



Strathclyde Partnership for Transport  
Regional Transport Strategy  
Delivery Plan 2014-2017



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## 1. Introduction

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland. SPT, in partnership with our member councils and other stakeholders, delivers a range of solutions across Strathclyde to enhance and develop our transport network, infrastructure and services, and to promote sustainable development and travel choices. These solutions may be either strategic or local in nature, but are underpinned by SPT's regional view of the transport needs of the people and businesses in the Strathclyde area, as set out in the Regional Transport Strategy (RTS).<sup>1</sup>

### 1.1 The Regional Transport Strategy and Delivery Plan

'A Catalyst for Change', the statutory Regional Transport Strategy for the west of Scotland 2008-21 (RTS) was approved by Scottish Ministers in 2008. The RTS guides SPT's activity towards achieving our Vision:

***“A world class sustainable transport system that acts as a catalyst for an improved quality of life for all”***

The Delivery Plan links the RTS to SPT's business planning processes through the strategic priorities and sets out the services, projects and initiatives that will enable the delivery of the RTS over the next three years (2014 - 2017). The Delivery Plan reflects current social, environmental and economic circumstances at local, regional and national levels. (The location of the Delivery Plan within SPT's strategic and business planning processes is set out in Appendix 1).

Recent Scottish Government advice regarding the legislative requirements<sup>2</sup> to keep the RTS under review recommended that *“RTPs should be focussed on demonstrating delivery against existing plans, rather than dedicating considerable time and other resources to the preparation of further studies, programmes and strategies.”* This Delivery Plan follows this guidance by focussing on SPT's key work streams and the specific services, initiatives and project deliverables that we seek to achieve over the next three years.

A 5-year review of the performance of the RTS was undertaken to guide the development of the Delivery Plan.<sup>3</sup> Following this work, the seventeen strategic priorities from the RTS were rationalised to eight to provide a sharper focus for business planning and resource allocation. The 4 RTS outcomes have not been changed and remain the over-arching principles on which the longer-term success of the RTS will be measured. This streamlined RTS framework is shown in Diagram 1 (overleaf).

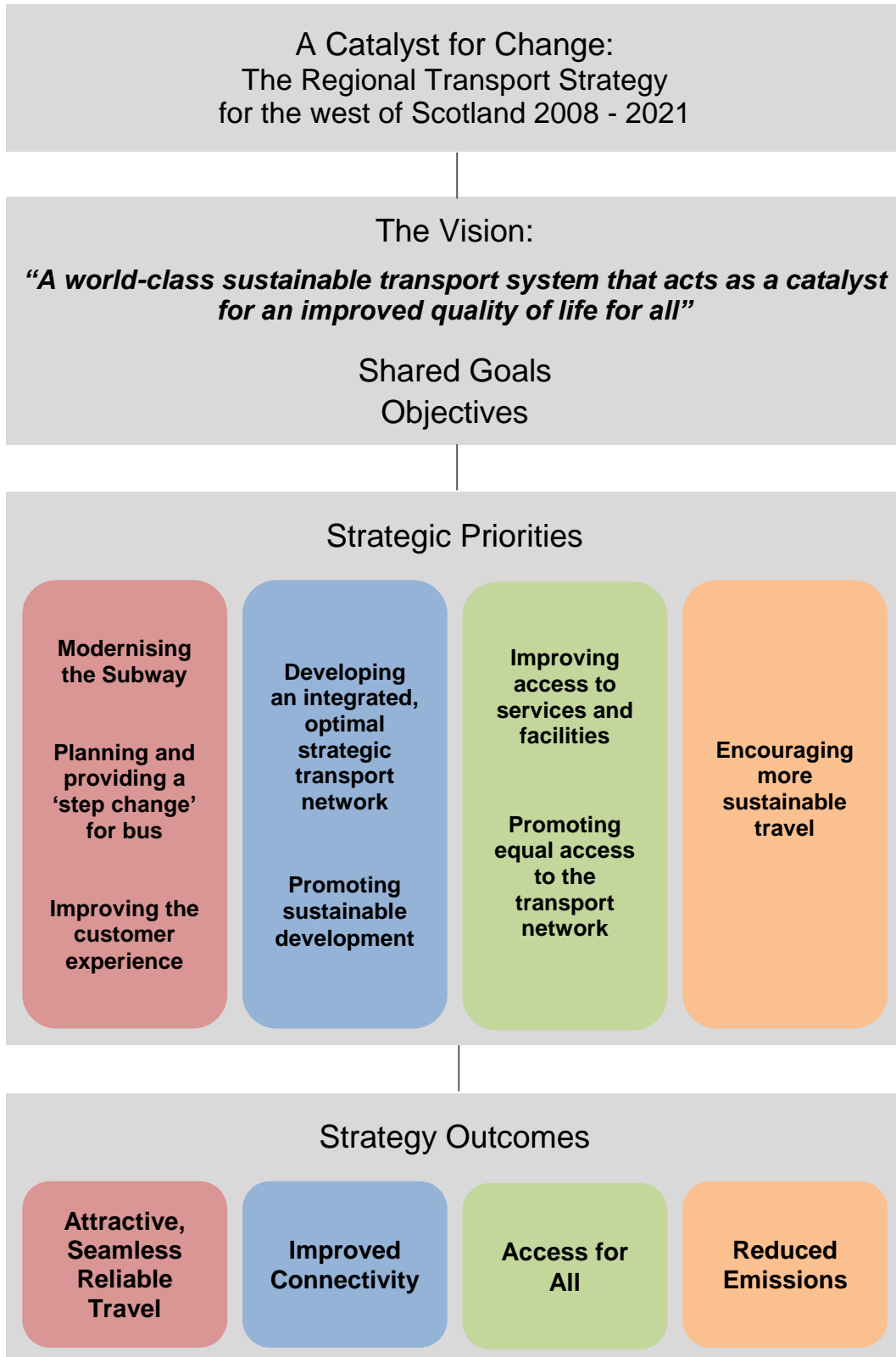
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<sup>1</sup> <http://www.spt.co.uk/corporate/about/strategy/regional-transport-strategy/>

<sup>2</sup> Section 7 of the Transport (Scotland) Act 2005 sets out a requirement for RTPs to keep strategies under review.

