



Tactran Business Plan 2019/20



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1. FOREWORD

We are delighted to present Tactran's Business Plan for 2019/20.

Building on the foundations of the refresh of the statutory Regional Transport Strategy (RTS), which gained Ministerial approval in July 2015, and a refreshed RTS Delivery Plan approved in June 2016, the Partnership has made great strides in collating resources to support delivery in 2018/19. Accordingly, the major focus for the Partnership during the coming year 2019/20 will be to further the implementation of the refreshed RTS Delivery Plan.

In particular, the Partnership will support efforts to deliver sustainable and inclusive economic growth. In 2018/19 Tactran was proactive in support of the two City Region Deals covering the Tactran area: the Stirling/Clackmannanshire and Tay Cities Region Deals. Tactran led the Connected Tay theme and supported the development of strategic outline business cases. It also provided technical and financial support for the Tay Cities Regional Transport Model. Similarly, officers have been supporting project development in the Stirling/Clacks City Deal and the Partnership offered financial support for the evolution of projects up to 'Case for Change' stage. That support will continue in 2019/20 as both City Deals look to publish their Implementation Plans.

Tactran has been the coordinating body for the Tay Cities Aviation Study and continues to work with HIAL and the Dundee Airport Consultative Committee to support improved air connectivity and facilities at Dundee Airport. The Study will report in June 2019 and provide the foundation for a response to the Aviation 2050 green paper.

The Partnership has supported Transport Scotland in the development of the Regional Transport Working Groups (RTWGs) that will provide the medium for consultation on the Strategic Transport Projects Review (STPR2) proposals to improve strategic road and rail network connectivity nationally and regionally. This support will continue through 2019/20 with stakeholder consultation events planned in early summer and an opportunity for Board members to review the proposed interventions and associated investment plans in the autumn.

Due to the success of the Partnership in drawing in external funding through successful funding bids amounting to c£500k, the resources available to support the implementation of the RTS Delivery Plan in 2018/19 was unprecedented. It is likely to be at a similar level in 2019/20 and work to support Active Travel; Health & Transport and Travel Planning will continue. In particular, we will retain our strategic alliance with Sustrans and continue to develop the strategic alliance with Cycling Scotland. With the heightened importance of Active Travel as a key component of sustainable transport, delivering on the programme of Active Travel Audits across 13 settlement locations and the Regional Walking and Cycling Network will be a priority.

In the coming year, Tactran will also venture into new areas to address the emergence of electric and low emission vehicles through our Regional EV Strategy

and following the publication of our MaaS Playbook, consider a bid into the MaaS Investment Fund to further the integration of energy, technology and modes of travel in this digital age.

With the looming shadow of Brexit descending, the pressing need of getting goods and labour to market will be to the fore in 2019/20. Tactran will closely monitor emerging arrangements via the Freight Quality Partnership and bring forward a Freight Mapping tool allowing for better routing across the region and improved public understanding of the compliant freight routes.

Tactran will continue to map progress on the Transport Bill, the Planning Bill, the Climate Change Plan and the National Transport Strategy (NTS) Review. Tactran recently responded to the additional proposals on the Workplace Parking Levy, an additional amendment to the Transport Bill, and will continue to advocate that strategic interventions of this type should be managed and monitored at a regional level. As all these items are live, we will continue to monitor their progress and respond to their development as appropriate following consultation with our partners and Board members.

Tactran will continue to be proactive in supporting both Community Planning and Development Planning. There is consensus at a locality level that ‘connectivity’ is a key theme and vital to the future prosperity and well-being of ‘place’. We will continue to advocate for the integration of strategic transport along with planning and economic development as the primary contribution to the Place Principle. Our RTS priorities and delivery activity are fully aligned with supporting the achievement of economic, environmental, social and health and wellbeing outcomes.

The Partnership agreed that the Monitoring Framework should be kept under ongoing review and be updated to take account of further developments in relevant policy and delivery frameworks, including Community Planning as a result of the Community Empowerment (Scotland) Act 2015. This included ensuring alignment of RTS policies and delivery priorities with all relevant national, regional and local strategies, plans and action programmes, including those supporting Community Planning and Local Development Plans.

We were sorry to lose our Chair, Councillor Brian Gordon, who provided steadfast leadership and a significant contribution to the Partnership since his election in June 2017. We take the opportunity to welcome our new Chair, elected at the Board meeting in June 2019.

