the audit and consultation has highlighted a number of gaps in service provision across the region. These are primarily in rural areas, where frequencies are often low. The highest frequency services are clustered around the main cities and towns in the area, Stirling, Perth, Dundee, and to a lesser extent around Carnoustie, Arbroath, Montrose and Forfar. However, there are also gaps in provision in these urban areas, for example, in the evenings or weekends. Longer distance local inter-urban services were also highlighted as being slow and infrequent in some parts of the region. Improvements have been made to longer inter-urban services in recent years and these can form the basis for further improvements to frequencies and speed of service in the future.



DRT

The potential role of DRT in complementing scheduled service provision and providing a more attractive service that meets accessibility needs better than low frequency scheduled services is significant. Experience of DRT is also a key action identified in the Scottish Government's Progress Through Partnership guidance. The demand for DRT services is evidenced by the high numbers of users of some schemes. Accessibility mapping has highlighted a number of areas where DRT could potentially play a strong role. These are outlined below in the sections on access to employment, education and healthcare. However, the cost of providing DRT services can be a significant issue; particularly as national entitlement cards for concessionary fares are not valid on the bulk of these services.

Taxis and private hire vehicles cater for door-to-door journeys in urban areas and some rural areas. Although these can provide users with a choice of destination and time of travel there are issues with affordability, particularly for those on lower incomes. In addition, wheelchair users and other people with disabilities can experience difficulties travelling in taxi and private hire vehicles as there are generally no requirements for private hire vehicles to be wheelchair accessible and some local authorities do not make this a licensing requirement for taxis.

Most DRT is provided by very small operators who can find it difficult to engage with local authorities and public agencies. Ensuring that these small operations are supported is essential for a strong DRT sector, better able to meet needs and fill gaps that cannot be provided by conventional services.

Access to Employment

Areas with the best access to employment by public transport are highly concentrated around the main urban centres and along the Dundee-Perth-Stirling corridor. In the urban areas, there can be issues with poor connections between housing and employment opportunities on different sides of the city/town. This may indicate a need to consider whether historic service patterns are evolving to meet current land use patterns. As a result many of the emerging employment locations are much more car dependent than is desirable.

Away from these areas opportunities are more restricted and there are long public transport travel times to significant employment centres. Accessibility to employment by public transport is illustrated in Appendix 1 (Plan A). There are significant areas of high unemployment in the east of the TACTRAN region, primarily in Angus, particularly in the rural areas north of Kirriemuir and Brechin but also in the Stirling Council area around Crianlarich and Killin.

Access to Education

Encouraging greater bus use for travel to/from school was identified as an important issue in the RTS consultation, particularly as habits formed at this age might affect future travel choices. School Travel Plans provide a significant opportunity to influence travel behaviour and travel patterns from an early age.

Poor public transport access to local colleges and universities from parts of the region was also identified through consultation as an issue, particularly in Stirling.

Access to Healthcare

In general, access to GP surgeries is good around most of the major settlements, with a few pockets of poor access. In the sparsely populated northern highland area of the region public transport travel times to GPs are upwards of 45 minutes to an hour. There are some small areas of poor access close to major urban settlements, including villages along the A90 Perth – Dundee and A85 Perth – Crieff corridors.

Access to hospitals using scheduled services is poor across most of the area, as shown in the plan in Appendix 1 (Plan B). This may become an increasingly important issue in the context of the ambulance service concentrating its resources increasingly on para-medical service provision and with the centralisation of specialist health facilities.

The strategy seeks to address the potential importance of moves to decentralise some health service provision in addressing this issue as well as looking at public transport service provision.

There are areas across the region where there is a higher proportion of households without access to a private car and that are over 60 minutes public transport journey time to their nearest hospital. These comprise the highland areas in the north and west of the region and the rural lowland areas away from the main bus corridors. There are opportunities for CT or DRT services to be developed in these areas where there are currently gaps in provision.

Access for People with Restricted Mobility

Stakeholders felt that facilities for people with mobility impairments are poor and that there should be greater driver training on how to carry such passengers. It is also felt that there should be greater availability of low floor bus services and information relating to them as users are not confident that they will be able to travel on a low floor vehicle for both the outward and return parts of a journey. Competition for space between wheelchair users and parents with buggies was noted by stakeholders as an accessibility issue. Another was the fact that wheelchair users are not always able to use the bus stop closest to their home, as it may not be DDA compliant. Routes to bus stops often pose a number of difficulties. Most people with mobility problems rely on door to door transport and affordable provision of these services is patchy.

