BUSES FOR SCOTLAND

PARK AND RIDE
for Buses

A National Framework
Bus Park and Ride schemes have successfully been developed in many sites around Scotland and the Scottish Government is very keen for this to continue. They can make a valuable contribution to increasing modal shift and reducing congestion which are key outcomes we can all benefit from.

Park and Ride for Buses: A National Framework offers a positive step which can be taken by Authorities and bus operators working in partnership. It is not suggested that it will address every situation, but the case study elements show how Park and Ride has already proved successful in Scotland. It is therefore part of the "toolkit" of initiatives which can be developed to address improvements in bus services.

The Scottish Government is committed to working with key stakeholders to improve bus services in Scotland. They are a central part of the Government's transport policies. In March 2008, a High Level Forum of key industry representatives from central and local government, bus operators and regulatory bodies, highlighted the importance of pursuing initiatives, such as Park and Ride, on the basis of a partnership approach. This is vital in working for effective bus services and in taking account of the developing roles and responsibilities of local authorities and regional transport partnerships.

Park and Ride therefore fits into the partnership approach, and this guidance will sit alongside the general guidance "Progress Through Partnership" published in September 2008, and will be supplemented by further advice and guidance on other topics during the coming months. We have also seconded a Senior Bus Development Adviser to champion the opportunities for introducing measures and solutions to improve the quality of bus services.

Park and Ride shows what positive partnership working can achieve for both operator and local authority, which will ultimately be of benefit to the passenger. Central to its success will be the commitment of the partners to making real changes to improving conditions for buses in Scotland, and contributing to Authorities' transport and wider policy objectives; and the Government purpose of sustainable economic growth.
We would like to thank all of the Bus Action Plan Steering Group, industry stakeholders, including bus industry representatives, local authorities, RTPs, and ATCO who have helped in producing this guidance.

We trust that key practitioners within local government and the bus industry will find the material helpful

Stewart Stevenson MSP
Minister for Transport, Infrastructure and Climate Change

June 2009
Contents

Introduction

Chapter 1  Framework Aims

Chapter 2  National Policy Context for Park and Ride

Chapter 3  Appropriate decision making through Transport Appraisal

Chapter 4  Definition of Park and Ride & Existing sites

Chapter 5  Benefits and Opportunities

Chapter 6  Role of Authorities

Chapter 7  Role of Bus Operators

Chapter 8  Role of the Scottish Government / Transport Scotland

Chapter 9  Strategic Transport Projects Review (STPR)

Chapter 10 Going Forward

Chapter 11 Conclusion

Annexes

Annex A  Contacts
Annex B  Bibliography
Introduction

The aim of this Framework is to assist Authorities and bus operators on approaches to the development of Park and Ride facilities. For simplicity, this Framework uses the term ‘Authorities’ or ‘Authority’ to refer to the roads authority, planning authority, public transport authority, Regional Transport Partnership or other body with responsibility for the transport issue being considered.

Although the Framework focuses primarily on Park and Ride facilities for onward travel by bus, in many circumstances the infrastructure could be planned and located to enable onward travel by other modes in addition to bus, for example, by train, car sharing, cycling and walking: in which context the facilities might be more appropriately termed Park and Choose. However, this Framework is generally targeted for use in relation to Bus Park and Ride.

The Framework highlights that the rationale for Park and Ride facilities, as an appropriate transport solution in an area, should have initially emerged from appropriate appraisal before any decision is taken to progress with the further development of these facilities. This could include through development of a Regional or Local Transport Strategy which has identified Park & Ride as a key element of an overall integrated transport strategy.

Emerging Park and Ride options should be designed to encourage drivers to use alternative and more sustainable travel modes which are at least as efficient as the car. They should also integrate with bus priority and quality measures on the routes involved.

This document sets out the high level context for the development of Bus Park and Ride for Authorities and bus operators, in a way that it is accessible and informative for key local policy makers and managers. This Framework is not prescriptive. It is consistent with the Government’s strategy for working with the Local Government sector and with private sector bus operators, and recognises that it is for the Authorities to take the key decisions on taking forward any specific case.

The Government trusts that this Framework will help inform and assist in decisions about the future Park and Ride provision.
Chapter 1

1. Framework Aims

1.1 The vision for Bus Park and Ride fits with bus policy in Scotland more generally as set out in the Bus Action Plan “Moving into the future: An Action Plan for Buses in Scotland”. This envisages a comprehensive bus network where sustainable bus services are delivered to a high quality, and which move people efficiently to promote economic growth and social inclusion and to encourage modal shift. Bus Park and Ride can contribute significantly to this positive vision: good quality sustainable sites in the right places can provide appropriate public transport solutions to address, for example, local and national environmental objectives and meet customer needs.

1.2 The Bus Action Plan recognised the substantial investment made by the Scottish Government and by Authorities and bus operators in recent years. The aim remains to seek the maximum return from the investment made by each sector, and in this case from Bus Park and Ride. In many instances that is likely to be most effectively achieved through working in partnership.

1.3 The Framework, therefore, is not prescriptive, but recognises that Authorities and bus operators will wish to work together in identifying the appropriate options to the particular transport problems and opportunities of their area. In broad terms it aims to highlight the opportunities for Authorities to take full account of the possibilities for Park and Ride in addressing transport problems and opportunities and, where Park and Ride emerges as an appropriate option in an area, it aims to:

- encourage joined-up thinking about how Bus Park and Ride can fit with other bus quality measures and other transport strategies and solutions;
- promote partnership working between Authorities and bus operators to maximise the potential from Bus Park and Ride;
- encourage innovative and imaginative thinking amongst Authorities and bus operators about how Bus Park and Ride can be developed and contribute to the wider aims of modal shift and sustainable transport;
- recognise the evolution of Local Authority and Regional Transport Partnership roles and responsibilities; and
- highlight the positive inclusion of Park and Ride in the Strategic Transport Projects Review (STPR) and in a number of Regional and Local Transport Strategies.
Chapter 2

2. National Policy Context for Park and Ride

Introduction

2.1 The context for Park and Ride within key national policies is described in this Chapter.

Government Objectives and National Outcomes

2.2 The Framework has been developed within the context of the Scottish Government’s published Purpose: that is “to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”.

