Bus Taskforce
Summary Report

April 2024

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Ministerial Foreword

A reliable, affordable and viable bus network is central to Scotland's transport system and wider society as a whole. The majority of public transport journeys are made by bus, and for some communities, particularly in rural areas, bus is often the only form of public transport. Bus services reach every part of society and are particularly relied upon by disabled people and those on low incomes. In many cases, they play an important role in reducing isolation and increasing social inclusion.

The Scottish Government values the close working relationship with the bus sector that has been built over many years. This partnership was critical in helping keep vital services running during the pandemic to ensure key workers get to their places of work.

During the Covid-19 pandemic, the Scottish Government provided significant financial support to the bus sector, with over £223 million in assistance provided to bus operators to maintain essential services, offset the impact that reduced demand was having on the viability of local services, and to protect the industry for the future. Throughout 2022-23, the Network Support Grant Plus provided direct subsidy support to bus operators at an enhanced level which gradually tapered off through to the close of the scheme at the end of March 2023, where all subsidy reverted back to the pre-covid levels through the Network Support Grant.

The Bus Taskforce was convened in October 2022 by the then Minister for Transport Jenny Gilruth MSP, as a short-life working group to collaboratively seek to address the immediate challenges facing the bus industry as it recovered from the challenges of Covid-19 and to support the sector to collectively adjust to changing travel patterns brought about by the pandemic. This was a challenging time for the sector, with the impacts of Brexit contributing to staff shortages and rising costs. These impacts were exacerbated by the cost-of-living crisis and inflationary pressures.

The priorities of the Bus Taskforce were agreed to coordinate immediate activity to support patronage recovery, to address sector workforce retention and recruitment, and to ensure proactive communication and engagement with bus users as networks adapted post Covid-19. I am proud of the work conducted by the Bus Taskforce in tackling these issues. In particular, the success of the jointly delivered bus marketing campaign in 2023 demonstrates the benefits of collaboration in encouraging passengers to adopt sustainable public transport.

Government and industry share common objectives to grow demand for bus and make it an attractive and viable alternative to private car. We have never needed to work more collectively to help us create the modern sustainable transport network that we all want and deserve, that will be truly effective at tackling the climate emergency while ensuring that nobody is left behind. The work conducted during this taskforce will form the basis of on-going collaborative work with the bus sector to achieve a transport network that works for everyone.

I would like to thank everyone who took part in the Taskforce, and commend them for the collaborative approach taken and continued commitment to work with the Scottish Government for the benefit of passengers.

Jim Fairlie, MSP

Minister for Agriculture and Connectivity

Taskforce Background

Taskforce Context

During the Covid-19 pandemic, the Scottish Government provided significant financial support to the bus sector, with over £223 million in assistance provided to bus operators to maintain essential services, offset the impact that reduced demand was having on the viability of local services and to protect the industry for the future.

As this additional support was phased out at the start of 2023-24, there was a need for the bus sector to adapt to the changing market and for public funding support provided to be sustainable in the longer term. The Taskforce was set up to help support this transition.

The Taskforce convened for a total of four meetings over the course of ten months, with the final meeting taking place in June 2023.

The first three meetings of the Taskforce were chaired by the then Minister for Transport, Jenny Gilruth MSP and the final meeting by the then Minister for Transport, Fiona Hyslop MSP.

The Taskforce agreed to progress towards the following outcomes:

- Set out a collaborative pathway for increasing patronage long term;
- Co-design pathway to address driver shortages;
- Co-design best practice guidance for community engagement on networks and changes;
- Begin discussions on progressing longer term strategic goals;
- Establish Regional Steering Groups to support implementation of immediate actions, and to review local bus networks - giving consideration to the Transport (Scotland) Act 2019 powers and emerging travel patterns.

Expert sub-groups, independently chaired by industry, reporting to the main Taskforce were established to progress work on three key workstreams below:

1. address workforce retention and recruitment; and
2. support patronage recovery;
3. ensure proactive communication and engagement with bus users as networks adapt post Covid.

Each sub-group met regularly between Taskforce meetings to explore the issues in more depth and develop practical solutions. Membership of the Taskforce and sub-groups is set out at Annex A. Transport Scotland provided the secretariat functions

for each subgroup, however responsibility for each sub- group sat with the agreed Chair.