We also wish to acknowledge and offer our sincere thanks and appreciation for the commitment and contribution made by the Partnership’s Board Members, staff, Proper Officers, partner Council staff and the many public and private sector stakeholders who have contributed to supporting the work of Tactran and will continue to do so during the coming year. More information on Tactran, our Regional Transport Strategy and related activity can be found at www.tactran.gov.uk.

Councillor Richard McCready
Chair of Tactran

Dr Tom Flanagan
Tactran Director

2. NATIONAL GUIDANCE

The Scottish Executive published guidance on Regional Transport Strategies in March 2006. Paragraph 112 of the Guidance requires the preparation of an annual delivery or business plan to be submitted to Scottish Ministers. The plan should normally cover the first three years of implementation of the Regional Transport Strategy, and be **updated annually** to reflect local and central government planning and funding cycles and include plans for capital and revenue spending and borrowing.

It is proposed that TACTRAN produces a single year Business Plan identifying its intentions in 2019/20. The Business Plan for 2019/20 includes an indicative programme of RTS Delivery Plan projects for 2019/20. This Business Plan is intended to fulfil that requirement and, after approval by the TACTRAN Board, will be submitted to Scottish Ministers.

It describes the good governance procedures adopted by TACTRAN and defines the areas where TACTRAN may in time seek additional powers beyond the current Model 1 level. It forms the basis, with the detailed RTS Delivery Plan linked to refresh the Partnership's Regional Transport Strategy of TACTRAN' ongoing input to partner authorities' transport prioritisation, the related and developing Community Planning Partnership Local Outcome Improvement Plans (LOIPs), and with Government and grant awarding bodies for future bids for finance.

3. TACTRAN BOARD

Tactran is the statutory Regional Transport Partnership covering the Angus, Dundee City, Perth & Kinross and Stirling Council areas,

The Partnership's principal statutory duties are to:-

- create, maintain and oversee delivery of the statutory Regional Transport Strategy;
- engage proactively as a statutory Community Planning partner and support the achievement of Community Planning outcomes;
- engage as a Key Agency in the Development Planning process at a regional and local level;
- support the achievement of statutory Climate Change objectives as set out in the Climate Change (Scotland) Act 2009 and associated Guidance; and
- to meet the requirements of the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

The Partnership Board consists of 10 Councillor Members appointed by our 4 partner Councils plus up to 5 non-Council Members who are appointed by the Partnership with endorsement by Scottish Ministers. There is a current vacancy for a non-Council member on the Board and this will be advertised during the summer with a view to confirming an appointment at the September Board meeting.

As confirmed at the June meeting, Board Membership for 2019/20 is:-

<p>Angus Council Councillor Mark McDonald Provost Ronnie Proctor</p> <p>Dundee City Council Councillor Lynne Short Councillor Will Dawson Councillor Richard McCready</p> <p>Perth & Kinross Council Councillor Alasdair Bailey Councillor David Illingworth Councillor Andrew Parrott</p> <p>Stirling Council Councillor Danny Gibson Councillor Jim Thomson</p>	<p>Non-Councillor Members</p> <p>Ms Trudi Craggs (Deputy Chair) Mr Mark Craske Mr Bob Benson Mr David Scotney</p>
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Councillor Members of the Partnership were appointed in June 2017 following the Local Government elections in May of that year, with these appointments ordinarily extending until the Local Government elections in May 2022. Should vacancies arise, the constituent Council would make an alternative appointment from among its membership.

Non-Councillor member appointments are made by the Partnership subject to endorsement of appointment by Scottish Ministers. These appointments are generally made for two-yearly terms of office with extension subject to review and agreement by the Partnership.

Partnership Business

The Partnership Board meets quarterly. The scheduled meeting dates for 2019/20 are:-

- **18 June 2019 in Perth**
- **17 September 2019 in Stirling**
- **17 December 2019 in Forfar**
- **17 March 2020 in Dundee**

An Executive Committee, consisting of one member from each partner Council and one non-Councillor member, deals with any matters of urgency or requiring decision or approval between the quarterly Partnership meetings. The Executive Committee members were:-

Councillor Richard McCready (Chair)
Councillor Proctor
Councillor Thomson
Councillor Parrott
Ms Trudi Craggs (Deputy Chair)

4. GOVERNANCE

The Partnership has an approved suite of corporate Governance policies and procedures which are periodically reviewed and updated to take account of new duties, legislation and statutory guidance.