Information

Information provision is an essential element of the transport network, making people aware of the options that are available to them in planning and undertaking their journeys and in promoting and maximising the benefits of new transport initiatives and infrastructure. Effective information provision can play a key role in enhancing accessibility and encouraging a mode shift away from the private car. This issue is considered further in the separate Regional Travel Information Strategy.

Infrastructure

There are a number of examples of good practice in relation to infrastructure provision across the region. The Audit Report provides information on bus stations and key interchanges, Park and Ride sites, the number of and facilities provided at bus stops and bus priority measures. An opportunity exists to use these examples to set a minimum standard for infrastructure provision across the region. The key elements of good practice are:

- high quality bus shelters with real time information displays, good quality paper information and CCTV capability
- bus stop poles incorporating solar power to light good quality paper information
- buses fitted with CCTV
- bus priority at traffic signal junctions.

Safety and Security

Actual and perceived safety on the transport network is a key issue for the travelling public and can act as a real deterrent to using the bus network, particularly after dark.

Fares and Ticketing

In general, fares are not seen as being particularly expensive in a UK context, particularly for regular travellers who can buy period tickets.

Lack of joint ticketing on commercially provided services is an issue in some areas. There are opportunities to build on the existing One-Ticket scheme, which covers bus and rail travel in East Central Scotland and extends into part of Perth and Kinross, Stirling and Dundee. Transport Scotland is also considering introducing a range of smartcard-based integrated ticketing products across Scotland on buses, trains and ferries.

The national concessionary fares scheme is only available on registered scheduled bus services. This has significant implications for the costs and viability of area based demand responsive services and flexible parts of journeys. Concessionary travel scheme passes are valid on DRT schemes in both Angus and Stirling. These DRT services are registered with the Traffic Commissioner and as such qualify for concessionary fares reimbursement. Currently the Traffic Commissioner will only register DRT where the patterns of operation are sufficiently fixed to be able to define the 'schedule'.

Bus Punctuality and Reliability

Operators have identified a lack of bus priority in urban areas as a key issue for improving bus reliability.

Scotland's first bus Punctuality Improvement Partnership (PIP) was launched in Dundee and Angus in February 2009. This has been drawn up by Dundee and Angus Councils, and operators National Express Dundee and Stagecoach Strathtay. The experience gained will be used to introduce PIPs on a number of routes in the area and provide good practice guidance.

Attracting Car Drivers to Buses

In recent times, bus use has been largely confined to those who had no alternative. The RTS aims to change this pattern and make the bus a mode of choice for significant numbers of journeys, including where potential passengers could choose to drive. There are examples of good practice within the region from both local authorities and operators where a targeted approach and quality services are leading to growth in passengers. The key elements of good practice are as follows:

- increased service frequencies
- enhanced bus stop infrastructure
- the introduction of low floor buses
- improved customer safety through installation of CCTV on buses
- increasing the number of drivers holding an SVQ in Passenger Transport and ensuring all drivers serving the route have been on customer care training.



Stakeholders felt that there is a need for more express services to help attract car drivers to travel by bus. Some services were identified as covering too long a route and trying to serve too many people. It was felt such services are intended to act as both an express service and a local one, but are doing neither particularly well. Some Park & Ride services were described as competing with local bus services and attracting bus passengers due to more direct routes and shorter journey times. Availability of services in the evenings and weekends is also a key issue in attracting car users to bus.

3.3 Funding Issues and Opportunities

Bus industry costs are rising faster than general inflation, particularly fuel, insurance and other operating costs, leading to upward pressure on fares and tendered service costs and affecting the viability of more marginal commercial services.

The funding streams for the former Rural Transport Fund and Demand Responsive Transport initiatives were absorbed into the main local government settlement from April 2008. With competing demands on council funding many CT operators are facing uncertainty. The Bus Route Development Grant (BRDG) was also absorbed into the main local government settlement from April 2008. The Scottish Government in its Progress Through Partnership guidance has published guidelines on how BRDG can be administered by councils.

Some stakeholders noted that there is scope to access non-transport budgets. One example is economic development funding which could be used to fund better public transport provision during the evenings, to stimulate the evening/night-time economy – e.g. the shopper bus services and park and ride in Stirling which receive funding from the shopping centres.