<sup>3</sup> Regional Transport Strategy Monitoring Report 2012/13

**Diagram 1: Regional Transport Strategy framework**



## 1.2 Delivery plan structure

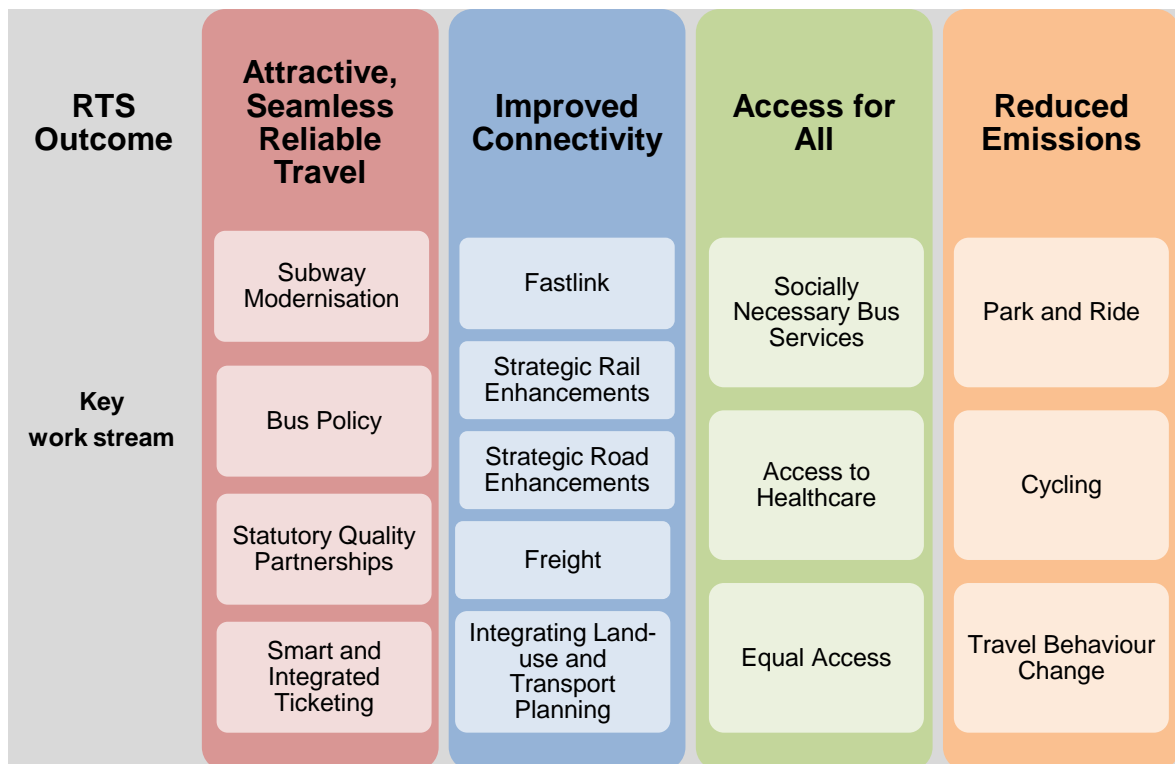
The Delivery Plan is structured around the 4 RTS outcomes of Attractive, Seamless Reliable Travel, Improved Connectivity, Access for All and Reduced Emissions. The purpose of this structure is to maintain a strong focus on the desired effect of the RTS – a more integrated, connected, accessible and sustainable region for residents, visitors and business.

The Strategic Priorities provide the policy framework that guides the development of the Delivery Plan’s key work streams. The Strategic Priorities are not embedded within the main document to ensure a simple format and clear link between the everyday work by SPT and partners and the desired impact on society of that collective effort. The full relationship between the Strategic Priorities, work streams and RTS outcomes is found in appendix 2.

Fifteen work streams make up the key actions and outputs necessary to make progress towards achieving the RTS outcomes over the next 3 years. These work streams include capital projects and investments, operational responsibilities and services, transport planning services and initiatives, and transport policy development and implementation measures.

The work streams are built upon existing efforts, but still outline an ambitious, far-reaching and innovative ‘work plan’ over the next 3 years. The work streams are set out in the diagram 2 below under the relevant RTS outcome.

**Diagram 2: Key work streams and strategy outcomes**



### **1.3 Monitoring**

The key indicator for each RTS outcome is set out in each section and will be reported within future SPT Annual Reports. The progress of relevant Delivery Plan work streams against local community planning outcomes will be set out within the annual Transport Outcome Reports produced for each constituent council.

### **1.4 Community Planning and Joint Resourcing**

The key policy priorities for Community Planning<sup>4</sup> have been considered during the development of the Delivery Plan and the connections between the policy priorities and the RTS outcomes are noted within sections 2 – 5. The policy priorities for Community Planning that are relevant to the Delivery Plan are the following:

- Economic Recovery and Growth
- Employment
- Health Inequalities & Physical Activity
- Outcomes for Older People

SPT, as a statutory Community Planning partner, will continue to participate in the emerging Community Planning Joint Resourcing with our member councils and will incorporate developments into future business planning and monitoring including within the Transport Outcome Reports.

### **1.5 Partner engagement**

SPT engaged with officers from SPT's 12 member councils, the Glasgow & Clyde Valley Strategic Development Planning Authority and Transport Scotland in developing this Delivery Plan.

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<sup>4</sup> Single Outcome Agreements Guidance to Community Planning Partnerships December 2012, Scottish Government.

## 2. RTS Outcome: Attractive, Seamless, Reliable Travel

This outcome is about developing and delivering a modern, cohesive public transport system that provides dependable services and appeals to all demographic groups. All modes of public transport will be perceived as desirable travel options by most people, with a stable and predictable service provision and easy, straight-forward travel from journey planning to journey's end.

Working towards this outcome supports the **Economic Recovery and Growth** community planning policy priority as modern transport infrastructure and services support regeneration initiatives, sustain local economies and attract business investment to the area.

There are four key work streams, over the next 3 years, to support the delivery of the attractive, seamless, reliable travel outcome. These are the following:

- Subway Modernisation;
- Bus Policy;
- Statutory Quality Partnerships; and
- Smart and Integrated Ticketing.

Details about each of these key work streams are set out in the following section. Other projects, services and initiatives in support of this outcome are included at the end of the section.

### 2.1 Subway Modernisation

The Subway is an essential component of the transport network in Glasgow, providing two river crossings and fast, frequent travel to the city centre and other key destinations. It has been more than 30 years since the last full refurbishment of the system making the £288 million Subway Modernisation programme an essential investment to refurbish stations, improve accessibility, provide new escalators and travelators, improve tunnel and track infrastructure, install and develop smartcard ticketing, and deliver new trains and signalling system.

The modernisation of the Subway will contribute to this RTS outcome by improving the reliability and frequency of services including reducing service disruptions and more flexible operational hours; by continuing the safe operation of services; by offering a more accessible system including way-finding improvements, lifts, better lighting and more inclusive travel information formats; and by providing safe, secure and appealing station environments. This project supports regeneration efforts and meets the transport needs of commuters, students, tourists, shoppers and leisure travellers from across the region and beyond.

#### *Summary progress to date*

To date, progress includes the complete refurbishment of Hillhead, Partick, Kelvinhall and Ibrox stations and branding refresh of all stations; secured European Regional Development Funds for station improvement works at stations

on the south side of the Subway network; installation of new escalators at Buchanan Street, St Enoch, Hillhead and Govan; progression of rolling stock procurement; progression of tunnel improvement and infrastructure works; and implementation of smartcard ticketing.

## 2014 - 2017

In the next 3 years, St. Enoch, Govan and Buchanan Street station refurbishments will be progressed and designs for the remainder of other stations will be produced. The tunnel and track infrastructure will be enhanced in readiness for the new rolling stock and signalling system.

The contract for new trains, signalling and control system will be awarded and the first phase of bringing in the new system will be delivered. The detailed programme for the delivery of all new trains and fully automatic system will be known by the end of 2014, following completion of the procurement process.

## 2.2 Bus Policy

The bus market in Scotland currently operates within a regulatory framework that does not necessarily result in the most beneficial services for passengers or the best value for the public purse. Concerns include route instability, service frequency and network coverage; difficulties in developing competitive integrated ticketing; ensuring best value for money in securing and planning tendered services; and the variability of vehicle quality.

SPT, in partnership, seeks to expand on its existing powers to operate and monitor bus services by pursuing changes to legislation and regulations to deliver a higher quality, integrated bus network that meets the needs of passengers. These proposed changes, if enacted, would result in more effective consultation with operators to deliver a more integrated, more stable bus network across the region; greater powers to deliver competitive, attractive integrated ticketing products; greater ability to design and award tendered services in the most cost-effective and integrated manner; more effective and efficient monitoring of bus vehicles and service standards; and greater ability to monitor and respond to proposed route and service changes.

These proposed changes in bus policy will support this RTS outcome by reducing disruption to passengers' everyday travel needs, by making it easier and more affordable for passengers to use bus services from more than one operator, by encouraging the growth of a more comprehensive bus network, and by reducing the risk of passengers travelling on unsuitable vehicles.