Key Challenges Identified by the Taskforce

During 2022, there was recognition across all stakeholders involved in the Taskforce that there were challenges in the post pandemic operating environment to sustain levels of bus service provision.

Driver shortages affected the reliability of services, and reduced patronage and inflationary costs continued to impact fares and the financial viability of services. This left passengers and members of the public dissatisfied with the level of communication and consultation regarding service changes that impacted communities.

For local government, the potential removal of commercial services due to lack of financial viability created financial concerns about their ability to provide subsidised support to socially necessary services and in ensuring that the local network could meet the needs of the public. While this is an issue across Scotland, it was highlighted that it was more acute in rural areas where bus services are generally less commercially viable.

Reliability of services affects all passengers but is particularly important to those who need additional assistance when travelling, or where the journey requires passengers to be at specific places at specific times, such as for appointments, education and employment. Improvements to both overall reliability and to communication of timetable changes that do happen are key in building confidence in the network.

Personal safety was also a common theme. This covers a range of issues from confidence in returning to public spaces after the pandemic to impact of anti-social behaviour on passengers and staff. It is important that passengers view bus as a safe travel option and work needs to be done on ensuring this is the case and in communicating this to the public

However, there is recognition of the longer term nature of some these challenges and the focus of the Taskforce was on short term collective action to deliver on the priorities of driver shortages, patronage growth and community engagement.

Driver Shortages Sub-Group

Background and Context

As the Covid-19 pandemic was ending, the Scottish bus industry faced an unprecedented shortage of drivers. This was particularly acute during 2022 and posed a significant barrier to bus operators and the wider bus network's ability to recover from the pandemic. A key issue was that with employment at a record high, and many other industries facing similar issues, there was, and continues to be, intense competition to attract new employees.

Bus operators have taken action to make themselves as attractive as possible as employers; a significant modernisation has taken place in many operators to improve pay, terms and conditions and the overall employment offering. However, there are a range of other factors in relation to the shortage that were viewed to be beyond the control of individual operators.

Focused action was required to engage with the Driver and Vehicle Licensing Authority to encourage improvements in licence processes, waiting times and to make the industry more accessible and attractive as a career choice. The sub- group began work in November 2022 and ran for 6 months. The group was chaired by Sarah Boyd, Managing Director of Lothian Buses.

Purpose

The Driver Shortage Sub-group established 3 key workstreams:

1. Licence & process improvements
2. Exploring alternative recruitment opportunities
3. Raising the profile of the role of bus driving as a career

Sub-Group Structure

The sub-group comprised of representatives of the organisations below:

- Representative for large bus operators
- Representative for small/medium bus operators
- Transport Scotland
- Confederation of Passenger Transport (CPT)
- Unite Scotland
- Driver and Vehicle Licensing Agency (DVLA)
- Department for Transport (DfT)

Actions & Outputs

Actions and output within each of the 3 key workstreams can be summarised as follows:

Workstream 1 – Licence & Process Improvements

Item 1

The sub-group identified concerns with the achievement of timelines for the Driver and Vehicle Licensing Authority (DVLA) to process license applications as set out in their Service Level Agreement which was contributing to delays in newly recruited drivers commencing work.

Action and Output

DVLA reaffirmed commitment to achieve 3-5 days turnaround for cases that don't need medical follow up. However, the timescale will be longer should medical follow up be required to ensure safety of passengers.

Item 2

The sub-group identified that a change to secondary legislation to allow operators to undertake classroom-based tests prior to a provisional PCV licence being obtained would speed up process.

Action and Output

The sub-group wrote to the UK Government Parliamentary Under Secretary of State (Roads and Local Transport), Richard Holden, MP, to request consideration of this change.

Workstream 2 – Exploring Alternative Recruitment Opportunities

Item 3

The sub-group identified that additional support for operator recruitment processes from the UK Government Department for Work & Pensions would be helpful.

Action and output

DWP attended a sub-group meeting and described the support available to operators. This was followed up with a presentation to Scottish operators at a CPT Scotland Bus Commission meeting.

Item 4

The sub-group identified that there was an opportunity through the Ukranian Exchange Agreement lead by the UK Government to allow holders of a Ukrainian licence to drive larger vehicles to exchange it for a UK equivalent which would allow them to work as a driver in the UK.