Establishing a consistent approach to securing developer contributions to support bus service provision, where necessary, could be beneficial. Some stakeholders commented that this would often be more useful than the one-off contributions for new infrastructure.

4. The Strategy and Action Plan

4.1 Strategy Overview

The Buses Strategy has three key strands:

- **Network Coverage**
- **Infrastructure and Vehicles, and**
- **Network Performance.**

Partnership working between a range of key stakeholders and delivery bodies is key to the successful delivery of the strategy as a whole. The strategy identifies opportunities where partnership working can be achieved and effective solutions delivered. It aims to facilitate greater partnership working between stakeholders by providing the forum for discussion, generation of ideas and sharing of best practice.

4.2 Network Coverage

Improving network coverage will be delivered by ensuring that:

- key employment, education, retail and tourism locations are linked to the passenger transport network by a service that meets the needs of the local economy
- everyone across the region has access to a key regional centre where they can access a range of services and facilities.

This strategy intentionally does not separate the provision of scheduled public transport services and CT/DRT services and instead focuses on utilising the various strengths of each type of service to achieve overall improvements in accessibility across the region.

It supports measures that will seek standardisation and the development of common principles and criteria for service provision and procurement across the region in an effort to ensure the most appropriate and effective type of service is provided and to maximise the limited financial resources available to provide transport services.

There are significant opportunities for greater integration of the Buses and CT/DRT networks and between the numerous CT/DRT operators, to deliver a co-ordinated approach to road based passenger transport across the region.

Many successful schemes and initiatives are already in place, particularly with regard to CT/DRT services. This strategy supports measures to build on these examples of good practice and expand them across the region.

NC1: Accessibility to key destinations	Priority
Work with operators and local authorities to ensure that existing and new employment, education, retail, healthcare, and tourism destinations are serviced by road based passenger transport. (Key Destinations are listed in Appendix 2.)	H
NC2: Pattern and frequency of bus services	Priority
Encourage the development of direct, frequent services on strategic routes, supported by an appropriate secondary network of scheduled and demand responsive feeder services and efficient interchange provision. (Strategic Routes are listed in Appendix 2.)	H
NC3: Supported bus network	Priority
Ensure the regular review of supported bus networks to identify opportunities to improve the efficiency of use of available funding.	H
NC4: New developments	Priority
Ensure that new developments are either located close to existing good public transport services or can be linked in using financial contributions from developers.	H

4.3 Infrastructure and Vehicles

Improving infrastructure and vehicles aims to ensure the provision of a high quality, accessible and safe network in order to encourage increased bus use and improve accessibility for those with mobility difficulties. Infrastructure includes a wide variety of features including, bus stops and shelters, vehicles, the road and footway network, bus stations and Park and Ride facilities.

There are already many examples of good practice in infrastructure design and provision across the region, for example bus stop and town centre interchange provision and design in Dundee. The strategy supports measures to build on these examples and the lessons learned elsewhere in the region to improve the overall standard and quality of infrastructure and vehicles provided.

As well as setting out policies and measures aimed at increasing bus use through traditional 'pull factors' focussing on improved services, 'push factors' will also contribute to increasing bus use. These factors focus on demand management techniques which aim to limit demand for, and use of, the private car; resulting in more use of public transport. Any 'push factors' put in place need to be implemented 'hand-in-hand' with improved public transport services to offer a viable alternative to car travel. The RTS sets out a range of demand management techniques that can be used in conjunction with 'pull factors' to reduce pressure on the transport system by reducing use of the car.

IV1: Existing interchanges	Priority
Establish minimum standards for regionally Strategic Interchanges and deliver improvements. (Strategic Interchanges are listed in Appendix 2.)	M
IV2: New interchanges	Priority
Assess opportunities for new interchange facilities.	H
IV3: Bus stop infrastructure	Priority
Prioritise corridors and individual sites for improvement to bus stop infrastructure.	M
IV4: Whole journey approach	Priority
Develop a partnership approach to passenger safety that considers the whole journey, including the safety of key walking and cycling routes to and from bus stops and interchanges.	M
IV5: CCTV	Priority
Identify and prioritise opportunities for enhanced provision of CCTV on vehicles and at key interchanges and corridors.	M
IV6: Lighting	Priority
Identify and prioritise a programme of improvements and set appropriate standards for lighting provision at bus stops and interchanges across the region.	M
IV7: Mobility difficulties	Priority
Undertake detailed consultation with disabled representative groups to identify barriers to travel.	M
IV8: Buses	Priority
Work in partnership to identify opportunities to raise the standard of vehicles.	M
IV9: CT/DRT vehicles	Priority
Ensure a good supply of wheelchair accessible taxis and minibuses and other adapted vehicles to meet the needs of all of the population.	M
IV10: Environmental responsibility	Priority
Promote environmentally conscious construction, maintenance and operation of the Bus and CT/DRT network.	L