## Summary progress to date

SPT's Partnership approved a menu of proposed changes to bus legislation and regulations and additional powers for transport authorities<sup>5</sup> - the menu is known as the '10 point plan'. The '10 point plan' includes support for the remedies from the Competition Commission's local bus services market investigation final report,<sup>6</sup> following extensive involvement by SPT through all stages of the Competition Commission's inquiry. SPT is a member of the national Bus Stakeholders Group (established 2012) and, through this forum and other engagement activities, has established the '10 point plan' as the basis for driving forward improvements in bus policy at regional and national levels.

### 2014 - 2017

Over the next 3 years, SPT will continue to seek a solution to implementing smart, integrated ticketing across all public transport operators; to progress with Transport Scotland the introduction of secondary legislation to permit service frequencies to be specified when implementing a statutory Quality Partnership (sQP); and to seek additional powers for service compliance inspectors equivalent to VOSA officers to ensure safer and better quality bus services for passengers.

SPT will continue to seek new regulations to ensure that community transport services meet quality and training standards in order to better meet the needs of passengers; to pursue the introduction of a mandatory Code of Conduct for bus operators that will improve the provision of supported services; to seek mandatory Electronic Bus Service Registration for all local bus service registrations and a duty to consult on service registration changes; and to work with Transport Scotland to deliver new guidance for tendering of supported local bus services to minimise costs and maximise passengers benefits across the network.

## 2.3 Statutory Quality Partnerships

Statutory Quality Partnerships (sQPs) seek to improve bus services, standards and facilities and improve air quality by placing legal obligations on transport authorities to provide better infrastructure and facilities, and on bus operators to provide services to an agreed standard. Infrastructure and facility improvements may include bus stop and shelter upgrades; bus priority measures such as traffic signalling or bus lane enforcement; road maintenance and management of disruption from road works; travel information improvements including real time information; monitoring of services and vehicles; and bus station upgrades. Service standards may include improving customer services; adhering to timetables; and meeting vehicle maintenance and specification standards.

<sup>5</sup> [http://www.spt.co.uk/documents/SP280314\\_agenda7.pdf](http://www.spt.co.uk/documents/SP280314_agenda7.pdf)

<sup>6</sup> [http://webarchive.nationalarchives.gov.uk/+/http://www.competition-commission.org.uk/inquiries/ref2010/localbus/pdf/00sections\\_1\\_15.pdf](http://webarchive.nationalarchives.gov.uk/+/http://www.competition-commission.org.uk/inquiries/ref2010/localbus/pdf/00sections_1_15.pdf)

A carefully developed and effectively managed statutory Quality Partnership will contribute to the attractive, seamless, reliable travel outcome by providing cleaner, modern, high-quality infrastructure and buses, potential improvements to journey times and service reliability, and a better experience for passengers. Town centre economies benefit from a sQP, which assist in creating a more appealing environment for shoppers, tourists and businesses due to reduced congestion, improved public realm, and better air quality.

### *Summary progress to date*

To date, and in advance of establishing sQPs, SPT has invested heavily in bus infrastructure improvements throughout the region including an extensive stop and shelter upgrade programme; bus station re-developments at Hamilton, Greenock and Port Glasgow; real time passenger information; and traffic management and bus priority measures. SPT monitors bus services and vehicle standards across 11 of our member councils. Three sQPs have been established in the SPT area including the first sQP in Scotland for Paisley Town Centre (2011), Glasgow (2012) and Ayr – Prestwick (2013). Monitoring programmes are being progressed for reporting later in 2014.

### **2014 - 2017**

Over the next 3 years, SPT, in partnership, will seek to establish sQPs for the Fastlink core route and other areas such as Hamilton, Motherwell, Coatbridge, North Ayrshire / Irvine and Inverclyde; to monitor the performance of existing sQPs; to monitor bus service standards throughout the SPT area; and to invest in bus infrastructure throughout the region as a precursor to establishing other sQPs in the longer term.

## **2.4 Smart and Integrated Ticketing**

There is a highly-diverse and fragmented range of public transport ticketing products available to passengers in the west of Scotland. Concerns include affordability and complexity of ticketing options for multi-operator journeys, which suppresses demand for such journeys and makes public transport an impractical option for many people. Further concerns include accessibility issues for some people who may be put off using public transport more frequently due to difficulties in the purchasing of tickets and in determining the best ticket option.

SPT, in partnership, seeks to develop the Bramble ITSO-compliant smartcard product developed for the Subway Modernisation project into a regional smart & integrated ticketing product allowing travel on Subway, bus, rail and ferry. SPT, with the Zonocard Forum, will examine options to revamp the existing Multi-Operator Ticketing Scheme – Zonocard – to take into account business rules necessary for smart ticketing products and to develop new integrated ticketing products that encourage greater use of public transport and better meet the needs of residents, businesses, tourists and visitors.

Smart and integrated ticketing will contribute to the attractive, seamless, reliable travel outcome by developing ticketing products that are easy to purchase and use, provide more affordable access to the entire public transport network and appeal to infrequent public transport users, tourists and equality groups by making it easier to identify the most affordable and convenient ticket type for the desired journey. Integrated ticketing makes for a more efficient public transport network overall as more journeys will be undertaken using the most practical and timesaving services rather than being constrained by a single operator's network and will encourage patronage growth across all public transport modes.

### *Summary progress to date*

In Autumn 2013, SPT launched the smartcard system on the Glasgow Subway, replacing the previous ticketing system in its entirety. This included the replacement of the existing, magnetic stripe, turnstile gates with modern, smartcard-validating paddle gates including wide-aisle gates at every station for encumbered passengers or those with limited mobility.

New passenger operated ticket vending machines have been introduced selling a wider-range of products than their predecessors and accepting coins, notes and debit/credit cards. Station offices have been upgraded with Ticket Office Machines and the entire back office systems replaced with modern technology. Through Nevis Technologies, a joint venture with East-Kilbride technology company Ecebs, SPT has provided an ITSO (Integrated Transport Smartcard Organisation) HOPS (Host Operator Processing System) which will facilitate future interoperability with other ITSO schemes.

### **2014 - 2017**

Over the next 3 years, SPT, through Nevis Technologies and subject to Transport Scotland agreement, will integrate Bramble with the National Entitlement Card (NEC), allowing cardholders to utilise the Subway on a pay-as-you-go basis at the applicable rate (according to the Strathclyde Concessionary Travel Scheme subsidised fares). Visually Impaired passengers will be afforded free passage through gates with their NECs.

The Bramble card will be trialled on SPT's supported ferry service between Gourock and Kilcreggan and on Community Bus services in the Greater Glasgow area. SPT, through Nevis Technologies, will also seek to deliver interoperability between Bramble and ScotRail smart systems; and will seek to develop an interface with commercial bus operators to widen acceptance of smart cards in advance of establishing fully-integrated ticketing products across all public transport modes in the SPT area.

In addition to public transport services, Nevis Technology will also endeavour to extend the use of the Bramble card to facilitate non-transport applications such as cashless catering, membership and loyalty schemes and e-purse for low-value purchases.

## 2.5 Other areas of work in support of Attractive, Seamless, Reliable Travel

In addition to the key work streams identified in sections 2.1 – 2.4, SPT will continue to deliver services and support developments in the following areas in support of attractive, seamless reliable travel:

- Developing and improving travel information;
- Improving transport interchanges; and
- Operating bus stations and travel centres.

Over the next 3 years, SPT will support the delivery of bus hubs in Paisley, Glasgow and Cumbernauld, improve Govan and Partick interchanges, deliver a Real Time Passenger Information (RTPI) strategy and invest in more RTPI infrastructure in line with this strategy, and continue to operate Buchanan, East Kilbride, Hamilton and Greenock bus stations.

## 2.6 Monitoring

The key performance measure for this outcome is satisfaction with public transport services. In 2012, more than three-quarters (76%) of adults living in Strathclyde were satisfied with public transport – a 4% increase on 2007-2008 figures.<sup>7</sup>

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<sup>7</sup> Scottish Household Survey, multiple years. Excludes 'No Opinion' responses.