2.3 The strategic approach consists of:

- the overall Purpose;

- five Strategic Objectives - embedded within which are five Strategic Priorities that are internationally recognised as being critical to sustainable economic growth; and

- national targets - which include specific benchmarks for economic growth and golden rules for ensuring that growth is shared and sustainable.

Figure 1 illustrates how all these elements interact with each other and fit together.

Figure 1: The Strategic Approach

2.3 Of the Scottish Government’s five Strategic Objectives, the provision of strategic Park and Ride facilities can contribute directly towards the following:
• help local communities to flourish, becoming a stronger, safer place to live, offering improved opportunities and a better quality of life;

• improve Scotland's natural and built environment and the sustainable use and enjoyment of it; and

• help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

2.4 Park and Ride will also contribute to the following national indicators and targets which support the delivery of the strategic objectives:

• Reduce the proportion of driver journeys delayed due to traffic congestion;
• Increase the proportion of journeys to work made by public or active transport

National Transport Strategy

2.5 A strategic approach to Park and Ride fits within the context of Scotland’s National Transport Strategy (NTS) published in December 2006. The three transport specific outcomes which the NTS aims to achieve, are to:

• improve journey times and connections to tackle congestion and the lack of integration and connections in transport;

• improve quality, accessibility and affordability, to give people a choice of public transport, where availability means better quality transport services and value for money or an alternative to the car; and

• reduce emissions to tackle the issues of climate change, air quality and health improvement.

2.6 The NTS refers to Park and Ride at Para 103:

“Infrastructure measures on local and trunk roads are key to improving bus journey times. These include on-road demand management measures (bus priority measures, bus lanes on key arterial corridors, Park and Ride, traffic management systems and Bus Rapid Transit on segregated sections of roadway)...

and on page 31:

“You told us........You recognised that parking policy and Park and Ride were key and already being successful but that more could be done.”

2.7 One of the key commitments of the National Transport Strategy was to take forward the Strategic Transport Projects Review (STPR), based on the key strategic outcomes for National Transport Strategy. Further information on the STPR can be found in Chapter 10.
Bus Action Plan

2.8 This Framework is one of the key steps in taking forward the actions in the NTS’ daughter document *Moving into the Future: An Action Plan for Buses* (Bus Action Plan – BAP), which was updated and endorsed at the High Level Bus Forum of senior bus stakeholders chaired by the Minister for Transport, Infrastructure and Climate Change on 11 March 2008. The framework also has the support of the Bus Action Plan Steering Group overseeing the implementation of the BAP, which includes representatives from bus operators, Authorities, Transport Scotland and appropriate regulatory and user bodies.

2.9 Effective partnership working between local government and bus operators will play a significant role in the achievement of these objectives. The principle of partnership between central and local government, as defined by the new Concordat between the Scottish Government and COSLA, underpins the National Performance Framework. Central to this is the development of Single Outcome Agreements (SOAs) between the Scottish Government and individual Community Planning Partnerships, led by the 32 local councils in Scotland. As with bus improvements, new or improved Park and Ride infrastructure may be signalled within SOAs as contributing to the delivery of the National Outcomes.

Scotland’s Railways

2.10 Published in December 2006, *Scotland’s Railways* recognises the potential role the integration of transport modes can play in contributing to reducing emissions (one of the strategic outcomes from the National Transport Strategy). It states at paragraph 9.19:

“Effective integration with other transport modes will play a part in reducing total transport emissions...It is critical that (rail) station and service design makes interchange with other forms of public transport easier. We seek to encourage the use of feeder bus services to and from rail stations and more opportunities for passengers to walk or cycle to stations. These measures and integration of cleaner buses and trains will improve air quality.”

Climate Change

2.11 The Scottish Government is committed to reducing carbon emissions by 80% by the year 2050. Road transport is the most significant emitter (83%) within the domestic transport sector, with cars being the primary source of emissions, and bus accounts for 4% though with the advantage of carrying more passengers per journey. It is vital that steps are taken to reduce emissions from road transport. Modal shift to more sustainable transport is one positive means by which this can be achieved.
Chapter 3

3. Appropriate Decision Making through Transport Appraisal

3.1 The rationale for Park and Ride in an area should be clear, particularly as inappropriately located Park and Ride may fail to attract patronage or result in unacceptable adverse impacts. Moreover, Park and Ride may be only one of a number of potential interventions needed to address the transport challenges and opportunities in an area. It is, therefore, important that the rationale for developing Park and Ride, and other transport intervention, initially emerges from a robust objective led transport appraisal study. This will allow for assessment of both the positive and negative impacts of options, including, potentially, Park and Ride.

3.2 The rationale for developing option(s) may have emerged from a robust transport appraisal study completed as part of work to prepare a spatial development plan or Local or Regional Transport Strategy, or from the Strategic Transport Projects Review.

3.3 Scottish Government / Transport Scotland expects that the rationale for further progressing any interventions affecting the trunk road or rail networks, and for which their approval, consent or funding is sought, will have initially emerged from a completed study using Scottish Transport Appraisal Guidance (STAG). For other studies from which options affecting only the local transport network are likely to emerge, STAG is recommended as best practice appraisal.

3.4 The scale and detail of any study using STAG should be proportionate to the scale and complexity of the transport problems and opportunities being considered and, where possible, should make use of any previous relevant work undertaken including, for example, existing relevant analytical work or transport data. STAG is suitable in any transport planning context, and for both urban and rural studies, from studies where a large number of options may emerge to relatively small scale studies likely to result in a more limited number of options.

3.5 A robust transport appraisal exercise provides decision makers with sufficient information on potential options to decide on the most appropriate option(s), taking into account a wide range of impacts. For example, potential negative impacts of Park and Ride, such as new car trips and / or diversion of trips from existing public transport services would be considered alongside other impacts, both positive and negative. It is expected that a robust study using STAG should be completed before commencing the detailed design of any options using mode specific guidance and standards.

3.6 Further information on STAG can be found via: http://www.transportscotland.gov.uk/stag/home.
Chapter 4

4. Definition of Park and Ride & Existing sites

4.1 Park and Ride may be defined as an integrated transport option that allows private transport users to park their vehicles at a dedicated car park and travel onwards to another destination, usually an area for economic activity (for example a city centre), using public transport or other mode. In the large majority of cases, the public transport services used are dedicated bus services.

