TACTRAN BUS AND COMMUNITY / DEMAND RESPONSIVE TRANSPORT STRATEGY

Draft Final Strategy

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1. SETTING THE SCENE

National, Regional and Local Strategies

In developing a Buses and Community Transport / Demand Responsive Transport (CT/DRT) strategy that meets the needs of the region and contributes to wider national, regional and local objectives, it is important to set the policy context within which the strategy will sit. This process ensures that the strategy is developed to be consistent with and contributes to wider objectives and targets. The relevant national, regional and local policies are listed below.

TABLE 1.1 RELEVANT NATIONAL, REGIONAL AND LOCAL POLICIES

<table>
<thead>
<tr>
<th>National policies</th>
<th>Regional policies</th>
<th>Local policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability Discrimination Act 2005</td>
<td>Dundee and Angus Structure Plan</td>
<td>Angus Local Transport Strategy (2000, currently under review)</td>
</tr>
<tr>
<td>An Action Plan for Buses in Scotland</td>
<td>SEStran Regional Transport Strategy</td>
<td>Loch Lomond and the Trossachs National Park Plan</td>
</tr>
<tr>
<td>SPP17 and PAN 75 Planning for Transport</td>
<td>SPT Regional Transport Strategy</td>
<td>Cairngorms National Park Plan</td>
</tr>
<tr>
<td>The Next Decade – A Tourism Framework for Change</td>
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<tr>
<td>Choosing our Future: Scotland’s Sustainable Development Strategy</td>
<td></td>
<td></td>
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<tr>
<td>Air Quality Strategy for England, Wales, Scotland and Northern Ireland</td>
<td></td>
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</tbody>
</table>

Full details of the policy review can be found in the accompanying Audit Report; however, the points below provide a summary of the key policy principles relevant for the Bus and Community / Demand Responsive Transport Strategy. These points have been drawn from identifying common themes arising in the objectives of these plans and programmes and are:

- Encourage economic development whilst taking account of social and environmental agendas
- Encourage modal shift from the private car to more sustainable modes
• Encourage public transport access to new developments
• Conserve and enhance the natural and cultural heritage of the area
• Promote sustainable economic and social development of the area’s communities
• Improve access to healthcare
• Promote tourism
• Improve connections between regions
• Support development in rural areas which sustain viable communities
• Improve general quality of life and promote access to opportunity
• Increase transport accessibility for people with restricted options
• Promote safer travel for all, and
• Increase travel choices and enhance linkages between different modes.

Buses for Scotland

In March 2008 the Scottish Government hosted a Progress Through Partnership forum with the aim of realising a vision for improved bus services and infrastructure based on sharing and jointly agreeing aspirations and responsibilities with operators and transport authorities, and to agree jointly with them a number of key actions. The Minister for Transport, Infrastructure and Climate Change indicated some outcomes that he would like to see taken forward over the coming months and years. Those relevant to this strategy are:

• Park and Ride
• Quality Partnerships
• Punctuality Improvement Partnerships
• Travel Plans
• Bus Compliance, and
• Bus Route Development Grant.

The Need for a Regional Buses and CT/DRT Strategy

This strategy sets out the principles to help to maintain and improve the bus and CT/DRT network across the region in line with the national, regional and local policies outlined above.

It sits within 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.

The strategy is responding specifically to TACTRAN’s desire to work closely with key stakeholders to prepare a bus strategy and CT/DRT action plan for the region.

A further two strategies, dealing with information provision across the whole transport network and Park and Ride provision, have been developed in conjunction with this strategy. Both these strategies 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:

- 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

- 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.

For the purposes of this study CT and DRT have been dealt with together.

The Structure of this Document

Section 2 sets out the Strategy Objectives and how they nest within the RTS overarching objectives. Section 3 sets out the Key Issues, Gaps and Opportunities, providing a summary of the issues identified, gaps in current service coverage and opportunities to build on existing good practice. Section 4 describes the Strategy, outlining the key themes and strategy principles that underpin them. Section 5 sets out the Action Plan that summarises the actions that will deliver the Strategy Principles and Section 6 summarises the Strategy Appraisal and Monitoring identifying the benefits of the strategy and how monitoring of it will be undertaken.