### 3. RTS Outcome: Improved Connectivity

This outcome is about developing and enhancing the transport network to ensure efficient and sustainable access to strategic locations for people and business. Journeys will be less affected by congestion, more employment opportunities will be within reach of more people and businesses will be better connected to their customers, employees and suppliers.

Working towards this outcome supports the **Economic Recovery and Growth** community planning policy priority as more efficient transport networks reduce the costs of congestion, improve access to employment and attract investment to the region.

There are five key work streams, over the next 3 years, to support the delivery of the improved connectivity outcome. These include the following:

- Fastlink;
- Strategic rail enhancements;
- Strategic road enhancements;
- Freight; and
- Integrated land-use and transport planning.

Details about each of the above are set out in the following section. Other projects, services and initiatives in support of this outcome are included at the end of the section.

#### 3.1 Fastlink

Fastlink is a bus-based public transport service that will provide a high-quality, fast, frequent and reliable service across key routes through Glasgow and surrounding areas. Fastlink will transcend conventional bus services by providing a more attractive, accessible customer-focused service with high-standards for reliability and punctuality.

A bus passenger survey undertaken by SPT in 2013 found that existing passengers using services in and around Glasgow City Centre were most concerned with service frequency, reliability and punctuality issues and the cleanliness of buses. These key issues will be addressed through the quality standards and service monitoring programme that will be established as part of the Fastlink statutory Quality Partnership.

The initial Fastlink scheme will include services between Glasgow city centre, the SECC, Govan and the New South Glasgow Hospital campus. This core scheme seeks to reduce bus journey times by up to 20% through the use of bus priority measures including lane segregation, priority signalling at traffic lights and dedicated bus lanes. This core scheme will serve as a template for future Fastlink

services including the extension of the core scheme to Renfrew and Braehead and upgrading existing quality bus corridors to the Fastlink standard.

Fastlink supports the Clyde Waterfront regeneration project and is a key city core infrastructure improvement within Glasgow's economic strategy 'A Step Change for Glasgow.'

### *Summary progress to date*

To date, progress includes completion of design works for the core route and delivery of works at Anderston Quay, Lancefield Quay, ClydeArc Bridge, Pacific Drive and junction improvements in Govan. Preparatory works have been undertaken in the Braehead area and investigations into potential extensions on other key corridors are in progress.

### 2014 - 2017

Over the next 3 years, SPT will continue to work with Glasgow City Council to deliver the core Fastlink route to the New South Glasgow Hospital by 2015 including implementing the statutory Quality Partnership for the Fastlink corridor. SPT will continue to work with Glasgow City Council to deliver traffic management solutions for the city centre and undertake feasibility and design works to implement the Fastlink standard on existing Quality Bus Corridors, subject to available funding. SPT will continue to work with Renfrewshire Council to further develop the Renfrew / Braehead extension.

## 3.2 Strategic rail enhancements

The rail network in the SPT area carries one in every 14 commuters to work and around 125,000 SPT residents use a train every day – accounting for 3% of all journeys originating in the SPT area<sup>8</sup>. More people are using trains, with commuter travel in the SPT area increasing from 4% to 7% of all journeys to work over the past 10 years<sup>9</sup> and ScotRail passenger journeys in the SPT area increasing to over 56 million journeys per annum.<sup>10</sup> Glasgow Central station is the busiest rail station in Scotland with 27 million passenger journeys<sup>11</sup> and 70% of rail journeys wholly within Scotland originate at a station within the SPT area.<sup>12</sup>

The positive growth in rail patronage occurs within a challenging operational environment and the limitations of ageing infrastructure. Key issues for strategic rail in the SPT area include increasing the capacity and integration of services, reducing over-crowding at peak times, maintaining or improving service levels for towns and rural communities, modernising infrastructure including electrification, and improving journey times between Glasgow and Edinburgh and on cross-

<sup>8</sup> Scottish Household Survey: Local Area Analysis - 2011-12 combined results; Transport Scotland.

<sup>9</sup> Scottish Household Survey 2001/02 and 2011/12 results; Transport Scotland.

<sup>10</sup> Monitoring report on public transport services in the SPT area; 22 January 2014.

<sup>11</sup> Scottish Transport Statistics 2013 edition; Transport Scotland. Figure is for 2011/12.

<sup>12</sup> Ibid.

border services to support economic growth and convert more journeys by air and car to rail.

### *Summary progress to date*

SPT led the establishment of the West of Scotland Rail Forum in 2012, which provides an effective forum for regional input to the ScotRail franchise and to improve co-ordination of regional investment in rail, strengthen network planning and new station development and co-ordinate consultation on services, fares and ticketing.

SPT has supported timetable improvements on several lines in the SPT area including Paisley Corridor, Glasgow - Ayr and Glasgow – Anniesland via Maryhill. SPT has met with the 5 bidders for the next ScotRail franchise to promote SPT's ambitions for smartcard ticketing, network enhancements including new service opportunities, and station and interchange improvements.

SPT inputs to the Edinburgh-Glasgow Improvement Programme (EGIP) via various forums and works with rail industry colleagues to examine opportunities for High Speed Rail (HSR) between Glasgow and Edinburgh and beyond.

### **2014 - 2017**

Over the next 3 years, SPT, through Nevis Technologies, will pursue the development of integrated smart ticketing opportunities, especially as part of the next ScotRail franchise; will help deliver a new station at Robroyston, in partnership with Glasgow City Council, Network Rail, developer and Transport Scotland; will input to the development of optimal service patterns following electrification and EGIP improvements including potential integration of services on the Whifflet and Cumbernauld lines; and the electrification and other improvements of the Anniesland (via Maryhill) line.

SPT will assist Transport Scotland and other stakeholders in the development of a business case for HSR between Edinburgh and Glasgow including identification of a feasible route, termini and connection to HSR 2 in England; the investigation of options for new stations and for improvements at Motherwell station through the Scottish Stations Fund; and timetable and infrastructure improvements including wider electrification of the rail network within the SPT area within control periods 5 and 6.

SPT and Swestrans are supporting the A76 Corridor Partnership by funding a multi-modal corridor study in 2014/15. One of the objectives of the study is to identify opportunities for public transport improvements on the corridor including better access to rail stations and new rail stations.

### 3.3 Strategic road enhancements

Around 15 billion vehicle-kilometres are travelled on Strathclyde roads every year<sup>13</sup> from cars and vans, buses, goods vehicles and other motorised transport vehicles. The consequent traffic congestion on strategic routes, town centres and other 'hot spots' has economic and environmental costs that are borne by business and residents and any resultant road accidents have obvious harmful impacts. An efficient, safe road network is vital to both economic growth and the health and well-being of residents and visitors, therefore, SPT invests in road improvements and traffic management measures on local authority roads that improve bus journey time reliability, reduce congestion, and improve safety for all road users including pedestrians, cyclists, bus passengers and car drivers and passengers.

#### *Summary progress to date*

SPT has invested around £4 million in road infrastructure projects over the past 5 years including supporting South Lanarkshire council to deliver its Route Action Plans to reduce serious and fatal casualties from road accidents in line with the Scottish Road Safety Framework 2020 targets; investing in improvements on strategic routes including the A818, A81, A82, A70, A71 and A760; and investing in traffic management improvements and bus priority measures on bus routes and town centres.

#### 2014 - 2017

Over the next 3 years, SPT will invest in: improvements to the A71 at Horsley Brae to reduce congestion and improve safety on this key link between Lanarkshire towns and the M74; a major road realignment on the A70 between Ayrshire and Lanarkshire to improve safety; key junction improvements in North Lanarkshire and Hamilton to reduce congestion and improve bus journey times; major junction works on the A82 in Dumbarton to reduce congestion; and town centre traffic management improvements in Troon, Dumbarton, Hamilton, Rutherglen and Lanark as well as supporting other proposed projects to reduce congestion and improve safety on strategic routes within available budgets.