4.2 In most cases, the user either pays for the bus services and can park their car free of charge, or pays for their car parking and travels free of charge on the bus. The bus services, which are normally dedicated to the Park and Ride site, tend to consist of modern low floor buses that are branded. They also tend to operate a high service frequency throughout the day, especially during the morning and later afternoon peak periods. Park and Ride facilities may additionally be classified according to their location. There are also Park and Ride sites which operate with non-dedicated services or a mix of dedicated and non-dedicated services.

Areas of Economic Activity - Inner Park and Ride

4.3 These are Park and Ride facilities located just outside the centre of areas of economic activity (usually urban areas) and are served by shuttle bus / frequent bus services to the centres. The challenge in these cases is to ensure that the benefits clearly offset any usage of cars to and from the site, and that they are good value uses of the site location. These issues can be overcome through good planning, and mitigation of any such effects.

Areas of Economic Activity - Outer Park and Ride

4.4 Many existing Park and Ride sites are situated further out, located on the edge of areas of economic activity (usually urban areas) and are designed to relieve road congestion along the roads leading into and located within the centre itself (often a city centre). For example, in Edinburgh, these have proved to be very popular and usage rates are increasing at circa.10% per month (where capacity permits). In recognition that not everyone wants to travel to the city centre, the provision of orbital bus services linking the various Park and Ride sites on the city edge is being considered: such linkages can also serve other needs or locations on an orbital route.
Inter-urban Park and Ride

4.5 These encourage drivers to Park and Ride using inter-urban express bus services and are adjacent to sections of the strategic road network that experience peak period congestion; for example, the provision of a Park and Ride site at Livingston on the Edinburgh to Glasgow M8 and at Kinross on the M9. For such sites to be potentially viable, overall journey times need to compare favourably with the equivalent journey time by car. In this regard, Authorities may wish to consider plans which also take into account the benefits of bus priority measures, such as hard shoulder running during congested periods in association with a Park and Ride option.

Estuarial Park and Ride

4.6 Congestion is not restricted to towns and cities and, where reliable journey times by public transport can be achieved, Park and Ride may also be considered at congested estuarial crossings. An example here is a site at Inverkeithing in the area of the Forth road and rail crossings.

Case Study: Castleview Park and Ride, Stirling

The facility provides a direct link to the City Centre from an outer urban location. The site was selected for several reasons. Being conveniently located adjacent to the M9 J10, the site is proving to be attractive for Stirling bound commuters, and visitors travelling on the M9 (from north and south) and the A84 before they enter Stirling City. The connecting route into the City from the site enables quick and reliable bus access. Also, the site has the capability of future expansion. Its proximity to the key employment destinations of the Prudential at Craigforth and the Castle Business Park may offer future service opportunities.

Best practice has been pursued in site design and construction. The new site has 200 free car parking spaces and high quality landscaping and facilities, including an internal waiting area, toilets and baby change facilities, site attendants, CCTV coverage and the site has been awarded “Park Mark” safer parking status (“Park Mark” is an award given by the Police to car parks that have achieved the standards of the “Safer Parking Scheme" which is designed to reduce crime and the fear of crime in car parks). Also, the site incorporates energy efficient technology, aimed at reducing the carbon emissions of the site and includes solar panels and a ground source heat pump providing heat and electricity, sun pipes to maximise natural daylight, sustainable construction materials and energy efficient lighting for the car park.

The site was funded in partnership between Stirling Council, Tactran and the Scottish Government and aims to contribute to meeting key objectives of Local and Regional Transport Strategies, including supporting economic prosperity, improving access to key facilities and encouraging modal shift to public transport.

Initial patronage, following opening, has exceeded Business Plan estimates. To increase attractiveness payment is for the bus service and not for parking and is much cheaper than City centre parking. Season tickets are available. An information leaflet is available via the following link: http://www.stirling.gov.uk/p_rleaflet_2009.pdf.
**Case Study: Ferrytoll Park and Ride, Inverkeithing, Fife**

Ferrytoll Park and Ride is conveniently located directly adjacent to the A90 and just north of the Forth Road Bridge. Its purpose is to encourage modal shift to bus on the medium and long distance trips from the South of Fife to Edinburgh. It is a joint initiative - developed between Fife Council and Stagecoach - and was implemented as part of the Cross Forth Transportation Plan.

The site opened in November 2000 at a cost of £4.2m. A phase 2 expansion was completed in 2006 at a cost of £8m. This increased car capacity from the original 500 spaces to 1040 places by inclusion of a multi-storey car park. In addition, the opportunity was taken to improve access by the provision of a dedicated lane on the A90 approach and improvements to bus flows in Inverkeithing.

Purpose built high quality facilities include: a modern heated building with seating, toilets, baby changing facilities, television, hot drinks and snack dispensers, an automatic ticket machine, cash dispenser, comprehensive information and free newspapers, CCTV control room and supervisor’s office. There are also secure cycle lockers, dropping-off and pick-up points; covered walkways from the multi-storey car park to the facilities building; shelter with seating adjacent to the bus stop and CCTV coverage across the site. The car park has been awarded “Park Mark” safer parking status and the site is staffed from the first bus arrival until the last bus departure each day.

Ferrytoll is presently Scotland’s largest dedicated Park and Ride site and has won many awards since opening. The site has a dedicated website which contains information on facilities and current fares and timetables (http://www.ferrytoll.org/). Car sharing is actively encouraged through the website, dedicated parking for car sharers and fare incentives. The Ferrytoll Transportation Partnership has a Customer Charter and supports the principle of continuous improvement, as demonstrated through passenger surveys.

**Small scale rural Park and Ride**

4.7 In rural areas there can be opportunities to develop small Park and Ride sites. These can be considered, for example, at nodes on rural bus corridors or in and around small villages and communities. Such sites can be developed in consultation with operators and local communities. Because they can be developed on a small and relatively inexpensive basis, there is an opportunity for Authorities to examine innovative approaches alongside other measures to improve accessibility such as demand responsive public transport and car sharing.