A comprehensive review and updating of all of the Partnership's core governance has previously been undertaken in 2016 and in undertaking the review the Partnership noted that a revised Code of Conduct for Councillors would be issued later in 2018 to take account of declarations of interest, anticipated new legislation and guidance on succession planning and gender balance on public boards.

The Partnership also approved a draft Information Governance Policy and Records Management Plan for submission to The Keeper of Records of Scotland in accordance with the Public Records (Scotland) Act 2011, which required listed public bodies to submit their Records Management Framework and Plan to The Keeper of Records by 30 December 2016. The Keeper approved the RMP in October 2017.

In accordance with good practice the Partnership actively reviews and updates its Risk Register annually.

Further information on the Partnership's governance policies and procedures can be found on the [website](#).

Equalities Duties and Reporting

The Equalities Act 2010 requires the Partnership to periodically publish a Mainstreaming Report, setting out how it is using employee information to better inform its equality duties and responsibilities, and an Equality Outcomes Report, setting out how it is taking steps to involve people who share a protected characteristic, as defined under the Act and related guidance.

The Partnership published its initial Mainstreaming Report and Equality Outcomes Report in April 2013 and was required to publish updated progress reports by 27 April 2015, 30 April 2017 and 30 April 2019, - having regard to any further statutory or non-statutory guidance issued during the interim. The updated reports, as approved by the Executive Committee for submission by 30 April 2017 can be viewed on the [website](#).

Public Services Reform Reporting

The Public Services Reform (Scotland) Act 2010 requires Regional Transport Partnerships to publish specified financial and other information annually. Separate statements must be published as soon as practicable after the end of each Financial Year on:-

- certain categories of financial information, including expenditure on public relations; external consultancy; all payments in excess of £25,000; overseas travel and hospitality and entertainment;

- steps taken to promote and increase sustainable economic growth through exercise of the Partnership's functions; and
- steps taken to improve efficiency, effectiveness and economy in the exercise of the Partnership's functions.

The Partnership approved the relevant statements for 2017/18 at its meeting on 13 June 2018, which can be viewed on the [website](#).

Public Sector Climate Change Duties

The Climate Change (Scotland) Act 2009 places specific duties on public bodies in relation to Climate Change. In exercising their statutory functions listed public bodies must act in a way:-

- best calculated to contribute to delivery of emissions reduction targets;
- best calculated to support delivery of any statutory adaptation programme; and
- they consider to be most sustainable.

RTPs are defined as "major players" in supporting Government's climate change objectives and, as such, are required to report on compliance with climate change duties under the 2009 Act. The first mandatory reports were due for submission by 30 November 2016, with "major players" invited to submit a trial report for 2014/15 by 30 November 2015.

A Public Sector Climate Change Reporting Template has been developed by the Sustainable Scotland Network (SSN) covering 56 reportable activities and associated carbon emissions. As agreed in consultation between SSN and all RTPs, Tactran reports annually on 20 of these activities.

Tactran submitted a trial report for 2014/15 in November 2015. Feedback provided by SSN on this indicated that the reporting was generally satisfactory but requested more information on Adaptation. In response to this advice the Partnership approved an update to its Climate Change Adaptation Policy Statement at its meeting on 13 September 2016. Tactran's Annual Public Sector Climate Change Report for 2017 was approved for submission on 16 November 2017. These reports and related documentation can be viewed on the [website](#).

5. PARTNERSHIP RESOURCES

Executive Team

During 2017/18 following a review of its staffing establishment, the Partnership was able to recruit to the team and by the end of the year had a full complement of staff in place as detailed below.

Within the constraints of available funding the opportunity was taken to review and adapt the staffing structure to take account of earlier and further anticipated revisions to the transport and wider public sector policy and delivery landscape. This includes a comprehensive review of the National Transport Strategy and associated review of national, regional and local public sector and other transport agency roles and responsibilities, which is due for completion in summer 2019; emerging City Deals and the potential for new models of regional governance to arise from these processes; the Planning Review; and the Enterprise & Skills Review, all of which have the potential to influence or impact upon the future delivery of regional transport planning and Tactran's other statutory duties and responsibilities.