SPT is supporting several multi-modal studies on strategic corridors including the A76 through East Ayrshire and Dumfries and Galloway (study part funded by Swestrans) and an update to the A81 STAG study between Milngavie and Glasgow.

### 3.4 Freight

The movement of goods through the supply chain is an essential use of the transport network. Nearly 200 million tonnes of freight was carried by road, rail

<sup>13</sup> Scottish Transport Statistics 2013 edition; Transport Scotland.



and water modes in Scotland in 2010 - two-thirds of which was transported by goods vehicles on the road network.<sup>14</sup> Road freight makes a substantial contribution to total CO2 emissions with more than one-third of all road transport emissions attributed to HGVs and vans.<sup>15</sup>

Improving the efficiency, reliability and sustainability of freight movements is vital to both economic growth and reducing the negative environmental and social impact of freight movements including local air quality and noise pollution. Strategic solutions include reducing congestion to improve efficiency; improving access to key hubs including freight distribution centres, ports and rail heads; and improving strategic freight routes with better signage, lorry parking and other infrastructure enhancements.

### *Summary progress to date*

SPT chairs the Strathclyde Freight Quality Partnership and has supported member councils, Transport Scotland and industry partners in the implementation of the national Freight Action Plan. SPT continues to input to the Glasgow City Centre Transport Strategy including the development of freight policies.

#### **2014 - 2017**

Over the next 3 years, SPT will undertake a multi-modal freight study to gather appropriate regional and local data to improve transport planning for freight, identify local and regional barriers to more efficient freight movements and establish realistic opportunities to reduce these barriers. The outcomes of the study will feed into the planned update to the RTS Freight Action Plan, which will be updated in 2015 in partnership with other members of the Strathclyde Freight Quality Partnership including the Scottish Freight Logistics Advisory Group (ScotFLAG).

### **3.5 Integrated land-use and transport planning**

The integration of land-use and transport planning is indispensable to achieving sustainable communities and sustainable travel patterns. The way land is developed including the mix of uses, the location and the design will determine the length of journeys necessary to undertake everyday activities and the modes of transport most likely to be used to undertake those journeys. Planning policy, when implemented concurrently and consistently with transport planning, can be used to reduce dependency on private cars, encourage active travel and grow the public transport network.

The key integration issues are location and density of development; availability of local facilities, services and jobs; layout and design of streets; quality and

<sup>14</sup> Scottish Transport Statistics 2013; Transport Scotland.

<sup>15</sup> Monitoring and Understanding CO<sub>2</sub> emissions from Road Freight Operators

availability of public transport; supply of car parking and restraints to car movements; and smart travel measures secured through the planning system.<sup>16</sup>

SPT inputs to the development of planning policies at the national, regional and local levels to ensure that sustainable transport is at the core of strategic plans and development is directed to accessible locations to ensure best use of existing transport infrastructure and services. SPT works closely with the Glasgow Clyde Valley Strategic Development Plan Authority (GCVSDPA) and member councils to support the priorities of the Strategic and Local Development Plans.

### *Summary progress to date*

SPT continues to fulfil its role as a Key Agency in the development of Local and Strategic Development Plans including providing transport modelling and accessibility analysis and inputs to the proposed location of significant developments such as housing land release and mixed use developments. In addition, SPT engages on specific policy areas that influence the development of the transport network, such as developer contributions to provide the mechanisms to develop and deliver new bus services and street design to ensure streets can accommodate bus services.

SPT advises on planning applications for significant developments, such as the proposals for Buchanan Galleries in Glasgow city centre, to deliver better integration between Buchanan Bus Station and Queen St rail station and to reduce any negative impact on bus circulation through the city centre and the Silverburn Phase 3 expansion to improve conditions for bus passengers and operators.

Additionally, SPT advised on proposals for Kilmarnock College to improve access to public transport facilities and to encourage sustainable travel through the associated Travel Plan and on the Braehead expansion including improving connectivity to the site through the development of plans and infrastructure for the Fastlink route between Braehead and Glasgow city centre and advising on the detailed design and operation of the transport hub within the site. Also, SPT supported the City of Glasgow College campus development to ensure delivery of adequate bus infrastructure and travel information.

SPT has engaged heavily with several local authorities on their city & town centre regeneration plans. This includes the Kirkintilloch Masterplan, Kilmarnock Integrated Urban Development Plan Transportation study, Glasgow City Centre Strategy, emerging Glasgow City Centre Transportation Strategy and North Lanarkshire town centre workshops.

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<sup>16</sup> Thriving Cities: Integrating Land Use and Transport Planning; PTEG, July 2011.

2014 - 2017

Over the next 3 years, SPT will continue to engage with planning policy at national, regional and local levels and input to major developments that impact on the transport network including large residential developments, retail centres, schools and colleges and healthcare facilities and provide advice, design support and analysis when appropriate.

SPT will seek to establish proactive protocols for consultation on planning applications for developments that will generate significant travel demand to ensure that sustainable transport is built into the earliest stages of the development process. SPT will continue to work with member councils to promote town centres as key investment locations to support sustainable economic growth and to capitalise on and improve existing transport routes. SPT will continue to work with the GCVSDPA to support transport planning for sustainable development locations as set out in the Strategic Development Plan.

### 3.6 Other areas of work in support of Improved Connectivity

In addition to the key work streams identified in sections 3.1 – 3.5, SPT will continue to deliver services and support developments in the following areas in support of improved connectivity:

- Improving traffic management in town centres;
- Delivering public transport road priority measures; and
- Improving access to ports, airports and ferries.

### 3.7 Monitoring

The key performance measure for this outcome is the level of congestion experienced by drivers. In 2012, 11.6% of car journeys in the SPT area were delayed due to traffic congestion – a 25% reduction on 2007-2008 figures<sup>17</sup>.

<sup>17</sup> Scottish Household Survey: Local Area Analysis; Transport Scotland. 2007-2008 & 2012 results.

## 4. RTS Outcome: Access for All

This outcome is about transport as an enabler for everyone to meet their healthcare, education, employment, cultural, leisure and social needs. Physical and non-physical barriers to transport are minimised, and an accessible, affordable and safe transport network connects people to the places they want and need to travel.

Working towards this outcome most directly supports the **Employment, Outcomes for Older People** and **Health Inequalities and Physical Activity** community planning policy priorities. Accessible transport allows more people to contribute economically, culturally and socially to their community and the wider region; it helps people to lead more independent, socially-active lives, to access the best available healthcare and to reach more employment and education opportunities; and supports disadvantaged communities to achieve local aspirations.

There are three key work streams, over the next 3 years, to support the delivery of the access for all outcome. These include the following:

- Socially necessary bus services;
- Access to healthcare; and
- Equal access improvements.

Details about each of these key work streams are set out in the following section. Other projects, services and initiatives in support of this outcome are included at the end of the section.

### 4.1 Socially necessary bus services

Commercially-operated bus mileage across the west of Scotland has reduced by more than one-fifth over the past 5 years<sup>18</sup> resulting in the loss of some bus routes in their entirety, together with reductions in service frequencies on many routes with significantly fewer evening and weekend services. These changes can result in greater isolation for rural communities and vulnerable individuals and an overall reduction in bus patronage. In addition, approximately three-fifths (63%)<sup>19</sup> of all commercial buses operating in the SPT area meet the needs of people who use wheelchairs and people with certain types of disabilities or mobility difficulties. This proportion has grown substantially in recent years (from just a quarter of all commercial buses in 2008), but still leaves many regular commercial services out of reach of many potential users.