Action and Output

The UK Government is working on the Ukranian Exchange Agreement which seeks to enable a Ukrainian PCV licence to be exchanged for a UK one.

Item 5

The sub-group undertook to make representations to the UK Government for the profession of bus driver to be added to the Shortage Occupation List.

Action and Output

Workstream 3 – Raising the profile of the role of bus driving as a career

Item 6

Investigate the possibility of bus driver qualifications.

Action and Output

The sub-group held a meeting with Skills Development Scotland and had follow up discussion with the Scottish Qualifications Authority (SQA)

Two options are currently being considered. – the reintroduction of the previous SVQ and the accreditation of the existing Lothian Training Programme for bus drivers.

Item 7

Explore the potential of a Driver Apprenticeship Scheme.

Action and Output

Lothian will continue discussions with SDS/SQA on this as Item 7 develops.

Item 8

Continue to collaborate to explore options to reduce instances of antisocial behaviour on buses, including following publication of the U22s scheme one year evaluation.

Action and Output

Operators to complete the Transport Scotland review of the scheme questionnaire.

The work of the Driver Shortages Sub-group has already led to a number of positive changes which in turn have assisted in alleviating the recruitment challenge that the bus industry faced.

Operators in Scotland report an improved resourcing position from this time last year, with the industry estimating that shortages fell from 14% in September 2022 to under 4% by the end of September 2023. As a result, operators are losing far less mileage due to driver shortage. Ultimately, this should mean increased reliability and an improved customer experience.

Case Study: Workforce Mobility

A recent initiative from the Workforce Mobility Project brought together a superb collaboration of bus operators in the South east of Scotland. The website Bus Driver Careers Helix was developed to support and promote bus driving as a career. The webpage includes various resources to be used by regional partners and people seeking employment opportunities:

The main video includes an honest review of bus driving from current employees from various operators and the reasons why they have chosen it as a career;

Three shorter videos highlight how bus operators' investment in drivers, the opportunities for career progression and benefits of the job;

A regional breakdown of bus operators is provided, with hyperlinks to their websites for candidates to review job opportunities and access information on 'how to apply';

Downloadable posters for placement in public spaces (including QR codes to automatically direct users to the webpage); and

Downloadable posters for promotion on social media channels.

Patronage Growth Sub-Group

Background and Context

The purpose and frequency of bus use is evolving, with the pandemic a primary catalyst for the recent pace of change. The rise in hybrid working has reduced the number of commuting trips taken by bus. The increase in online shopping and the cost of living crisis has impacted upon bus journeys for retail purposes. Overall, there has been an increase in trips for leisure purposes, and a reduction in journeys in what has traditionally been the peak hours for bus travel.

The number of trips taken by those eligible for free travel through the national concessionary travel scheme for the elderly and disabled has fallen by approximately 20%, while the launch and success of the free travel scheme for under 22s has resulted in over 105 million journeys by card-holders since the scheme launched in January 2022.

Purpose

The Patronage Growth Sub-group was chaired by Paul White, Director of CPT Scotland, and considered the factors behind reduced patronage and the actions that should be taken to grow bus use. The group aimed to review and coordinate activity that could support patronage growth in the short term as well as considering a collaborative pathway for increasing patronage in the medium to long term.

The Sub-group aimed to achieve the following:

- Identify the barriers to patronage growth;
- Highlight the barriers to patronage growth that can be tackled by the wider Taskforce, and which may be societal changes;
- Outline steps that can be taken collaboratively to address the barriers to patronage growth in the short term;
- Co-design a pathway to increase bus patronage in the longer term.

Sub-Group Structure

The sub-group was comprised of representatives of the organisations below:

- Representative for large bus operators
- Representative for small/medium bus operators
- Transport Focus
- Transform Scotland
- Transport Scotland

- Bus Users UK
- Association of Transport Coordinating Officers (ATCO)
- Convention of Scottish Local Authorities (COSLA)

Actions & Outputs

Actions and outputs during the life of the group were:

Item 1

Develop joint Transport Scotland and industry marketing campaign to encourage passengers to return to bus.

Action

"Choose the Bus" campaign ran between March and May 2023

Item 2

Consideration of barriers and opportunities to support patronage growth and recommendations for future.