The revised structure and staff in post at 1 April 2019 were:-

- **Partnership Director – Dr Tom Flanagan**
- **Senior Partnership Manager – Niall Gardiner**
- **Senior Strategy Officer – Jonathan Padmore**
- **Strategy Officer Strategic Connectivity – Niall Moran**
- **Strategy Officer Sustainable Transport – Graeme Brown**
- **Embedded Regional Cycle Training & Development Officer – Marianne Scott**
- **Office Manager/PA to Director – Ashley Roger**
- **Administrative Assistant – Muriel Muirhead**

For 2019/20 the Partnership will retain its strategic alliance with sustainable transport charity Sustrans. Under this partnership Tactran appoints direct a Strategy Officer for Sustainable Transport and Sustrans pledged to provide project funding to develop strategies and facilities to encourage increased walking and cycling in support of national, regional and local active travel strategies, including the Cycle Action Plan for Scotland (CAPS), the Regional Active Travel Strategy and local Active Travel Strategies approved by our partner Councils. Through this alliance Sustrans allocates Capital funding of at least £100,000/annum from the national Places for Everyone budget to support Active Travel infrastructure development and delivery.

At its meeting on 8 March 2016 the Partnership approved a further strategic Active Travel alliance with Cycling Scotland. This includes joint funding appointment of a regional Cycle Training & Development Officer to support promotion and development of national and local cycle training programmes for young people in schools and early stages nurseries and adult cycle training, with a view to encouraging more people of all ages to cycle more regularly for everyday journeys in support of RTS and CAPS aims and objectives. Following a review in 2018, Tactran

have committed to supporting the post on an ongoing basis with Cycling Scotland subject to financial resources being available.

Proper Officers

The Partnership Board and Executive Team are supported and advised by 3 Proper Officers who provide Administration and Governance, Financial and Legal support under a Service Level Agreement with Perth & Kinross Council. They are:-

- **Secretary – Scott Hendry, Head of Democratic Services, Perth & Kinross Council**
- **Treasurer – Scott Walker, Chief Accountant, Perth & Kinross Council**
- **Legal Officer – Lisa Simpson, Head of Legal Services, Perth & Kinross Council**

At its meeting on 13 June 2017 the Partnership reaffirmed the appointment of these Proper Officers for the duration of the current Local Authority electoral term from 2017 – 2022.

Headquarters

Tactran’s operational and administrative headquarters is located centrally within the region in Perth at:-

Bordeaux House 31 Kinnoull Street Perth PH1 5EN	telephone – 01738 475775 e-Mail – info@tactran.gov.uk
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Financial

Revenue Funding

Tactran’s operational and delivery funding is provided by Scottish Government Grant in Aid supplemented by partner Council contributions towards Core operating costs. Individual Council funding contributions are determined in accordance with an agreed formula.

Core Budget

Partner Councils have now approved their 2019/20 Revenue Budgets. It is understood that all Councils have made provision for contribution of their respective shares of the Partnership’s Core operating costs, based upon the 2019/20 Budget approved on 18 December 2018, as follows :-

Angus Council	£ 23,595
Dundee City Council	£ 29,265
Perth & Kinross Council	£ 31,210
Stirling Council	£ 18,950

The 2019/20 Core Revenue Budget, as approved on 19 March 2019 is detailed below:

Tactran Core Revenue Budget	Approved 2019/20 Budget £
<u>Expenditure</u>	
<u>Staff Costs</u>	
Salary GP	313,869
Salary Supn	53,358
Salary NI	34,975
Training/Conferences	1,200
Subscriptions	330
	<hr/> 403,732 <hr/>
<u>Property Costs</u>	
Energy	4,290
Cleaning	2,000
Maintenance	500
Rent	13,400
	<hr/> 20,190 <hr/>
<u>Supplies and Services</u>	
Office Consumables	4,125
Communications	3,000
Insurance	5,800
Information Technology	200
Hospitality	700
Board Expenses - misc.	1,000
	<hr/> 14,825 <hr/>
<u>Transport Costs</u>	
Travel and Subsistence	1,800
Public Transport	3,500
Expenses - Board Members	1,000
	<hr/> 6,300 <hr/>
<u>Third Party Payments</u>	
Audit Fees External	9,900
PKC Finance Service	14,000
PKC Secretariat Service	8,000
PKC Legal Services	3,000
PKC IT Services	8,250
Other Third Party Payments	1,200
	<hr/> 44,350 <hr/>
Gross Expenditure	<hr/> 489,397 <hr/>

6. DELIVERING THE REGIONAL TRANSPORT STRATEGY

Tactran's principal statutory role and duty is to develop and oversee delivery of the Regional Transport Strategy (RTS). The original RTS 2008 - 2023 received Ministerial approval in June 2008 with the RTS 2015 – 2036 Refresh gaining Ministerial approval in July 2015. These documents can be viewed on the Partnership's [website](#) along with an Easy Read version of the RTS Refresh.