A series of supporting documents provide comprehensive detail on the background to this strategy, they include the Audit of Policies, Services and Infrastructure, Consultation Report, Appraisal Report, Environmental Report (SEA) and Equality Impact Assessment. These can be accessed on the TACTRAN website – www.tactran.gov.uk.
2. STRATEGY OBJECTIVES

Objectives

The process of developing this strategy has been driven by the development of an agreed set of objectives. In developing the objectives it has been kept in mind that transport is generally a means to an end. Better transport is desirable because of the consequential benefits it brings, such as better access to employment, education and health care and more efficient business travel.

The objectives of the Scottish Government’s National Transport Strategy, the Action Plan for Buses in Scotland\(^1\) and the RTS have been used as the high level framework for developing the objectives for this strategy, which is essentially a ‘daughter’ document to the RTS. An understanding of the key issues relevant to the region has played a significant role in the development of objectives that are appropriate for the region.

Regional Transport Strategy Overarching Objectives

The six overarching objectives of the RTS are listed below:

- 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.
- The 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.

Bus and CT/DRT Objectives

Each of this strategy’s objectives relate to road based passenger transport, which encompasses commercial and subsidised scheduled bus services, CT and DRT services. They reflect and nest within the RTS overarching objectives, as follows:

- Economy

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1. To 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. To achieve improvements in journey times and the reliability of the region’s road based passenger transport network.

• Accessibility

3. To 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. To remove physical, financial and perceptual barriers to accessing road based passenger transport services and infrastructure.

5. To enable patients and visitors to access necessary health facilities by road based passenger transport.

6. To ensure a level of information provision across the whole road based passenger transport network that promotes its use and does not hinder accessibility.

• The Environment

7. To enhance the environmental standards of the road based passenger transport fleet and infrastructure.

8. To achieve greater use of road based passenger transport services in place of travel by private car.

• Health and Well-Being

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

• Safety & Security

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

• Integration

11. To increase connectivity between road based passenger transport services and between different modes of transport.

12. To strengthen the links between land-use planning and provision of road based passenger transport.
3. KEY ISSUES, GAPS AND OPPORTUNITIES

Introduction

An understanding of the key issues and opportunities in terms of bus and CT and DRT provision across the region was undertaken through an audit of policies, services and infrastructure. The audit reviewed policy documents, existing services and infrastructure, and previously identified issues and opportunities. It employed gap analysis to identify where improvements to services and the quality of provision should be considered. The main points arising from the gap analysis are outlined in the following sections and are supported by representative plans in Appendix 1. This was supplemented with a wide ranging consultation exercise. The consultation has included local authorities, public transport operators, health boards and CT/DRT representatives. A stakeholder workshop was held on 6th February 2008 to which all stakeholders were invited to discuss the key issues, opportunities and draft objectives for the strategy. The Audit Report that accompanies this strategy provides full details of the audit of policy documents, existing services and infrastructure, the gap analysis and consultation undertaken.

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 in the evenings, even where daytime services are adequate. 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 than low frequency (supported) scheduled services is acknowledged. The demand for such 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 above in the sections on access to employment, education and healthcare. However, the cost of providing DRT services is a significant issue; particularly as national entitlement cards for concessionary fares are not valid on the bulk of these services.

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. It is a key action identified in the Scottish Government’s Action Plan for Buses to expand DRT provision.

**Access to employment**

Areas with the best access to employment are highly concentrated around the main urban areas and along the main Dundee-Perth-Stirling railway corridor, with very few opportunities away from these areas. Away from the main urban centres, there are long public transport travel times to significant employment opportunities. A plan showing accessibility to employment by public transport is included in Appendix 1 (Plan A). Unemployment figures show that 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 around Crianlarich and Killin.

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. Stirling has seen significant development on the periphery of the town, (e.g. Castle Business Park) but these peripheral locations rely on connections to the town centre and have not yet seen the public transport network evolve to better meet their needs. As a result many of the emerging employment locations are much more car dependent than is desirable.

**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 more rural 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 facilities.

The strategy will seek 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 was also felt that there should be greater coverage of low floor bus services and information relating to them (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.

**Infrastructure**

The Audit Report provides information on infrastructure provision across the region including identification of bus stations and key interchanges, park and ride sites, the number of and facilities provided at bus stops and bus priority measures.

There are a number of examples of good practice in relation to infrastructure provision across the region. An opportunity exists to use these examples to set a minimum standard for infrastructure provision across the whole region.

The key elements of good practice are as follows:

- 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’. However, the Buses Action Plan for Scotland includes a commitment to review this.