Action

The sub-group made the following recommendations:

- Given the changed context post-Covid, the group agreed that using pre-Covid patronage levels as a benchmark and comparison for current provision and passenger levels and future targets was no longer appropriate. Given the level of economic and societal change since the pandemic began and the resulting shift in travel patterns, the group recommend that this benchmark is no longer used.
- Growing public support is an important aspect of growth. All Taskforce stkeholders should work together to identify, understand and address negative perceptions related to bus use. Greater public understanding and support will help patronage growth.
- Ensuring the operating context and challenges faced by the bus sector are well understood is critical to patronage growth. Further research, ongoing monitoring and data sharing between Taskforce stakeholders should take place to support a deeper understanding of post-pandemic travel patterns, how they might further evolve, and the abilities of different stakeholders to impact upon this.

- The sub-group agreed the importance of ensuring that the environmental and public health benefits of bus are well and widely communicated, including considering opportunities for further joint marketing.
- The sub- group recognises that the delivery of the Bus Partnership Fund is a key part of delivering overall journey satisfaction and improving punctuality. The group recommends that operators and local authorities accelerate the identification and development of Bus Partnerships.

The work of the Sub-group has provided the foundation for long-term, strategic action on the future of bus in Scotland and demonstrated the value of close collaboration between local and national government, industry stakeholders and passenger groups.

Case Study: Choose the Bus Marketing Campaign 2023

As part of the wider work to support the recovery of the bus industry, Transport Scotland and industry delivered a national marketing campaign aimed at encouraging increased bus travel over two phases between March and May 2023. Using industry insight and experience, operators collectively recommended the campaign focus on two key audiences - leisure passengers of all ages and over 60s concessionary passengers.

The campaign had strong reach and engagement across channels and there was a marked increase in concessionary journeys and cardholders during the campaign period, especially when compared to pre-pandemic levels.

The overall reach of the campaign was around 30 million.

There were over 9.7 million impressions on social media, with an 88.15% increase during the second phase.

The campaign successfully directed traffic to choosethebus.scot (with over 58k link clicks to the page from social and digital adverts) and the Traveline Scotland website (with almost 40k referrals).

Journeys made through the Older and Disabled Persons' Scheme rose to 71% of pre-pandemic levels. (Based on mean monthly journeys made in Mar-May 2023 against mean monthly journeys in Mar-May 2019). Pre-campaign journeys averaged 61% of pre-pandemic levels, meaning an increase of 10%.

Journeys made through the Older and Disabled Persons' Scheme increased by 5.8% in the campaign period versus the period prior, and by 7.8% on the same period in 2022.

Older and Disabled cardholders increased to 1,572,070 by 31 May 2023. An increase of 1.5% from Feb 2023 and 12.5% from May 2022.

Community Engagement Sub-Group

Background and Context

According to the Scottish Community Development Centre, community engagement is 'a way to build and sustain relationships between public services and community groups – helping them both to understand and take action on the needs or issues that communities experience'. Engaging and empowering local people and communities on the design and delivery of local transport solutions will be vital to increasing patronage, improving connectivity and achieving net zero. It improves outcomes for operators, local authorities and bus users.

Significant changes to bus services and networks are anticipated in the months and years ahead across Scotland. It is essential that there is open, inclusive and transparent communication between operators, local authorities, bus users and communities about these changes and accessible, meaningful and timely engagement with bus users and communities to address, mitigate or prevent the challenges which may result. Community engagement is also an essential and helpful tool in shaping conversations and decision-making in more positive circumstances, such as long-term transport planning and network or service expansion.

There is evidently a need to improve the consistent and fair implementation of these processes of community engagement and empowerment across Scotland. All operators and local authorities have duties and responsibilities in line with statutory notice periods, the Community Empowerment (Scotland) Act 2015 and the National Standards for Community Engagement (2016). Alternative or superior solutions can be found through collaboration and partnership – for example, support for new Community Bus Services to bridge the gaps left by services which have been declared commercially unviable.

Purpose

The sub-group on Community Engagement agreed to:

- Identify the challenges and opportunities in improving community engagement on networks and changes;
- Discuss, review and coordinate activity to improve community engagement;
- Co-design best practice guidance for community engagement which are aligned with the seven principles of the National Standards for Community Engagement, applied in a transport context and supported by case studies;
- Promote communication and collaboration between stakeholders
- Recognise and represent the voices and interests of bus users and communities in the work of the Taskforce.