SPT operates and supports the delivery of a variety of socially necessary bus services across the region including supported bus services, MyBus demand responsive transport, school transport and community transport. These services, taken together, fill gaps within the commercial bus network, including evening and

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<sup>18</sup> Bus and Coach Statistics 2011 – 2012; Transport Scotland and Strathclyde Partnership for Transport corporate database.

<sup>19</sup> Strathclyde Partnership for Transport survey of PSV operators in the SPT area, October 2013.

weekend services and rural routes; provide direct 'door to door' services for elderly, disabled and other passengers; transport children between home and school; and support locally-identified transport needs including travel to supermarkets, healthcare facilities, local employers and social events.

Socially necessary bus services contribute to the access for all outcome by providing and supporting services that use vehicles that are accessible for most passengers; extend the bus network into isolated estates and rural areas; provide all day services as well as extending timetables to include early mornings, evenings and weekends; offer affordable fares; and directly support more vulnerable members of our communities.

### *Summary progress to date*

SPT supports around 165 local bus services at any one time and has increased supported local bus service mileage by 17% since 2008 to ensure that communities most in need of bus services are not left isolated due to changes in the commercial bus market. SPT delivers MyBus services across the entire SPT area and has increased patronage on these services by over 25% since 2008 through marketing campaigns, scheduling improvements and developing a web-based journey booking application. SPT deliver schools transport on behalf of member councils and these services transport around 49,000 children to school every school day.

SPT has been at the forefront of improving Community Transport provision within the SPT area including forming the West of Scotland Community Transport Network to develop quality standards and training and to share information and resources. SPT has invested in low-floor buses for operation on MyBus and some supported services to improve physical access for people with mobility issues or for people travelling with children in prams.

### **2014 - 2017**

Over the next 3 years, SPT will continue to assess the public transport needs of communities in the SPT area and deliver high-quality services and solutions that best meet those needs within available budgets. SPT will pursue changes in bus policy, as detailed in section 2.2 that would allow for a more stable, integrated, comprehensive, safe and affordable bus network. SPT will work with partners to identify funding opportunities including the Bus Investment Fund to support the development of new services.

SPT will lead on the establishment of Electronic Bus Service Registration (EBSR) for all commercial bus operators in the SPT area, which will assist in more efficient monitoring of changes in the bus market and assist in the efficient dissemination of information to the travelling public.

SPT will continue to invest in accessible, low-floor buses and deliver MyBus services. SPT will continue to develop Community Transport, in partnership with the sector, through the development of a Public Social Partnership.

## 4.2 Access to Healthcare

The SPT area has relatively high levels of poor health among the resident population with one in four people living in communities considered to be amongst the most health-deprived places in Scotland.<sup>20</sup> More than half of all people in Scotland who feel that they have bad or very bad health live in the SPT area – representing one in every fourteen SPT residents.<sup>21</sup> Improving access to health care services is essential to realising better health outcomes for SPT residents both to ensure that appropriate treatment and care is not delayed due to transport issues and to reduce the impact of transport difficulties on individual's physical and mental well-being.

Non-attendance at healthcare appointments is a huge problem for the NHS as one in eight hospital outpatient appointments in UK hospitals are not kept and the total number of missed appointments in Scottish hospitals continues to rise with a 3% increase between 2011/12 and 2012/13. The impact of these missed appointments on health outcomes can be significant as it may delay the on-set of necessary treatments, disrupt on-going treatment cycles or lead to less individualised care such as presenting at Accident & Emergency centres.

SPT seeks to assist in reducing the impact of missed appointments and supports residents to benefit from the best available healthcare services by providing and improving affordable, accessible transport to hospitals and healthcare facilities.

### *Summary progress to date*

SPT supports local bus services that provide direct access to hospital including the Vale of Leven Hospital, Royal Alexandra, Stobhill, Victoria Infirmary, Glasgow Royal Infirmary, Gartnavel General, Monklands, Wishaw General, Hairmyres, Crosshouse and Ayr; provides MyBus services across the region to transport people directly from home to local healthcare facilities; and supports several Community Transport services that provide transport to healthcare facilities.

Additionally, SPT supported the development of a journey planning solution that provides individualised journey plans for patients making hospital appointments at 5 area hospitals; introduced and delivers 'H' branding on bus timetables, services and stops to increase awareness of public transport travel options for journeys to hospitals; provides 'Travel Points' at hospitals with a range of timetables and travel information; invested in travel information screens to display bus timetable information at healthcare facilities across the region; and invested in bus and cycling infrastructure improvements at hospitals and healthcare facilities.

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<sup>20</sup> 15% most deprived health ranking, Scottish Index of Multiple Deprivation 2012, Scottish Government.

<sup>21</sup> Self-assessed general health, 2011 Scotland Census; National Records for Scotland.

Over the next 3 years, SPT will continue to monitor the bus network and seek to improve access to healthcare facilities through supported bus services, MyBus and Community Transport, within existing budgets. SPT will work in partnership with member Councils, NHS Boards, Scottish Ambulance Service and Community Transport to lead in the development of an Integrated Transport Hub for Health and Social Care Transport in the West of Scotland. SPT will deliver Fastlink in partnership with Glasgow City Council to serve the New South Glasgow Hospital, which will treat more than 700,000 patients every year.

SPT will continue to improve public transport information at hospitals including further investment in scheduled and real time passenger information, development of specialist maps to guide passengers to the correct bus stances and additional 'H' branding on infrastructure and travel information; will investigate support for road improvements in the Royston area to improve access for bus services to Stobhill, will deliver improved bus shelters at Wishaw General and Inverclyde Royal; and will seek to improve bus infrastructure at Shawlands Cross to provide better facilities for passengers travelling to the New Southern General Hospital.

SPT will continue to invest in and encourage improvements to active travel connections to hospitals including delivery of adequate bike parking and path improvements including lighting, signage and accessibility works.

### 4.3 Equal access improvements

It is essential that public transport is accessible to as many people as possible. It is not enough that services exist between key locations – people must be able to travel on them safely and as efficiently as possible regardless of their physical ability, age, income, gender, race, beliefs or any other personal characteristic.

Barriers to access need to be addressed and reduced wherever possible to ensure that most people are able to access the same healthcare, employment, education, leisure and personal opportunities as those without any real or perceived barriers to travel. Examples of barriers to using public transport may be difficulties in understanding or using travel information or communicating with station staff or bus drivers, difficulties in physically accessing transport or navigating stations due to mobility issues or visual impairment, concerns about personal safety or security and affordability of fares.

Promoting equal access to the transport network is a priority in the SPT area with its highly-diverse population. This is particularly important as certain demographic groups are more reliant on public transport than others including young people and

older people, people on low incomes, people with a limiting illness or disability and people living in deprived areas.<sup>22</sup>

Nearly half of all people in Scotland who have an illness or disability that limits their daily activities live in the SPT area<sup>23</sup> - this is one in every five SPT residents. Additionally, levels of income deprivation are relatively high in many communities in the SPT area,<sup>24</sup> nearly one in every ten residents has a non-white ethnic background<sup>25</sup> and the population is projected to age in line with national figures from around one in six persons aged 65 or older to one in every four persons aged 65 or older by 2025.<sup>26</sup>

These statistics highlight the diversity of the SPT population and emphasises the fact that inaccessible public transport will have a negative impact on not just a few people, but a large proportion of the SPT population.

### *Summary progress to date*

SPT has made considerable investments in low-floor accessible buses for use on supported local services, MyBus and Community Transport and requires low-floor buses on all contracts for supported services. SPT also has invested in improved bus infrastructure across the region including lighting and security improvements at bus stations and bus shelters.

SPT administers the Strathclyde Concessionary Travel Scheme on behalf of member councils to provide more affordable fares on rail, Subway and ferry travel for people with disabilities and for older people and processes National Entitlement Cards for free bus travel on behalf of member councils.