The RTS Vision is to deliver and maintain:-

“A transport system shaped by engagement with its citizens, which helps deliver prosperity and connects communities across the region and beyond, which is socially inclusive and environmentally sustainable and which promotes the health and wellbeing of all”.

The RTS and associated Delivery Plan are designed to provide a balanced and integrated package of objectives, policies and proposed supporting actions and interventions, which aim to support and promote the 3 key strategic aims of supporting :-

- **regional economic prosperity;**
- **connected communities and social inclusion;**
- **environmental sustainability, health and wellbeing.**

At its meeting on 14 June 2016 the Partnership approved the finalised [RTS Delivery Plan 2016 – 2021](#). This captures all capital and revenue interventions which will be priorities for Tactran, our partner Councils and other delivery stakeholders over the 5 years to 2021. It identifies a range of transportation infrastructure, systems and service enhancements which are aimed at supporting delivery of the RTS Refresh, Community Planning Single Outcome Agreements (SOAs) (and subsequently Local Outcome Improvement Plans (LOIPs)), Strategic and Local Development Plans, the current National Transport Strategy and National Planning Framework, and all other relevant local, regional and national plans and strategies.

The Delivery Plan is not a costed programme but takes the form of a framework for determining and agreeing Revenue and Capital programmes and priorities which may be implemented by the Partnership, its partner Councils, Scottish Government, Transport Scotland and/or other relevant delivery partners/agencies. Moving forward it is intended that progress on delivery of the RTS will be reported on annually.

During 2016/17 the Partnership substantially completed a comprehensive progress review of the RTS Delivery Plan which identifies the key transportation infrastructure, systems and service enhancements which are required to support fulfilment of the RTS Vision and Objectives, and contribute towards promoting sustainable, inclusive economic growth locally, regionally and nationally. In conjunction with an RTS Delivery Plan Progress Review, a review and update of the RTS Monitoring Framework was also completed in 2018/19. In reviewing the Framework consideration was given to:

- Monitoring RTS objectives and sub-objectives

- Aligning the framework with, and therefore its ability to inform, relevant partner plans, in particular the recently adopted Local Outcomes Improvement Plans (LOIPs)
- Availability of existing sources of data
- Identification of gaps in the existing framework

The intended result is a suite of indicators and supporting information which enables an understanding of trends, influences and risks against which progress on achievement of RTS objectives by all relevant stakeholders and partners can be measured, and which can also better support and inform relevant aspects of other strategies and plans, including LOIPs.

The RTS Refresh and Delivery Plan have directly informed the identification of physical transport infrastructure, strategic connectivity, accessibility and related social inclusion needs and priorities within emerging City Deals for the Tay Cities and Stirling & Clackmannanshire City Regions.

Development and implementation of the Strategy and supporting interventions is inevitably subject to resource availability. The City Deals represent a significant new focus and opportunity to bring forward delivery of a number of the key strategic priorities identified in the RTS and Delivery Plan. The focus on developing the RTS priorities during 2019/20 is outlined below:

An initial programme allocation of the anticipated budget of £163,808 was approved at the Partnership meeting on 19 March 2019. Subsequently, as reported to the meeting on 18 June 2019, the Unaudited Accounts for 2018/19 included a final Deferred Income amount of £28,974 to supplement the 2019/20 RTS Revenue budget. This provides a revised budget of £167,577 available to fund RTS implementation work this financial year as detailed in the table below:

RTS Project/Strategy	2019/20 Allocation
Development of RTS and Delivery Plan	£9,500
Strategic Connectivity	£53,000
Health & Transport	£12,000
Active Travel	£21,500
Travel Planning	£16,500
Buses	£1,000
Park & Ride	£8,000
Rail	£3,000
Freight	£10,000
Travel Information	£15,500
Climate Change	£10,000
Contingency	£7,577
Total	£167,577

As indicated in the separate report on 2018/19 budget and programme at the 19 March 2019 Partnership meeting, this amount will be supplemented by further grant award income of up to £251,845 from the following sources:

Scottish Government LRDF Grants for Stirling Strategic Park & Ride Study and Bridge of Earn Transport Appraisal (£107,045 and £76,300 respectively). Paths for All Smarter Choices Smarter Places Grants for TravelKnowHow App and Multi-modal Monitoring (£48,500 and £20,000 respectively)

In addition it was anticipated that Scottish Government will provide up to £60,000 for maintenance and development of the Travelknowhow Scotland website and a further funding application has been submitted to Paths for All for £28,000 for Liftshare marketing and promotion.