4.4 Network Performance

Improving network performance complements improvements to service coverage and infrastructure. This strand seeks to encourage travel by bus as an alternative to the car by improving journey reliability and ensuring integrated fares and ticketing to make the bus network simpler to use and to ensure that bus journeys are affordable so that their cost is not a significant barrier to their use.

It is widely recognised that travel costs can be a key barrier to travel and impacts disproportionately on the lowest paid within society. It can act as a significant barrier to accessing employment and training and is a key factor contributing to social exclusion. Although fares, ticketing and concessionary travel entitlements are predominantly set by commercial operators, external funding regimes or national legislation, this strategy aims to reduce the financial impact of bus and CT/DRT travel by making best use of the various concessionary travel and multi-journey ticketing options currently available.

The RTS proposes the use of measures such as travel plans and personalised travel planning to reduce the need for travel and encourage the use of sustainable travel modes, including bus and CT/DRT. Such methods can have significant impacts on bus patronage and it will be appropriate for the marketing of bus services to integrate with them where appropriate. Also, their effectiveness will depend in part on the quality and availability of public transport services.

NP1: Quality Partnerships	Priority
Explore opportunities for and facilitate the implementation of Quality Partnerships.	H
NP2: Driver training	Priority
Work with key stakeholders to undertake a periodic assessment of driver training being undertaken across the region.	M
NP3: Bus Priority and Punctuality Improvement Partnerships	Priority
Identify and prioritise key strategic corridors for bus priority measures and, in partnership with key stakeholders, explore the potential for introduction of Punctuality Improvement Partnerships (PIPs).	M
NP4: Enforcement	Priority
Ensure traffic regulations that facilitate efficient bus service provision are enforced.	L
NP5: Integrated ticketing	Priority
Work with Transport Scotland, operators and local authorities to explore opportunities for the provision of multi-operator, multi-modal and multi-journey tickets, including the use of Smartcard technology.	M

NP6: Salary Sacrifice Schemes	Priority
Promote the benefits of and facilitate the introduction of Salary Sacrifice Schemes.	M
NP7: Concessionary fares	Priority
Lobby for the Scottish Government concessionary fares scheme to include CT and DRT services.	M
NP8: Travel discount schemes	Priority
Explore the potential for providing further discounted travel.	M
NP9: CT/DRT booking	Priority
Facilitate a co-ordinated information and booking service for CT/DRT services.	M
NP10: Road based transport funding	Priority
Identify non transport and national government funding sources for road based transport and lobby for more national Government support.	H
NP11: Development of community travel	Priority
Facilitate funding to ensure sufficient supply of community travel opportunities.	H



5. Strategy Appraisal and Monitoring

5.1 Introduction

An overarching appraisal of the Buses Strategy has been undertaken. This has involved three separate appraisals:

- Scottish Transport Appraisal Guidance (STAG) compliant appraisal
- Strategic Environmental Assessment (SEA), and
- Equalities Impact Assessment (EqIA).

The Appraisal, SEA and EqIA Reports are available at www.tactran.gov.uk

5.2 Appraisal

Scottish Transport Appraisal Guidance

The STAG process requires that the Strategy is tested against:

- the Planning (Strategy) Objectives
- the implementability of the Strategy
- the Government's five objectives (environment, safety, economy, integration and accessibility).

This Strategy has been developed in keeping with the principles of STAG, including an in-depth consideration of issues/opportunities, the setting of objectives, and the consideration of a range of Strategy Principles and Actions. These were refined and developed with the help of stakeholder consultation.

The STAG appraisal indicates the Buses Strategy will have a positive impact on both the Planning Objectives and the Government's five overarching transport objectives. In addition, it is concluded that the Buses Strategy can be implemented in terms of Technical, Operational and Public implementability and that financially the Strategy can be tailored to funding available.