Bus punctuality and reliability

Operators have identified a lack of bus priority in urban areas as an issue of concern.

Angus Council, Dundee City Council, Stagecoach Strathtay and Travel Dundee are currently working with the Scottish Government and TACTRAN to draw up a template for the implementation of Punctuality Improvement Partnerships (PIPs). This is being done with a view to introducing PIPs on a number of routes in the area and providing good practice guidance.

Information

There are a number of issues relating to the provision of information on buses and CT/DRT. These are considered in more detail in the Regional Travel Information Strategy.

Attracting car drivers to buses

In recent times, bus use has been largely confined to those who had no alternative. A key issue for the fulfilment of the aspirations of the RTS will be to change this pattern and make the bus a mode of choice for significant numbers of journeys, even 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.

**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.

In the short term, at least, national funding in support of services through Bus Service Operators Grant (BSOG) has been frozen and the overall settlement for local authority finance is acknowledged to be tight, which is putting supported service budgets under pressure. BSOG is also only available for the fixed parts of scheduled DRT services so with large rural areas and a high dependence on flexible routing of demand responsive services some operators derive less benefit from BSOG than their urban counterparts.

With the discontinuation of the national Rural and Urban Community Transport Initiative Funding many CT operators are facing uncertainty.

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

Strategy overview

In order to meet the objectives set out in Chapter 2, an integrated strategy has been developed to raise the quality and efficiency of all aspects of the bus journey. The strategy consists of three key themes:

- **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 takes an overview of the region and identifies opportunities where partnership working can be achieved and effective solutions delivered. It will facilitate greater partnership working between stakeholders by providing the forum for discussion, generation of ideas and sharing of best practice.

**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 and that everyone across the region has access to a key regional centre where they can access a range of services and facilities.

The 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 bus 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. The strategy supports measures to build on these examples of good practice and expand them across the region.

**TABLE 4.1 NETWORK COVERAGE: STRATEGY PRINCIPLES AND LINK TO OBJECTIVES**

<table>
<thead>
<tr>
<th>Strategy principles</th>
<th>Link to objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that identified key destinations are accessible by either bus or CT/DRT services and at times and frequencies that meet the needs of the region’s population and businesses</td>
<td>1,2,3,5,7,8,10</td>
</tr>
</tbody>
</table>
Ensure the provision of a pattern and frequency of service that provides a good level of service for those that have no choice but to use buses and is capable of providing an attractive option (in conjunction with other measures) for those that do have a choice

Ensure that the funding available for supported bus services across the region is utilised in the most effective manner whilst continuing to provide socially necessary services to meet the needs of the region’s population

Ensure that high care travel needs are met

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.

The strategy aims to improve the general quality of the scheduled bus and DRT vehicles across the region and ensure consistent standards when travelling from one area to another.

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.

<table>
<thead>
<tr>
<th>Strategy principle</th>
<th>Link to objectives</th>
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<tbody>
<tr>
<td>Enhance the quality of bus infrastructure and regionally important strategic interchanges to drive up the overall quality of bus services to make bus a mode of choice</td>
<td>1,3,4,5,6,7,8,9,10, 11,12</td>
</tr>
<tr>
<td>Address perceptions of safety and security in using bus services</td>
<td>4,6,10</td>
</tr>
<tr>
<td>Raise the overall standard of vehicles operating across the region in terms of safety, accessibility and environmental standards</td>
<td>2,6,7,9</td>
</tr>
<tr>
<td>Integrate environmental sustainability principles into the construction, maintenance and operation of the road based passenger transport network</td>
<td>2,4,12</td>
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Network performance

Improving network performance aims to enhance the overall operation of the network and will complement improvements to the service coverage and infrastructure. This theme intends to encourage travel by bus as an alternative to the car by improving journey reliability and 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.