**Park and Choose**

4.8 Although, as noted earlier, this particular Framework focuses primarily on Park and Ride facilities for onward travel by bus, in many circumstances the infrastructure can be located
and planned to facilitate onward travel by train, car pool, cycling and walking too, in addition to by bus. Such Park and Ride facilities might be more appropriately termed Park and Choose. The provision of a choice of modes for completing onward journeys may increase the attractiveness of a site to potential patrons.

4.9 Proposed Park and Ride or Choose sites should be easily accessible by pedestrians and cyclists and should be appropriately integrated with the cycling and walking routes in the local area.

Multi-modal Benefits

4.10 Park and Ride developments can work well with wider multi-modal options, such as “car sharing” and “bike and ride”, all of which should be considered as excellent opportunities to develop multi-modal options beside bus-based Park and Ride schemes. These are also opportunities for encouraging car sharing and cycling, so the Bus Park and Ride options should be seen as opportunities to build in other multi-modal ideas and options. These can be actively encouraged and should be considered at the earliest possible stage of considering possible sites.

Existing Sites

4.11 There has been a notable increase in Park and Ride provision in recent years. For example, in the Edinburgh area alone, a new major site has been developed in the South West of the city at Sheriffhall in addition to existing infrastructure in place at Ferrytoll, North Queensferry and at Edinburgh Airport. Details of some of Scotland’s existing dedicated Park and Ride sites are listed below.¹

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Capacity</th>
<th>Onward Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kingswells</td>
<td>Aberdeen City</td>
<td>950</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Bridge of Don</td>
<td>Aberdeen City</td>
<td>600</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Ellon</td>
<td>Aberdeenshire</td>
<td>250</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Hermiston</td>
<td>Edinburgh</td>
<td>450</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Ingliston</td>
<td>Edinburgh</td>
<td>535</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Sheriffhall</td>
<td>Edinburgh</td>
<td>580</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Straiton</td>
<td>Edinburgh</td>
<td>600</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Ferrytoll</td>
<td>Fife</td>
<td>1040</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Kincardine</td>
<td>Fife</td>
<td>67</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Shields Road</td>
<td>Glasgow</td>
<td>800</td>
<td>Subway</td>
</tr>
<tr>
<td>Broxden</td>
<td>Perth &amp; Kinross</td>
<td>370</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Scone</td>
<td>Perth &amp; Kinross</td>
<td>50</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Kinross</td>
<td>Perth &amp; Kinross</td>
<td>126</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Castleview</td>
<td>Stirling</td>
<td>200</td>
<td>Frequent Bus</td>
</tr>
<tr>
<td>Springkerse</td>
<td>Stirling</td>
<td>250</td>
<td>Frequent Bus</td>
</tr>
</tbody>
</table>

¹ In addition, there are a number of Rail Park & Ride sites throughout Scotland offering similar benefits in promoting economic growth, social inclusion and encouraging modal shift that also offer bus links.
4.12 Bus services are delivered both strategically (inter-urban) and at a local level. It is anticipated that transport strategies of Authorities will seek to identify solutions to address local transport problems and opportunities that will contribute to delivering a bus network that meets local economic and social needs.

4.13 Growth in patronage has been encouraging for some existing Park and Ride sites, including many of the sites included in this Framework as case studies, such as Ellon.
Chapter 5

5. Benefits and Opportunities

Benefits

5.1 The implementation of appropriately located Park and Ride facilities, can encourage
greater use of public transport, improve accessibility and so contribute to meeting the overall
aims of Local and Regional Transport Strategies. Indeed, at a high level forum of senior bus
stakeholders, chaired by the Minister for Transport, Infrastructure and Climate Change, on 11
March 2008, bus operators stated their view that the provision of strategically located Park
and Ride was fundamental to modal shift.

5.2 The WS Atkins (1998) report *The Travel Effects of Park and Ride*, is a helpful reference
as is *Bus-Based Park and Ride: A Good Practice Guide* by the English Historic Towns
Forum in May 2000. The WS Atkins report notes that within certain urban areas, traffic
congestion was generally being avoided as a consequence of Park and Ride. The report also
noted that the analysis of the extra-urban effects of Park and Ride indicated that the total
additional traffic generated outside urban areas could be greater than that avoided within
them. This reinforces the importance of establishing the rationale for Park and Ride as an
appropriate intervention.

Opportunities

5.3 The Scottish Government recognises the important contribution made, to date, by
Authorities in developing strategic Park and Ride infrastructure. The quality of provision in
some areas is of a very high standard which will encourage growth in bus passenger numbers
and in turn contribute to modal shift from cars to more sustainable public transport.

5.4 Nevertheless, there is scope for more innovation from public and private sector
partnerships if the potential for Park and Ride is to be fully realised in Scotland. Opportunities exist for a wider range and distribution of sites, including - for example - longer range, out-of-town sites and use of sites adjacent to trunk roads with appropriate
supporting measures in place to ensure that the shift from car to bus is not at the expense of
journey time, reliability or comfort. Quality Partnerships and Punctuality Improvement
Partnerships (see Guidance at Annex B) between transport authorities and bus operators may
provide appropriate frameworks within which the opportunities of innovative Park and Ride
can be taken forward on a win-win basis, with substantial benefits for travellers and the
environment.

5.5 Authorities and bus operators may wish to explore the possibility of Park and Ride joint
ventures which several Authorities have developed as local authority/Operator partnership
schemes such as Bridge of Don, Ellon, Scone and Kinross. It is essential for potential
developers and bus operators, together with public sector partners, to initiate discussions with
the planning authority and to engage with the process of development plan preparations from
an early stage. For example, there could be scope for Authorities or operators to lead the
process to examine the potential for shared facilities and infrastructure on site where facilities
at the Park and Ride sites could add value and share costs, for example, for basic shopping,
waiting areas, toilets, refreshments, freight/depot facilities, real time information and security
arrangements, or with other sectors such as tourism information. In the case of freight there may be scope to consider options such as overnight lorry parking. This raises a whole range of operational and practical issues, but merits consideration for “added transport value”.

**Case Study**

Ellon ‘Inter-Urban’ Park and Ride was introduced in November 2000, with support from the, now obsolete, Scottish Government’s Integrated Transport Fund and is operated in partnership between Aberdeenshire Council and Stagecoach Bluebird.