Sub-Group Structure

The sub-group was chaired by David Kelly of the Community Transport Association and comprised of representatives from the following organisations:

- Representative for large bus operators
- Representative for small/medium bus operators
- Transport Focus
- Transport Scotland
- Bus Users UK
- Association of Transport Coordinating Officers (ATCO)
- Convention of Scottish Local Authorities (COSLA)
- Confederation of Passenger Transport
- Strathclyde Passenger Transport
- HiTrans
- Handicabs Lothian Limited
- Public Health Scotland

Actions & Outputs

The primary output of the Sub-group was a published document of best practice guidance for community engagement on networks and changes. It contains specific guidance for bus operators, local authorities and communities and case studies of best practice and is aligned with the National Standards for Community Engagement.

Conclusions and Next Steps

Progress Towards Taskforce Objectives

Objective	Progress	Next Steps
Set out a collaborative pathway for increasing patronage long term and begin discussions on progressing longer term strategic goals.	Partially achieved	The discussions and findings of the Taskforce will be used to inform and shape further collaborative work between national government, local government, bus operators and stakeholders.
Co-design pathway to address driver shortages.	Achieved	Work progressed through the Taskforce and a continuation of focus on driver recruitment and retention is helping to alleviate driver shortages.
Co-design best practice guidance for community engagement on networks and changes.	Achieved	All Taskforce stakeholders to adopt and use the guidance and report any feedback to Community Transport Association.
Establish Regional Steering Groups to support implementation of immediate actions, and to review local bus networks - giving consideration to the Transport (Scotland) Act 2019 powers and emerging travel patterns.	Partially achieved	Regional Stakeholders have been engaged throughout the process through membership of the Taskforce and sub-group. The benefits of establishing Regional Steering Groups will be considered further as part of future collaborative working.

Next Steps

The Taskforce was established as a short-life group to build momentum on action to address immediate challenges facing the bus industry following the Covid pandemic. Many of the actions agreed by the sub-groups, particularly in relation to driver shortages and community engagement, have been completed and progress has been made. However the challenges identified by the Taskforce point to a set of longer-term issues that need sustained, collaborative action from operators, local and regional bodies and Government.

Beyond addressing immediate challenges following the pandemic, the Scottish Government is committed to a long term, sustainable future for the bus sector, as set out in our National Transport Strategy.

We must all continue to work in partnership to make bus travel a more attractive option, highlighting the benefits of moving away from private car use and promoting greater use of our public transport network.

Bus will play an integral part of the work to deliver on our Vision for the Future of Public Transport. Transport Scotland, working with industry to respond to current Scottish bus sector landscape, opportunities and challenges.

In March 2024, the Scottish Government published the Fair Fares Review which has established a framework which will be built upon as we progress with wider work to deliver on our Vision for the Future of Public Transport. Public transport has a crucial role to play in achieving our government`s priorities on equality, opportunity, and community. The Review signals our intention to address how we will deliver on these objectives to make our public transport system more accessible, available and affordable.

Appendix A: Terms of Reference and Membership of Bus Taskforce

Background

A reliable, affordable and viable bus network is central to Scotland's transport system. Buses provide a flexible form of public transport that can be readily adapted to suit demand. The majority public transport journeys are made by bus, and for some communities, bus is the only form of public transport. Bus is most often used by women, people on lower incomes, disabled people, young people, and members of ethnic minorities.

Government and industry share common objectives to grow demand for bus and make it an attractive and viable alternative to private car. On 1 August 2022 the Minister for Transport, Jenny Gilruth MSP, convened a meeting with bus operators and local government to initiate discussion on key issues, particularly rising operational costs in the face of lower patronage and workforce shortages.

Increasing patronage

Rising costs are affecting the financial viability of bus services, particularly those in rural areas where patronage is typically lower. To protect against cost volatility and ensure the financial sustainability of our bus network, we must increase patronage.

Patronage is increasing following the pandemic but not yet at pre Covid levels. In addition, some travel patterns appear to have changed more permanently following prolonged restrictions and an increase in working and shopping from home. Some elderly and more vulnerable members of society lack confidence in the safety of public transport following the pandemic.

There is still uncertainty about the extent to which all post Covid changes are permanent but it is highly likely that many new travel patterns are becoming the norm. Different bus networks will be required while maintaining flexibility to respond to (re)emerging demand and to avoid the worst effects of reduced connectivity and service cuts further reducing demand.