SPT has undertaken work to engage vulnerable public transport users and non-users to understand the barriers that exist in using public transport and developed 'Advancing Equality'<sup>27</sup> – an action plan to implement recommendations following the engagement exercises. SPT Subway and Bus Station staff were highly commended during this engagement process for the high quality of customer care shown everyday towards all passengers. In addition, British Transport Police continue to patrol the Subway to improve safety and security for passengers and staff.

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<sup>22</sup> Scottish Household Survey; Transport Scotland. Various years – mode of transport used for most journeys.

<sup>23</sup> 2011 Scotland Census; National Records for Scotland.

<sup>24</sup> Scottish Index of Multiple Deprivation 2012; Scottish Government.

<sup>25</sup> 2011 Scotland Census; National Records for Scotland.

<sup>26</sup> 2010-base population projections for Scotland. National Records of Scotland.

<sup>27</sup> [http://www.spt.co.uk/documents/rtp150213\\_agenda9.pdf](http://www.spt.co.uk/documents/rtp150213_agenda9.pdf)



2014 - 2017

Over the next 3 years, SPT will continue to mainstream the Public Sector Equality Duty and deliver the actions set out in 'Advancing Equality'; will continue to invest in new low floor accessible buses; will continue to deliver safety and accessibility improvements through the Subway Modernisation programme; will continue to support concessionary travel; and will consider investments in rail station access improvements as part of the ScotRail Access for All programme.

#### 4.4 Other areas of work in support of Access for All

In addition to the key work streams identified in sections 4.1 – 4.3, SPT will continue to support developments in the following areas in support of access for all:

- Addressing transport affordability; and
- Improving access to key facilities and employers.

#### 4.5 Monitoring

The key performance measure for this outcome is the rating of public transport in terms of inconvenience. In 2012, approximately one in every fifteen adults (6.7%) living in the Strathclyde area found public transport to be 'fairly inconvenient' or 'very inconvenient' – a positive change from 2007-2008 when one in twelve adults (8.2%) rated public transport as inconvenient.<sup>28</sup>

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<sup>28</sup> Scottish Household Survey: Local Area Analysis; Transport Scotland. 2007/08 and 2012 figures.

## 5. RTS Outcome: Reduced Emissions

This outcome is about improving the environment by encouraging more sustainable travel behaviour through an improved range and choice of sustainable travel options and an informed population more aware of the impact of individual travel choices. A greater share of journeys will be made by the most sustainable available mode and cleaner technologies will be more widely adopted.

Working towards this outcome supports the **Health Inequalities and Physical Activity** community planning policy priority and national **carbon reduction targets**. Shifting journeys to cleaner, more sustainable modes and increasing walking and cycling rates improves air quality by reducing carbon emissions and improves the health of individuals by increasing physical activity levels.

There are three key work streams, over the next 3 years, to support the delivery of the reduced emissions outcome. These include the following:

- Park and ride;
- Cycling; and
- Travel behaviour change.

Details about each of these key work streams are set out in the following section. Other projects, services and initiatives in support of this outcome are included at the end of the section.

### 5.1 Park and ride

Travelling to work is the top journey purpose for adults in Scotland and generates around one million journeys a day from Strathclyde residents.<sup>29</sup> Private cars are used by more than two-thirds (68%)<sup>30</sup> of commuters in the SPT area to travel to work. This proportion has remained stable for at least 10 years, but, encouragingly, more than half (55%)<sup>31</sup> of car commuters acknowledge that they could use public transport to travel to work – translating to hundreds of thousands of potential public transport journeys.

SPT's park and ride strategy<sup>32</sup> seeks to convert car-only journeys<sup>32</sup> to park and ride journeys where part of the overall journey is undertaken by public transport. The strategy, whilst noting the potential to convert journeys undertaken for any purpose, mostly targets commuters travelling into urban centres for work. Converting these journeys has the greatest environmental impact over time because these are usually daily or very regular journeys, which are often made during morning and evening peak times when roads are most congested and average vehicle speeds are most likely to be reduced and inefficient.

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<sup>29</sup> National Travel Survey 2009/10 and Scottish Household Survey Travel Diary 2012; Transport Scotland.

<sup>30</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland.

<sup>31</sup> Ibid.

<sup>32</sup> [http://www.spt.co.uk/documents/sp291113\\_agenda10.pdf](http://www.spt.co.uk/documents/sp291113_agenda10.pdf)

## Summary progress to date

SPT has invested in more than 3000 park and ride spaces across 20 sites within the SPT area since 2008. This includes delivery of Scotland's largest P&R site at Croy rail station with over 900 spaces serving a key growth corridor between Glasgow and Edinburgh. Other key projects were delivered at Kilwinning, Stewarton, Carlisle, Port Glasgow and Bellshill. Additionally, SPT has undertaken more than 2300 park and ride user surveys across 60 sites since 2011 – the most extensive data collection exercise on park and ride in Scotland.

### 2014 - 2017

Over the next 3 years, SPT seeks to invest in more than 500 additional park and ride spaces at Johnstone, Kilmaurs, Blairhill, Wishaw, Irvine, Blantyre and Carstairs rail stations; to support design works for potential projects at East Kilbride, Hairmyres and Balloch stations; to support the identification of a solution for Largs station; to investigate projects at Airbles and Yoker stations; and to develop proposals for a strategic park and ride site in conjunction with proposals for Robroyston station. SPT will also continue to undertake park and ride user surveys to monitor performance and inform transport planning activities.

## 5.2 Cycling

One-third of all journeys made by car cover distances of less than two miles with these short trips then producing disproportionate levels of harmful emissions due to vehicle engines operating at inefficient temperatures. Road transport accounts for approximately one-tenth of all carbon emissions in Scotland so exchanging these short car journeys in favour of cycling trips is a crucial component of the overall package of policies and projects necessary to meet climate change targets in Scotland.<sup>33</sup>

Research in England has found a relationship between targeted and intensive investment in cycling infrastructure and modal shift, with up to half of the growth in cycling trips displacing car trips.<sup>34</sup> This evidence complements other findings that show more than half of the reasons provided by Scottish residents for not cycling to work are related to safety and security issues including concerns about traffic levels and speeds, lack of secure bicycle storage facilities and personal safety<sup>35</sup>- suggesting that significant investment in cycling infrastructure including cycle routes and lanes, signage, surfacing, bicycle parking facilities and lighting may encourage a greater number of people to choose cycling as a viable travel to work option.

<sup>33</sup> Carbon Account for Transport: No.4:2012 Edition, Transport Scotland, March 2013.

<sup>34</sup> Planning for Cycling; SQW report to Cycling England; 2008.

<sup>35</sup> Transport and Travel in Scotland 2011, Transport Scotland, Sept 2012.

SPT's cycling strategy and investment programme<sup>36</sup> seeks to boost cycling rates by focusing on completing key gaps in the national and local networks to connect communities with key destinations, upgrading existing pathways and improving cycling facilities at transport interchanges including cycle parking facilities. The SPT cycling strategy supports the Scottish Government's Cycling Action Plan vision of 10% of everyday journeys to be made by bike by 2020 and, additionally, SPT is supporting the monitoring of this target by investing in cycle counters to measure changes in the usage of the cycle network.

### *Summary progress to date*

SPT has invested in cycling infrastructure including extensions to National Cycle Network routes, improving cycle connections for rural communities to town centres and improving links between cycle routes and rail stations, transport hubs, healthcare facilities and schools. SPT has invested and promoted bike parking at Subway, bus and rail stations, higher education campuses and hospitals. SPT also promotes cycle training to improve safety and reduce road accidents.

#### 2014 - 2017

Over 2014/15, SPT will focus on assisting all member councils to have a local cycling strategy in place and will support member councils to follow Scottish Government and Sustrans guidelines for cycling infrastructure, signage and route development. SPT will work with partners to deliver significant upgrades or extensions of the cycling network across the region.