Ellon is a commuter settlement with a population of just under 10,000, lying 16 miles north of Aberdeen. The site, which is operated by the Council, is adjacent to the Ellon by-pass on the A90 and consists of a 250 space car park with CCTV, bus turning circle and drop off zone, cycle lockers and a staffed purpose built high quality waiting facility. Over time, additional facilities have been provided for customers, most recently Wi-Fi access and a reverse vending machine allowing used bottles and cans to be exchanged for discount vouchers for bus travel.

Stagecoach Bluebird’s commercial bus services on the Aberdeen – Peterhead/ Fraserburgh ‘Buchanlink’ corridor, all serve the site to provide a 10 minute peak, 20 minute inter-peak frequency to/from Aberdeen. These services were enhanced by two peak vehicles under the original partnership agreement. Lower-frequency supported bus services to/from Inverurie and Aberdeen Airport also serve the facility providing further opportunities for onward travel.

Ellon ‘Inter-Urban’ Park and Ride is considered highly successful with the service contributing to a 5% reduction in the with-flow traffic on the A90 to/from Aberdeen in the busiest two hours. Analysis of the catchment area also suggests that it has proved particularly attractive to passengers from those rural areas which are served by low frequency bus routes, but has not abstracted existing passengers from rural areas served by mainline corridor services. Patronage continues to grow at 8% per annum and, as a consequence, consideration is currently being given to expanding the car park.

**Choosing Park and Ride**

5.6 Appropriately located, high quality Park and Ride sites with a reliable service can contribute to developing a positive attitude to bus amongst potential bus users. They can be a point of new or renewed connection to buses for commuters and other travellers, and with the growth in bus patronage in recent years they are often a visible sign and reminder of the availability of the bus option for the car user. Also, they may provide an opportunity for developing innovative ways of attracting customers and creating organic growth in services and bus patronage, and contributing to positive outcomes of modal shift and improvements to quality of bus services and, potentially, to the environment.
Scottish Household Survey

The Scottish Household Survey (SHS) added a series of questions in 2007 on whether or not respondents had used any Park and Ride facilities in the past month and the reasons for not using these facilities. As only one year of data is currently available, the number of respondents is relatively small.

Twenty-one per cent of respondents chose to drive part of their journey, park then used another mode of travel\(^2\) of which 27 per cent stated they had used a bus after parking.\(^3\)

Of the respondents who had chosen to drive part of their journey, over a quarter parked at a designated Park & Ride facility with another quarter parking at an ordinary car park at a bus or train station.

Figure 3: Respondents who had driven and then used another mode to complete their journey

![Pie chart showing the distribution of respondents parking in different locations](image)


Nearly 30% parked on a street before continuing with the last part of their journey – this may indicate a need for more Park and Ride facilities. Appropriately located, Park and Ride facilities could contribute to making roads less congested and journey times more reliable.

However it is worth noting, those respondents who had parked on the ‘street elsewhere’ may include some respondents who had parked their car near their destination but had then walked the final stage, e.g. parked car in a housing estate and then walked for 10 or 15 minutes to their office and so a designated Park and Ride may not change their mode choice.

\(^2\) Based on sample size of 5,217  
\(^3\) Although they had used a bus, it may not have been a designated Park and Ride installation
5.7 The Scottish Household Survey also included questions about choosing Park and Ride. The top four reasons given for not using Park and Ride facilities (based on a sample size of 317) are given below:

<table>
<thead>
<tr>
<th>Top Four Reasons</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journey would take longer</td>
<td>38%</td>
</tr>
<tr>
<td>Too much to carry</td>
<td>17%</td>
</tr>
<tr>
<td>Costs too much</td>
<td>7%</td>
</tr>
<tr>
<td>Concerns over vehicle or car park security</td>
<td>3%</td>
</tr>
</tbody>
</table>

5.8 When gathering the evidence base for transport problems and opportunities in a particular area, Authorities will wish to look at local trends and issues, sharing information, as necessary, between public sources and bus operators, where they are examining potential options, including Park and Ride.

Environment

5.9 There have been innovative approaches building sustainability into the design of Park and Ride facilities, as illustrated at the Castleview site near Stirling in the case study. Environmental gains may also be realised from the “joined up” approach emphasised in this Framework. For example, improved bus priority measures on key routes to / from areas of economic activity may increase the attractiveness of the Park and Ride option for users, may encourage modal shift and may also maximise any environmental gains.

5.10 The Government is determined that the bus can play its part in contributing to environmental improvements. Although bus travel is responsible for only 4% of the total road based CO2 emissions in Scotland, other initiatives are being examined for buses to minimise their environmental impact, including reform of the Bus Service Operators Grant (BSOG) arrangements. There is an opportunity to build on the increasing public recognition and perceptions of the ongoing development of more sustainable transport options, including the promotion of using more efficient vehicles e.g. by providing priority bays for car sharers or low emission vehicles, and Park and Ride can benefit from that.

Marketing

5.11 Marketing is a vital factor in the success of any Park and Ride scheme. This should be innovative and highlight the benefits in time saving, financial saving, joined up and integrated planning and transport solutions, and commercial benefits.
Chapter 6

6. Role of Authorities

6.1 Authorities have a vital role to play in the effective development of appropriate Park and Ride sites.

Coordinated Planning

6.2 If planned bus infrastructure and networks are to be fit for purpose now and in the future, it is essential that strategic bus planning is undertaken in the context of long term spatial development at local and regional levels. As highlighted in Buses for Scotland, Progress through Partnership, published in September 2008, effective land-use planning:

- should help to reduce the need to travel and reduce dependence on the car;
- create the right conditions for greater use of sustainable travel modes;
- should avoid or mitigate adverse environmental impacts; and
- ensure that new development should connect to local services by walking, cycling and public transport.

6.3 The early engagement by bus network providers in the preparation of development plans is more beneficial than ever as we seek to build sustainable futures for our communities. Nowhere is this more transparent than in the location, capacity and design of Park and Ride facilities. Experience tells us that a collaborative approach is vital to success in the modal shift agenda.