Workforce pressures

High driver turnover has historically been recorded among many bus operators. Since Autumn 2021, this has been exacerbated by increased rates of attrition, the global labour shortage, and further impacted by Brexit and the effects of the pandemic.

Transport Scotland convened a working group in Autumn 2021 to address these issues. The group worked with DVLA and DVSA to address the backlog in applications and reduce processing times. They also worked with DWP and looked at potential sources for new recruits such as the ex-forces, and created a 'myth busting' paper to encourage new recruits into the industry.

Purpose

The taskforce will address the immediate challenges to help bus networks move to a more sustainable footing following Covid and ensure that recovery is fully supported by wider policies to improve bus services across Scotland.

It will specifically review and coordinate immediate activity to support patronage recovery, to address workforce retention and recruitment, and to ensure proactive communication and engagement with bus users as networks adapt post Covid.

In this context, the taskforce will convene for a total of three meetings over the course of six months, after which progress will be reviewed.

The taskforce aims to achieve the following outcomes:

- Set out a collaborative pathway for increasing patronage long term,
- Co-design pathway to address driver shortages.
- Co-design best practice guidance for community engagement on networks and changes.
- Begin discussions on progressing longer term strategic goals
- Establish Regional Steering Groups to support implementation of immediate actions, and to review local bus networks - giving consideration to the Transport (Scotland) Act 2019 powers and emerging travel patterns.

Scope and Remit

Membership will be limited to 21 attendees consisting of representatives from the bus industry. Attendees will be carefully chosen to facilitate proactive discussions whilst considering wider implications.

At each meeting, the Taskforce will discuss and agree next steps for each sub group along with one of the topics listed below:

i. Sustainable and flexible networks once recovery funding ends
ii. Smart and integrated ticketing
iii. Progress on bus priority infrastructure and match in kind

The goal for the taskforce is to achieve the outcomes listed in the previous section. In designing solutions, the taskforce will consider the implications and opportunities for integration with other modes of public transport, to enhance Scotland's public transport network.

Recognising previous work to resolve issues, and the availability of alternative forums, some topics may be out of scope for the Taskforce in order to maintain focus on achievable solutions. Topics may be re-visited if further detail or evidence is presented.

Sub-groups

Three sub groups will be formed with the relevant stakeholders.

1. Patronage growth
2. Driver shortages
3. Community engagement

Each subgroup will work on actions between meetings, and provide updates to the taskforce alongside updates from the regional steering groups. Transport Scotland will provide the secretariat functions for each subgroup, however responsibility for the group will sit with the agreed Chair. Chairs will be agreed for the first Taskforce meeting.

Format

Meetings will be scheduled for one hour, and will be held in person where possible.

The agenda for meetings will be as follows:

1. Updates from sub groups and brief discussion
2. Strategic topic
3. Summary of agreements reached and actions to take forward

Roles and Responsibilities

The Minister for Transport's office will contact attendees in advance to arrange a suitable date and location. The Minister for Transport, Jenny Gilruth MSP, will Chair the meetings, and Transport Scotland will provide secretariat functions. Minutes from all meetings will be circulated to the wider group.

Members will notify Transport Scotland in advance if they are unable to attend, and apologies will be given during the meeting. Delegates may attend if notified and agreed in advance.

Members will take any actions away to their subgroups, and provide updates before or during the next meeting.

Membership

Chair: Minister for Transport, Jenny Gilruth MSP

Secretariat: Transport Scotland

Transport Scotland representatives

Bettina Sizeland

Roisin Curran

Carole Stewart

Office of the Traffic Commissioner

Claire Gilmore

SME Bus Operator representatives

Confederation of Passenger Transport: Paul White

Community Transport Association: David Kelly

Large Bus Operators

First Bus: Duncan Cameron

Stagecoach: Fiona Doherty

Citylink: Simone Smith

McGills/Xplore: Ralph Roberts

West Coast Motors: Colin Craig

Lothian: Sarah Boyd

Bus Passenger representatives

Bus Users Scotland: Greig Mackay

Transport focus: Robert Samson

Local Government

ATCO: Nicola Gill & Margaret Roy

CoSLA: Catherine Damen

Representative from regional steering groups

SPT: Gordon Dickson

Rural RTP: Ranald Robertson

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