Over 2015/16 – 2016/17, SPT will continue to invest in projects from the SPT cycling strategy dependent upon available funding, assist member councils in implementing local cycling strategies and continue to support the monitoring of the usage of cycling infrastructure and the number of cycling journeys undertaken on specific routes.

### 5.3 Travel behaviour change

In the Strathclyde area, about two-thirds (64%) of all households have at least one car available for private use<sup>37</sup> and around two-fifths (38%) of adults use a car every day.<sup>38</sup> Cars continue to be the main mode of choice for a majority of everyday journeys - more than three-fifths (61%) of all journeys by SPT residents will be undertaken by car on an average day.<sup>39</sup>

Travel behaviour change initiatives encourage individuals to voluntarily reduce their car use by drawing attention to the negative effects of traveling by car,

<sup>36</sup> [http://www.spt.co.uk/documents/sp220313\\_agenda9.pdf](http://www.spt.co.uk/documents/sp220313_agenda9.pdf)

<sup>37</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland

<sup>38</sup> Ibid.

<sup>39</sup> Ibid.

highlighting the individual and societal benefits of making more sustainable travel choices and tailoring travel information to specific needs. Initiatives may seek to change people's decisions about where, when or how often they travel and their mode of transport. Recent research shows that travel behaviour change measures can provide very high benefits compared to costs and achieve real reductions in carbon.<sup>40</sup> For example, the average car share between 2 commuters saves 960kg of carbon per year.<sup>41</sup>

SPT supports a wide-range of initiatives that steer individuals towards more sustainable travel choices. These initiatives include SPT Journey Share – the regional car sharing scheme; travel planning assistance to support employers to develop and implement staff travel plans including a Travel Planning Seminar; promoting season ticket loan schemes to employers as a benefit for their staff which allows the employee to spread the cost of a season ticket over an extended period of time; national Bike to Work week; and the Sustainable Travel Group – a forum established by SPT to share best practice in promoting sustainable travel and includes members from local authorities, health boards, colleges, universities, and other public and private sector employers.

#### *Summary progress to date*

SPT has grown JourneyShare to a membership of 4,300 commuters from across the region; developed the Sustainable Travel Group to include representatives from over 80 organisations; provided travel planning advice and support to public and private organisations across the region; and promoted Bike Week and Walk to Work week annually to SPT staff and other partners organisations.

#### **2014 - 2017**

Over the next 3 years, SPT will continue to support car sharing through JourneyShare and will work with North Lanarkshire Council to deliver the expansion of the Newhouse car-share car park; and will continue to promote best practice in sustainable travel promotion through the Sustainable Travel Group.

SPT will continue to support the season ticket employer loan scheme; to encourage mode shift for commuter journeys through Bike Week, Walk to Work Week and the Cycle to Work scheme; to promote cycling (as set out in previous section) and will provide travel planning support within available resources.

<sup>40</sup> 'Soft Measures - Hard Facts' The value for money of transport measures which change travel behaviour; 2011; Department for Health et al.

<sup>41</sup> Ibid.

## 5.4 Other areas of work in support of Reduced Emissions

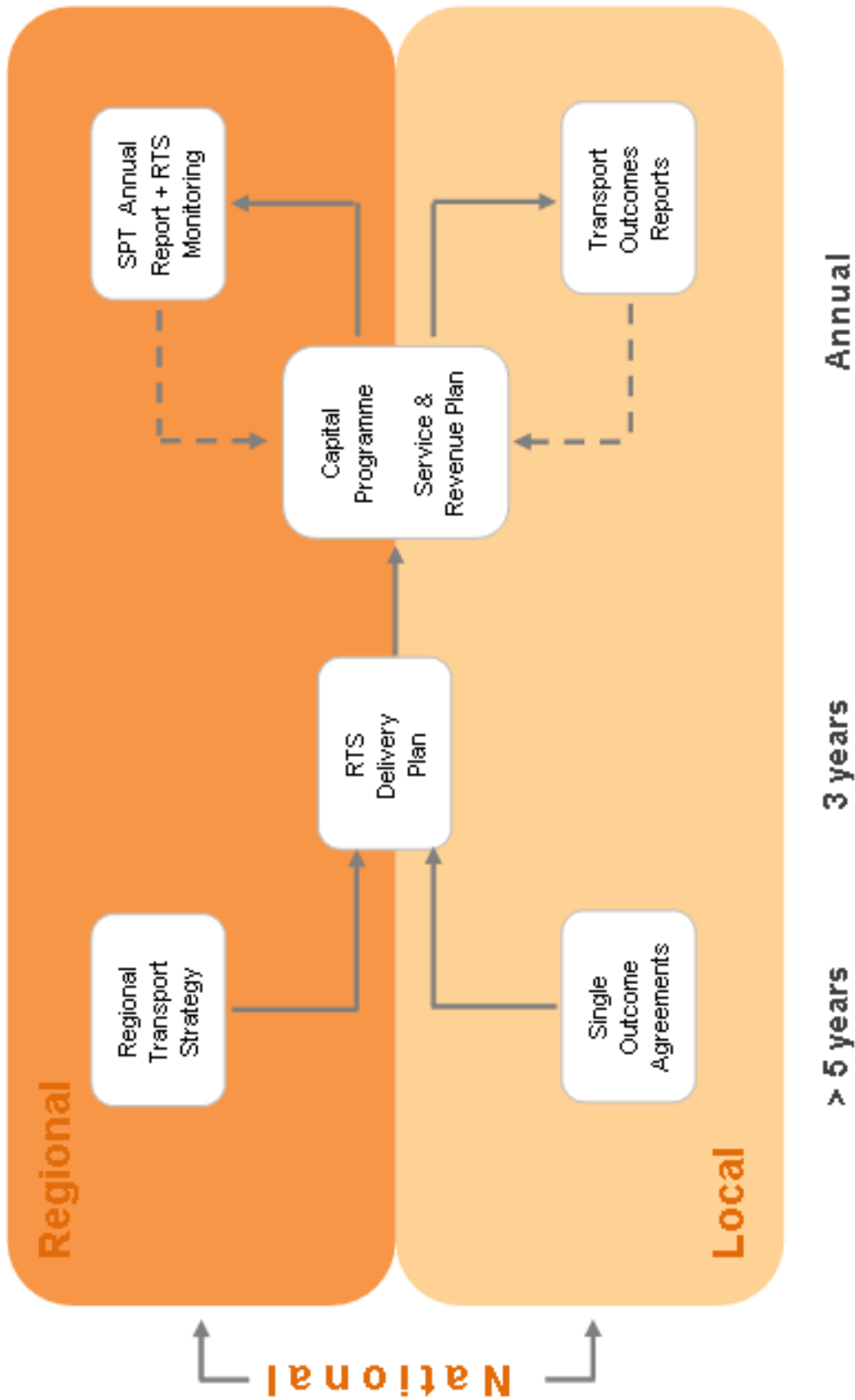
In addition to the key work streams identified in sections 5.1 – 5.3, SPT will continue to support developments in the following areas in support of reduced emissions:

- Supporting improved parking policies and delivering decriminalised parking enforcement;
- Supporting climate change adaptations;
- Investigating and supporting developments in 'green' technology and sustainable fuel types including Hybrid buses and electric vehicles;
- Delivering energy efficiency improvements throughout the Subway system.

## 5.5 Monitoring

The key statistical performance measure for this outcome is the share of all trips originating in the SPT area that are undertaken by car. In 2012, three-fifths (60%) of all trips were undertaken by car – a small decrease from 2007-2008 (62%).

## Appendix 1 – Strategic and Business Planning Process



## Appendix 2 – Strategic Priorities and Key Work streams