Strategic Environmental Assessment

The Environmental Assessment (Scotland) Act 2005 requires transport plans and programmes developed by public bodies to be subject to Strategic Environmental Assessment (SEA).

The SEA has made an input at all stages of the Strategy development process. It suggests that the Strategy Actions will be broadly neutral or positive in their environmental effect on natural and cultural heritage.

Equalities Impact Assessment (EqIA)

An EqIA requires transport strategies to include a description about how transport will be provided, developed, improved and operated so as to, amongst other things, encourage equal opportunities and in particular, the observance of statutory equal opportunities requirements.

Throughout the preparation of this strategy, TACTRAN has taken into account the requirements of equalities groups. It is believed that these groups are generally best served by “mainstreaming” their requirements throughout the Strategy, rather than by developing targeted Strategy Principles.

The EqIA concludes that at all stages in the development of this strategy the potential impact on equalities groups was taken fully into account.

5.3 Monitoring and Evaluation

Monitoring will play a key role in ensuring that:

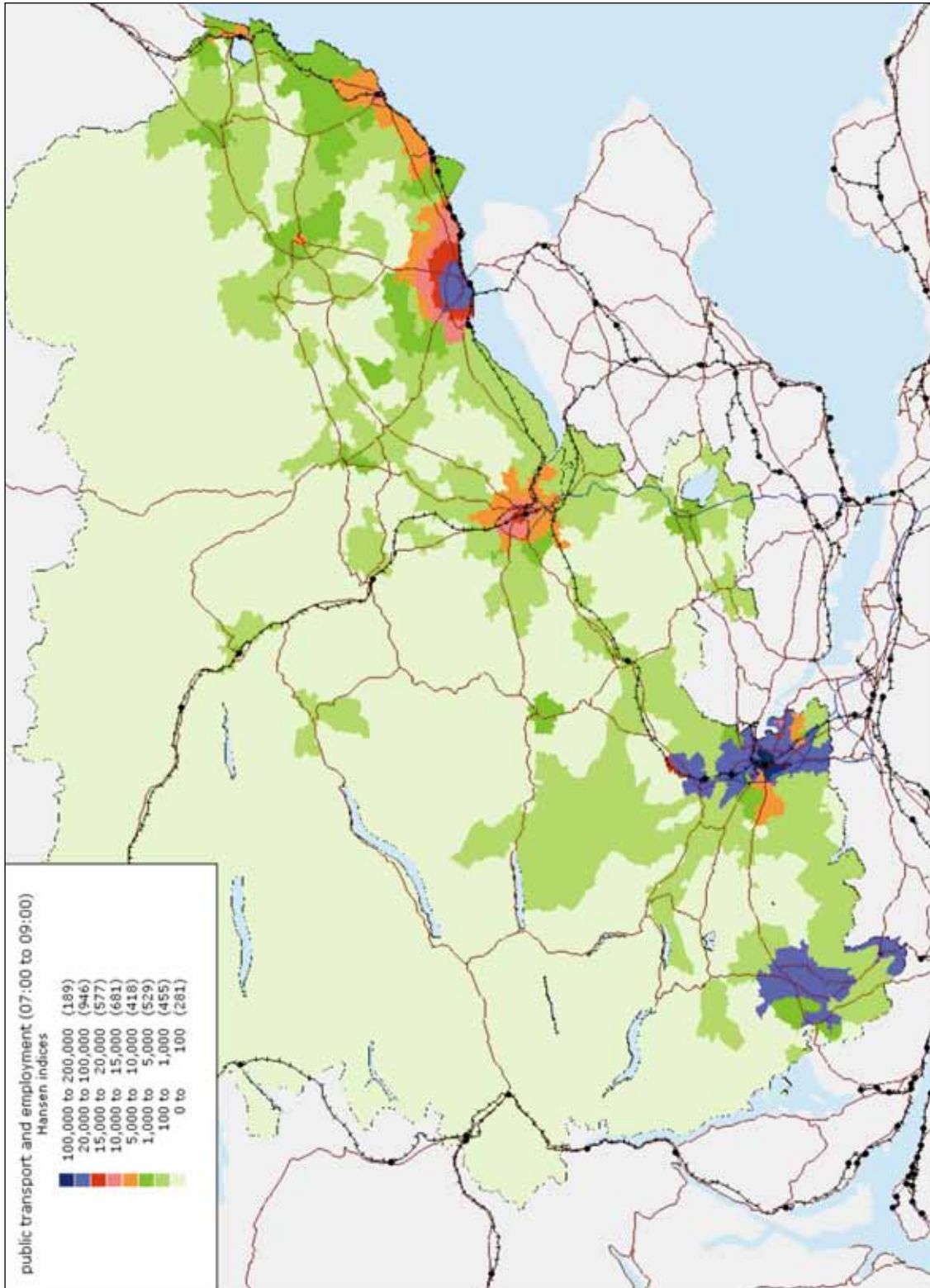
- the Actions are meeting the Strategy Objectives
- the Actions are achieving their intended outcomes
- the assumptions behind the Objectives remain relevant.