Joined Up Thinking

6.4 If Park and Ride is to succeed in encouraging drivers out of their cars, the public transport alternatives provided will have to be fast, reliable and affordable. This suggests that where it is being considered, it may be highly beneficial to consider in tandem other bus priority measures which increase journey speed and connections. These might include physical infrastructure measures such as segregated bus lanes and prioritisation measures at junctions. It may also be beneficial to include improved bus service information and innovative integrated ticketing options, and where Park and Ride facilities are intended to encourage motorway car commuters to transfer to bus, the provision of hard shoulder running, during congested peak periods, may be beneficial. Such bus priority measures, if appropriate in an area, may be provided as part of Punctuality Improvement Partnerships or Quality Partnerships between Authorities and bus operators.

6.5 Similarly, the environmental benefits of Park and Ride provision may be significantly enhanced when complemented in town and city centres by measures such as reduced parking supply and the introduction of traffic calming and improved walking and cycling facilities. In other words, Park and Ride schemes should demonstrate how they will best provide an attractive alternative to car travel for the whole trip, door-to-door.
Opportunities to integrate rail and bus at Park and Choose sites should be considered. For example, existing rail stations may offer the potential to facilitate easy integration with feeder buses, possibly drawn from existing bus services operating in the local area. A recent example of an integrated rail and bus Park and Ride site is at Wallyford, East Lothian.

**Quality of Infrastructure and Services**

To encourage modal shift, Park and Ride schemes ought to be developed to the highest design standards, incorporating environmental and safety factors, provide high quality facilities with secure parking that are attractive, safe and convenient for car users, pedestrians and cyclists, and be sensitive to the needs of disabled users.

- To encourage drivers out of their cars, high quality buses should be made available.
- Good quality, accurate, accessible and up-to-date bus service information is essential for regular and occasional bus users, for tourists and other visitors, and for non-users who argue that a lack of suitable information prevents them from using buses. (see Buses for Scotland: Progress through Partnership, Scottish Government, September 2008).

**Case Study**

Shields Road Park and Ride is situated at the interchange between the M8 and M77 and next to the Subway station. The 800 space multi storey car park opened in October 2006 at a cost of £9.6m and was developed in partnership by Strathclyde Passenger Transport (SPT) and Glasgow City Council, with funding from the Scottish Government.

It is the first SPT car park at a Subway station to receive the Park Mark award and provides a safe environment for the public to leave their vehicles. The purpose built facility includes dedicated disabled/child spaces, lift, toilets and CCTV. A recent survey showed a high public satisfaction rate with the facilities at this site.

This Framework does not address the technical and engineering design considerations of Park and Ride. Available design guidance and standards, including the Design Manual for Roads and Bridges (DMRB) and Local Authority roads development guidelines, should be used where applicable. Other existing documents which may also be helpful include the English Historic Towns Forum’s “Bus-Based Park and Ride: A Good Practice Guide May 2000” referred to earlier. It is recognised nevertheless, that safety and security at sites is important, and robust design, construction and planning should address these issues as part of any investment.
Partnership and Innovation

6.9 At the high level forum of senior bus stakeholders in March 2008, partnership between Authorities and bus operators was identified as an essential element in any approach to bus service improvement. It is a recurring theme in the bus policy guidance *Buses for Scotland - Progress Through Partnership*.

6.10 The Forum saw Partnership as essential to release private sector investment in bus infrastructure and vehicles. Without this investment the innovation sought in the development of customer-focused approaches to modal shift will not materialise. Authorities are encouraged to consider the benefits of joint cost and profit sharing ventures with their private sector bus operator stakeholders.

Regional and Local Park and Ride Strategies

6.11 A number of Local Authorities and Regional Transport Partnerships have been preparing Park and Ride strategies. These fit well with the National Strategy since Authorities can prepare such strategies according to their own assessment and knowledge of local circumstances. In this process a key step is close liaison and consultation with bus operators and potential users at an early stage, to explore the potential for joint working and innovative approaches either for developing existing sites or considering new ones.

6.12 A robust regional or local Park and Ride strategy would set out how it fits with relevant Regional and Local Transport Strategy objectives, and develop specific objectives for Park and Ride. It could then set out the Authorities own proposals for action to promote either new or existing Park and Ride sites.

6.13 Authorities have direct experience of developing an integrated approach along bus corridors and routes associated with sites, including quality measures for bus, and associated approaches to traffic management and car parking. In addition, the appraisal work undertaken in developing Regional Transport Strategies, and any sub Strategies for Park and Ride, provide a good starting point for appraising specific schemes.

6.14 Managing demand on the road network has a vital role to play in ensuring more reliable journey times and reducing congestion. In Scotland, responsibility for all traffic management including provision of parking and any subsequent charges, lies with Authorities. Under the Road Traffic Regulation Act 1984, Authorities have a general duty to secure the expeditious, convenient and safe movement of traffic.

National Performance Framework and Single Outcome Agreements

6.15 Single Outcome Agreements (SOAs) have been developed under the Concordat between the Scottish Government and CoSLA. They set out at a strategic level the local outcomes, indicators and targets to be delivered by Community Planning Partnerships (CPPs) in each area, which in turn will support delivery of the Government’s Strategic Objectives under the National Performance Framework (NPF).

6.16 The Bus Guidance (para 9.2) explains how bus polices fit with the National Performance Framework (NPF). It illustrates how the policies in the Bus Actions Statement of March 2008 contribute to National Outcomes and National Indicators and Targets. A series of Cross
Referencing Spreadsheets detailing ways in which bus improvements contribute to the delivery of the Scottish Government’s National Outcomes, Indicators and Targets can be obtained from the CPT (see contacts in Annex A).

6.17 Authorities should be able to draw from this Framework where Park and Ride can contribute to achieving the outcomes being sought under SOAs.
Chapter 7

7 Role of Bus Operators

7.1 Partnership, as already noted, is a recurring theme across the whole spectrum of bus service and infrastructure improvement measures. In addition, the Framework also highlights the specific benefits of bus operator involvement in Park and Ride provision.