**TABLE 4.3 NETWORK PERFORMANCE: STRATEGY PRINCIPLES AND LINK TO OBJECTIVES**

<table>
<thead>
<tr>
<th>Strategy principle</th>
<th>Link to objectives</th>
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<tbody>
<tr>
<td>Promote partnership working across the region to improve the quality of bus services</td>
<td>4,11,12</td>
</tr>
<tr>
<td>Encourage a high quality of driver training to ensure the safety and convenience of the travelling public, particularly for disabled people travelling on CT/DRT services</td>
<td>4,5,6,10</td>
</tr>
<tr>
<td>Improve the reliability of bus services and reduce journey times by providing priority over the general flow of traffic</td>
<td>1,2,3,4,6,7,8,10</td>
</tr>
<tr>
<td>Encourage use of bus and CT/DRT services though integrated ticketing and concessionary fares initiatives</td>
<td>4,6,8,9,11</td>
</tr>
<tr>
<td>Enhance awareness and efficiency of operation of CT/DRT services</td>
<td>4,11,</td>
</tr>
<tr>
<td>Identify new sources of funding for enhancement of the bus and CT/DRT network</td>
<td>4,11</td>
</tr>
</tbody>
</table>

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 a separate Regional Travel Information Strategy that has been developed in parallel to this one.

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. It is also the case that their effectiveness will depend in part on the quality and availability of public transport services.

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 in order for them to act as 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.
5. THE ACTION PLAN

A range of Strategy Actions has been developed to deliver the Strategy Principles and achieve the Strategy Objectives. Each of the actions has been appraised in terms of satisfying the Objectives and allocated a high, medium or low priority.

The actions and their priority are shown below under each of the key themes:

- **Network coverage**;
- **Infrastructure and vehicles**; and
- **Network performance**.

**Network coverage**

**Strategy actions**

<table>
<thead>
<tr>
<th>Action</th>
<th>Priority</th>
<th>Description</th>
</tr>
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</table>
| NC1    | High     | **Accessibility to key destinations**  
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. The key destinations are listed in Appendix 2. |
| NC2    | High     | **Pattern and frequency of bus services**  
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. The strategic routes are listed in Appendix 2. |
| NC3    | High     | **Supported bus network**  
Review the supported bus network to identify opportunities to improve the efficiency of use of available funding. |
| NC4    | High     | **New developments**  
Ensure that new developments are either located close to existing good public transport services or can be linked in using financial contributions from the developer. |

**Infrastructure and vehicles**

**Strategy actions**

<table>
<thead>
<tr>
<th>Action</th>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
</table>
| IV1    | Medium   | **Existing interchanges**  
Establish minimum standards for regionally significant interchanges and deliver improvements. The regionally significant interchanges are listed in Appendix 2 |
| IV2    | High     | **New interchanges**  
Assess the opportunities for new interchange facilities. |
### IV3 Medium Bus stop infrastructure

Prioritise corridors and individual sites for improvement to bus stop infrastructure.

### IV4 Medium Whole journey approach

Develop an approach to passenger safety that considers the whole journey, including the safety of key walking routes to and from bus stops and interchanges and that delivers through a partnership approach.

### IV5 Medium CCTV

Identify and prioritise opportunities for enhanced provision of CCTV on vehicles and at key interchanges.

### IV6 Medium Lighting

Prioritise a programme of improvements and set appropriate standards for lighting provision at bus stops and interchanges across the region.

### IV7 Medium Mobility difficulties

Undertake detailed consultation with disabled representative groups to identify barriers to travel.

### IV8 Medium Buses

Work in partnership to identify opportunities to raise the standard of vehicles.

### IV9 Medium CT/DRT vehicles

Ensure a good supply of wheelchair accessible taxis and minibuses and other adapted vehicles to meet the needs of all of the population.

### IV10 Low Environmental responsibility

Promote environmentally conscious construction, maintenance and operation of the bus and CT/DRT network.

### Network performance

#### Strategy actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
</table>
| NP1     | High     | **Quality Partnerships**  
Explore opportunities for and facilitate the implementation of Quality Partnerships. |
| NP2     | Medium   | **Driver training**  
Work with key stakeholders to undertake a periodic assessment of driver training being undertaken across the region. |
| NP3     | Medium   | **Bus Priority and Punctuality Improvement Partnerships**  
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). |
| NP4     | Low      | **Enforcement**  
Ensure traffic regulations that facilitate efficient bus service provision are enforced. |
| NP5     | Medium   | **Integrated ticketing**  
Work with Transport Scotland, operators and local authorities to... |
<table>
<thead>
<tr>
<th>NP</th>
<th>Level</th>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>NP6</td>
<td>Medium</td>
<td>Salary Sacrifice Schemes</td>
<td>Promote the benefits of and facilitate the introduction of Salary Sacrifice Schemes for season travel tickets.</td>
</tr>
<tr>
<td>NP7</td>
<td>Medium</td>
<td>Concessionary fares</td>
<td>Lobby for the Scottish Government concessionary fares scheme to include CT and DRT services.</td>
</tr>
<tr>
<td>NP8</td>
<td>Medium</td>
<td>Travel discount schemes</td>
<td>Explore the potential for providing further discounted travel for key groups of people.</td>
</tr>
<tr>
<td>NP9</td>
<td>Medium</td>
<td>CT/DRT booking</td>
<td>Facilitate a co-ordinated information and booking service for CT/DRT services.</td>
</tr>
<tr>
<td>NP10</td>
<td>High</td>
<td>Road based transport funding</td>
<td>Identify non transport and national government funding sources for road based transport and lobby for more national Government support.</td>
</tr>
<tr>
<td>NP11</td>
<td>High</td>
<td>Development of community travel</td>
<td>Facilitate funding to ensure sufficient supply of community travel opportunities.</td>
</tr>
</tbody>
</table>
6. STRATEGY APPRAISAL AND MONITORING