As the Strategy develops and is implemented, a series of Specific, Measurable, Achievable, Realistic and Time bound (SMART) Targets will be developed, against which delivery progress will be measured and reported annually. Targets will also be determined in the context of available delivery resources, both financial and human. These will be included in the RTS Delivery Plan and will be the subject of further detailed consultation with constituent Councils and other potential delivery partners, to determine delivery priorities and responsibilities. This will include discussion and agreement on appropriate delivery targets.



Appendix 1

Plan A Access to employment by public transport in the morning peak.



Appendix 2

Key Destinations

The key destinations include:

- The regional centres of Dundee, Perth, Stirling, Arbroath, Forfar and Montrose.
- Town centres that provide a range of services including post office, grocery shopping etc.
- Out of town retail centres including those that provide evening entertainment e.g. cinemas.
- Major hospitals - Ninewells Hospital, Stracathro Hospital, Perth Royal Infirmary, Stirling Royal Infirmary and New Acute Hospital - Larbert.
- Main further education establishments – Dundee College, Perth College, Angus College, Forth Valley College, Stirling University, University of Dundee and Abertay University.
- Employment sites with over 500 employees.
- Main tourist destinations outside of the key regional centres.

Minimum Service Standards

Key Destinations should be served by a minimum hourly weekday service connecting them to a Strategic Route Corridor or Interchanges. Each should have suitably located and specified bus stop infrastructure. The maximum walking distances to bus stops are those listed in STAG guidance, which are as follows:

- 5 minutes (300-500 metres) walk in urban areas, and
- 10 minutes (600-1000 metres) walk in rural areas.



Strategic Routes

The strategic bus routes that connect Key Destinations and Strategic Interchanges include:

Route	Recommended minimum weekday frequency
• Brechin – Stracathro Hospital	hourly
• Brechin – Montrose	hourly
• Brechin – Forfar	hourly
• Montrose – Arbroath	hourly
• Brechin – Arbroath	hourly
• Forfar – Arbroath	hourly
• Arbroath – Dundee	hourly
• Forfar – Dundee	hourly
• Dundee – Blairgowrie	hourly
• Dundee – Ninewells Hospital	hourly
• Dundee – Perth	hourly
• Perth – Blairgowrie	hourly
• Perth – Pitlochry/Aberfeldy	hourly
• Perth – PRI	hourly
• Perth – Crieff	hourly
• Perth – Auchterarder – Stirling	hourly
• Perth – Kinross – Edinburgh	hourly
• Stirling – Crieff	hourly
• Stirling – Larbert	hourly
• Stirling – Callander	hourly



Strategic Interchanges

The regionally significant strategic interchanges are:

- Arbroath bus station
- Brechin (Clerk Street)
- Kirriemuir (High Street)
- A90 Interchange (Forfar)
- Forfar (East High Street)
- Montrose (High Street).
- Dundee: Seagate bus station, city centre interchanges and Ninewells Interchange.
- Aberfeldy (Chapel Street)
- Auchterarder (High Street)
- Blairgowrie (Wellmeadow bus stance)
- Crieff (High Street)
- Kinross (Muir)
- Perth: Perth bus station, Mill Street and South Street in Perth city centre
- Pitlochry (Atholl Road),
- Stirling bus station
- Killin
- Callander (Station Road)
- Tyndrum
- Park and Ride sites at Broxden, Scone, Kinross, Springkerse and Castleview

Sections of this document can be translated on request into Chinese, Urdu, Hindi, Punjabi or Gaelic, or can be made available in large print , audio or Braille.

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