7.2 More specifically, bus operators have a key role in maximising the modal shift potential of Park and Ride by:

- providing appropriate registered services that passengers can use to get to their varied destinations, comfortably and speedily where it has been demonstrated by stakeholders that there is a business case to proceed;

- contributing their extensive operations experience to the detailed planning and design of new or extended Park and Ride infrastructure so that the all users of the facilities benefit from the experience;

- co-operating positively with Authorities in the establishment and management of strategic Bus Forums for all stakeholders;

- fare structures, including fare levels and range of ticket types e.g. multi-journey tickets, which should be designed to encourage drivers to access Park and Ride facilities nearest to the origin of their journeys, allowing travellers to be taken off the road network earlier rather than adding to problems further into their journeys; and

- in the development and marketing of mutually agreed new routes to new customers.
Chapter 8

8. Role of the Scottish Government / Transport Scotland

8.1 The role of Scottish Government / Transport Scotland includes setting the national strategy, policy and purpose under which transport interventions, including Park and Ride for bus can be developed. This is set out earlier in the Framework.

Bus Guidance

8.2 Park and Ride can be seen in the context of other bus policies as set out in Buses for Scotland - Progress Through Partnership. This provides Authorities with advice on a range of measures aimed at improving the overall quality and relevance of bus service provision and includes a brief section on Park and Ride. Further guidance has been published recently by the Scottish Government including guidance on measures covering Quality Partnerships and Punctuality Improvement Partnerships. In publishing such documents the Scottish Government is providing the opportunity for Authorities, bus operators and others to benefit from best practice and innovation from other areas that may align with their own strategies for developing Park and Ride.

Other quality measures

8.3 The Government’s existing and planned guidance may assist an Authority and Operator in securing benefits on particular routes and corridors. This may include consideration of how Bus Park and Ride can best fit with other quality initiatives for improving bus services.

Senior Bus Development Adviser (SBDA)

8.4 The priority the Scottish Government attaches to improving bus services is further reflected in the appointment of a Senior Bus Development Adviser (SBDA). The SBDA's role within the context of the new and evolving relationship between the Scottish Government and Authorities is to champion and influence positive bus improvements and to promote best practice. This will include Bus Park and Ride. The aim will be to encourage leadership and foster partnership approaches between Authorities and bus operators.

Planning

8.5 The Scottish Government’s second National Planning Framework sets out proposed strategic development priorities to support the Government’s central purpose – promoting sustainable economic growth. It recognises that Park and Ride facilities, the design of the urban environment and parking restrictions can help to discourage car commuting into city centres.

National Park and Ride Framework

8.7 The Scottish Government contributes through drawing together the key elements of A National Park and Ride Framework in this paper.
Transport Policy

8.8 The Government continues to develop transport polices to meet the needs of the country. For bus policy this will continue to be monitored through the Bus Action Plan Steering Group and the National Transport Strategy (NTS) Delivery Plan and Stakeholder Group, and the Government intends to follow up on stakeholder engagement through a further High Level Bus Forum in 2009. This will include highlighting the development of this Framework on Bus Park and Ride.

Strategic Transport Projects Review (STPR)

8.9 This subject is covered in Chapter 9.
Chapter 9

9. Strategic Transport Projects Review (STPR)

9.1 The Strategic Transport Projects Review (STPR) is an evidence-based, robust analysis of Scotland’s national transport system which considers predicted changes in land-use, population, economic performance and emissions to address objectives of improving journey times and reliability, journey quality and reducing carbon emissions.

9.2 The conclusions of the Strategic Transport Projects Review were announced in Parliament on the 10th December 2008 setting out investment priorities over the next 20 years subject to the transport allocation within future Spending Reviews and affordability.

9.3 29 schemes are recommended within a hierarchy of maintaining and safely operating our transport network, optimising the use of those networks and where there are identified gaps, to consider targeted infrastructure improvements.

9.4 As part of optimising the use of existing networks, STPR Intervention 8 recommends a Park and Ride / Park and Choose Framework with possible and indicative sites serving Inverness, Aberdeen, Dundee, Edinburgh and Glasgow, as follows:

- Serving Aberdeen: Dyce (A96) and Charleston;
- Serving Dundee: Invergowrie, Forfar Road, A92 and Forgan;
- Serving Edinburgh: Halbeath, Lothianburn, Pitreavie, and Tranent;
- Serving Glasgow: Bargeddie (M8), St James (M8), Glasgow Southern Orbital (M77), Fullarton (M74), Robroyston (M80) and outside Ayr (M77);
- At Bannockburn, serving Edinburgh, Glasgow and Stirling; and
- A new station at Dalcross with Park-&-Ride facilities and interchange facilities with Inverness Airport.

It recognises that such a Framework supports objectives to make public transport more competitive against the car. Located on major commuting routes, these sites would also assist in maintaining and enhancing the labour catchment areas in the city regions and reducing emissions. The sites would be served by either rail services or express bus links to and from the city centres and areas of economic activity, including appropriate bus priority measures at congested locations. At this stage the sites indentified are purely indicative.

9.5 STPR Intervention 9 recommends Intelligent Transport Systems on motorway and trunk road networks in Central Scotland to improve journey time reliability and journey times for prioritised users. This system would be able to support the operation of the strategic Park and Ride / Park and Choose intervention by providing opportunities to use the hard shoulder on approach to the urban networks for priority vehicles.

9.6 STPR Intervention 10 recommends the development of a national, integrated ticketing system. This system would support the development of the Strategic Park and Ride / Park and Choose intervention by promoting seamless travel, improving the competitiveness of public transport and improving the overall perception of public transport.
9.7 Delivery of recommendations of the STPR will be subject to further development work and to future spending reviews and affordability. Transport Scotland is already engaging with Authorities seeking to develop Park and Ride.

9.8 Further information on the STPR recommendations is accessible via www.transportsccotland.gov.uk/stpr.
Chapter 10

10. Going Forward

10.1 Bus Park and Ride may, potentially, be one of a number of transport interventions appropriate for addressing transport problems and opportunities in particular areas of Scotland. They may not be a panacea for all transport problems, but where appropriately located and in the right circumstances, Park and Ride can make a contribution to delivering the positive outcomes which the Government seeks.

10.2 The responsibility for progressing potential Park and Ride sites lies with Authorities, although the consent or approval of Transport Scotland would be required where there are any potential impacts on the trunk road or rail networks. Authorities should take into account the following in considering either potential new sites, or maximising the potential of existing sites:

- Park and Ride/Choose sites can fit readily with the Government’s National Performance Framework, National Transport Strategy and Bus Action Plan.