Introduction

An overarching appraisal of the 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).

Appraisal

Scottish Transport Appraisal Guidance (STAG)

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).

The 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 then refined and developed with the help of the stakeholder consultation.

All the Strategy Actions in the Action Plan have been developed through a ‘user need led assessment’ and may contribute to more than one Strategy Objective. This will set priorities for funding and implementation within the context of the overall RTS Delivery Plan.

The STAG appraisal indicates the prioritised 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 it 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 (SEA)

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)
Throughout the preparation of the 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 the strategy the potential impact of travel information on equalities groups was taken fully into account.

**Monitoring**

Monitoring will play a key role in ensuring that:

- the Actions are meeting the Strategy Objectives
- the Actions are achieving their intended outcomes
- that 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.

Reflecting linkages with the National Transport Strategy, the establishment of Targets for this strategy will also be influenced by, and will have regard to, relevant targets established through the Action Plan for Buses in Scotland.
APPENDIX 1

Plan A

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

Plan B

Plan B shows access by public transport to the nearest hospital between 06.00 and 10.00. Stirling Royal Infirmary is excluded due to its impending closure.
APPENDIX 2

Definitions

Key destinations

Key destinations should be served by a minimum hourly weekday service connecting them to a strategic route corridor or interchange point. 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.

The key destinations are:

- 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) and out of town retail centres (including those that provide evening entertainment e.g. cinemas).
- Major hospital sites - Ninewells Hospital, Stracathro Hospital, Perth Royal Infirmary and Stirling Royal Infirmary.
- Main sites of 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.

Strategic routes

Strategic bus routes that connect key destinations and strategic interchanges are as follows:

<table>
<thead>
<tr>
<th>Route</th>
<th>Recommended minimum weekday frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brechin – Stracathro Hospital</td>
<td>hourly</td>
</tr>
<tr>
<td>Brechin – Montrose</td>
<td>hourly</td>
</tr>
<tr>
<td>Brechin – Forfar</td>
<td>hourly</td>
</tr>
<tr>
<td>Montrose – Arbroath</td>
<td>hourly</td>
</tr>
<tr>
<td>Brechin – Arbroath</td>
<td>hourly</td>
</tr>
<tr>
<td>Forfar – Arbroath</td>
<td>hourly</td>
</tr>
<tr>
<td>Arbroath – Dundee</td>
<td>hourly</td>
</tr>
<tr>
<td>Forfar – Dundee</td>
<td>hourly</td>
</tr>
<tr>
<td>Dundee – Blairgowrie</td>
<td>hourly</td>
</tr>
<tr>
<td>Dundee – Ninewells Hospital</td>
<td>hourly</td>
</tr>
<tr>
<td>Dundee – Perth</td>
<td>hourly</td>
</tr>
<tr>
<td>Perth – Blairgowrie</td>
<td>hourly</td>
</tr>
</tbody>
</table>
- Perth – Pitlochry/Aberfeldy two hourly
- Perth – PRI hourly
- Perth – Crieff hourly
- Perth – Auchterarder – Stirling hourly
- Perth – Kinross hourly
- Stirling – Crieff two hourly

**Strategic interchanges**

The regionally significant strategic interchanges are:

- Arbroath bus station
- Brechin (Clerk 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 (Muirs)
- *Perth:* Perth bus station, Mill Street and South Street in Perth city centre
- Pitlochry (Atholl Road),
- Stirling bus station
- Park and Ride car parks at Broxden, Scone, Kinross, Springkerse and Kildean