- The Government has previously issued guidance to Authorities about how a range of measures, including Park and Ride, designed to provide or support improved quality of bus service provision, fit with the NPF strategic objectives, national outcomes and performance indicators and targets. This includes the key performance targets of reducing congestion and continually improving high quality public services. It also reminds Authorities about how these measures contribute indirectly to a wide range of other NPF objectives and targets, and fit directly with the NTS objectives and the supporting BAP.

- The rationale for Park and Ride facilities, as an appropriate transport solution in an area, should have initially emerged from an appropriate objective led transport appraisal study, involving all stakeholders from an early stage, before any decision is taken to progress with the further development of these facilities. Scottish Government / Transport Scotland will expect that any proposals that may affect the trunk road or rail networks would have initially emerged from a completed study using STAG.

- Authorities should consider how any Park and Ride option can fit with other measures supporting improved bus and local transport services in the area or routes served.

- It is important that any Park and Ride option, where appropriate, fits into a coherent Local and/or Regional Transport Strategy for improving bus services. In particular there should be careful thought about how any existing or planned additional bus quality measures on the potential route(s) could contribute to the objectives of a scheme. Some examples that could be considered include bus priority lanes, traffic signal bus prioritisation, hard shoulder running and improved bus information and ticketing. In some cases implementation of a scheme could be associated with a Quality Partnership or Punctuality Improvement Partnership.
• A partnership and inclusive approach focussed on outcomes is essential to unlock the maximum potential for Park and Ride developments, where appropriate to address transport problems and opportunities in an area.

• The underlying approach for success in introducing effective bus quality measures lies in partnership. Each of the individual Local Authorities, Regional Transport Partnerships, bus operators and regulators/enforcement bodies has an important part to play in planning and implementing appropriate schemes.

• Partnerships should build on existing and planned work by RTPs for developing Regional Park and Ride Strategies/Action Plans.

• TACTRAN has already published a Park and Ride Strategy while other RTPs are actively preparing them.

• STPR includes positive recognition of the value and benefits of Park and Ride schemes. The STPR recommendations offer a clear framework for further development of Park and Ride at three strategic locations.
Chapter 11

11. Conclusion

11.1 This Framework sets out the Scottish Government’s aim for Bus Park and Ride. It offers advice on how to maximize the benefits from new and existing Park and Ride sites. It places the option of Park and Ride in the context of the Government’s wider economic and transport objectives, and provides advice about useful sources of guidance.

11.2 This Framework is not prescriptive about what should happen in each area, since that is a matter for each Authority to consider in the light of their individual circumstances and the transport problems and opportunities to be addressed in a particular area. The Government highlights that Bus Park and Ride in the right place and circumstances can make a substantial contribution to addressing transport problems and opportunities, and fits well with the Government’s wider transport policy objectives such as modal shift and improving bus service provision.

11.3 This Framework highlights the need for decision making through transport appraisal to identify appropriate transport options in an area, which may include Park and Ride. Appropriately located Park and Ride sites for bus, can result in positive impacts, for example by contributing to relieving congestion.

11.4 Authorities will wish to take account of this Framework where they are considering the potential for developing Park and Ride projects in their areas, and in the light of their own circumstances.
Contacts

Scottish Government – Transport Directorate

Allan Crawford, Transport Directorate, Bus Policy Team Leader. Tel 0131 244 4722; allan.crawford@scotland.gsi.gov.uk

Derek O’Neill, Transport Directorate, Bus Policy Team. Tel 0131 244 7760; derek.o'neill@scotland.gsi.gov.uk

Transport Scotland (for Park and Ride and Scottish Transport Appraisal Guidance (STAG))

Hugh Gillies, Head of Technical Analysis, Transport Economics, Analysis and Research, Transport Scotland.  Tel 0141 272 7571; hugh.gillies@transportscotland.gsi.gov.uk

Veronica Allan, Senior Transport Planner, Transport Economics, Analysis and Research, Transport Scotland.  Tel 0141 272 7591; veronica.allan@transportscotland.gsi.gov.uk

Also, any enquires related to transport appraisal can be submitted to: scot-tag@transportscotland.gsi.gov.uk

Traffic Commissioner for the Scottish Traffic Area
Tel 0131 200 4905
Joan.Aitken@otc.gsi.gov.uk

Confederation of Passenger Transport UK (Scotland)
Tel 0131 272 2150
www.cpt-uk.org

Regional Transport Partnerships

North East of Scotland Transport Partnership – (NESTRANS)
Tel 01224 625 524
www.nestrans.org.uk

Highland & Islands Transport Partnership – (HITRANS)
Tel 01667 460 464
www.hitrans.org.uk

South East of Scotland Transport Partnership – (SEStran)
Tel 0131 524 5152
www.sestran.gov.uk

Strathclyde Partnership for Transport – (SPT)
Tel 0141 333 3100
www.spt.co.uk
South West of Scotland Transport Partnership – (SWESTRANS)
Tel 01387 260101
www.swestrans.org.uk

Tayside & Central Scotland Transport Partnership – (TACTRAN)
Tel 01738 475775
www.tactran.gov.uk

Shetland Transport Partnership – (ZetTrans)
Tel 01595 744 160
www.zettrans.org.uk

Convention of Scottish Local Authorities (CoSLA)
Tel 0131 474 9200
www.cosla.gov.uk

Vehicle and Operator Services Agency
Tel 0300 123 9000
www.vosa.gov.uk
Annex B

Bibliography

Scottish Government – Transport Directorate

Moving into the Future: An Action Plan for Buses in Scotland – (Published December 2006)
http://www.scotland.gov.uk/Publications/2006/12/01141850/0

Buses for Scotland: Progress through Partnership – (Published September 2008)
http://www.scotland.gov.uk/Publications/2008/09/26153659/0

Bus Punctuality Improvement Partnerships (BPIPs) – (Published March 2009)
Executive Summary - http://www.scotland.gov.uk/Publications/2009/03/30120146

statutory Quality Partnerships (sQPs) – (Published 30 June 2009)
www.scotland.gov.uk

Transport Scotland

Strategic Transport Projects Review
www.transportscotland.gov.uk/stpr

Scottish Transport Appraisal (STAG)


WS Atkins (1998) "The Travel Effects of Park & Ride".

Regional Transport Strategies (RTS)

All RTSs can be viewed in the respective RTP website listed in Contacts – Annex A.