Further opportunities for other income will be pursued throughout 2019/20, For example, Tactran is part of a consortium which has submitted a project proposal (TRANSIT4U) to the European Union Horizon 2020 programme.

RTS Revenue Programme 2019/20

Development of RTS and Delivery Plan (£9,500)

This provision allows for annually recurring costs associated with statutory monitoring and reporting on the Regional Transport Strategy. It also includes for costs for a graduate placement shared with Perth & Kinross Council, HR support and promotion of Tactran, as outlined in the Digital Marketing Strategy. The graduate placement, Alec Low, resigned from his post at end of May 2019 to return to study for a Master's Degree. Although this has provided a savings in the budget heading, further monitoring and Digital Marketing Strategy provision for Tactran.gov website has resulted in a revised budget provision of £9,500, compared to the provisional £8,000 outlined at the Partnership meeting on 19 March 2019.

Strategic Connectivity (£53,000)

This provision allows for supporting Regional Transport Working Groups and City Deals for the Tay Cities and Stirling & Clackmannanshire city-regions, which it is envisaged the Partnership will have a key role in supporting during the months and years ahead, and for inputting to and influencing the ongoing review of the National Transport Strategy (NTS) and the related review and updating of the Strategic Transport Projects Review (STPR).

The Partnership has previously contributed a total of £105,000 towards the costs of developing the Tay Cities Regional Transport Model in partnership with the Tay Cities Deal Councils and Transport Scotland. It is anticipated that a further £25,000 will be required in 2019/20 to complete the model development.

In addition Tactran commissioned York Aviation, to undertake a Tay Cities Aviation Study, to provide input into developing the Outline Business Case for Tay Cities Dundee Airport Investment project. Scottish Enterprise and Fife Council provided £7,000 each in 2018/19 towards the cost of the study with Tactran and Dundee City Council providing a £7,000 contribution each in 2019/20. The study is due to be completed by end of June 2019.

Health & Transport (£12,000)

This allocation provides for a recurring allocation of £12,000/annum towards the annual Safe Drive/Stay Alive road safety campaign in all four partner Council areas in support of Community Safety Plans.

Active Travel (£21,500)

This allocation includes provision for continued full year costs towards appointment of the embedded Regional Cycle Training & Development Officer in partnership with Cycling Scotland and also allows for a contribution for the multi-modal monitoring project, for which Tactran is also receiving £20,000 grant income from Paths for All Smarter Choices Smarter Places Open Fund. The multi modal monitoring project commenced in 2018/19 with partner Councils also contributing £10,000 through their monitoring budgets. Consultants, Systra, have been procured to arrange, manage and supervise the mode share surveys, with completion programmed for July 2019.

Travel Planning (£16,500)

This allocation allows for recurring costs of approximately £9,000 for development and maintenance of regional and local Liftshare websites, plus an allowance for a contribution to developing a Travelknowhow Scotland App and to support and encourage the development of Travel Planning initiatives. This budget heading is supplemented by additional Scottish Government grant of up to £55,526 to support continued maintenance and development of the Travelknowhow Scotland travel planning website.

A further £48,500 is also being provided by Paths for All Smarter Choices Smarter Places Open Fund to develop a Travelknowhow Scotland App and pilot its use, with the RTP's providing £48,500 match funding, of which Tactran's contribution is £6,470. The project commenced in late March 2019, with completion programmed for November 2019.

Tactran has also been awarded £28,000 by Paths for All Smarter Choices Smarter Places Open Fund utilising the Liftshare licence fee investment within the region as match funding to create a promotional budget in order to raise awareness of the Liftshare platform across the region. Tactran is in discussion with Liftshare regarding taking forward this project programmed for completion in March 2020.

Buses (£1,000)

This allocation provides for maintenance and potential development of the regional Thistle Assistance Card.

Park & Ride (£8,000)

Tactran in partnership with Stirling Council has been successful in being awarded funding from Transport Scotland's Local Rail Development Fund to take forward an

appraisal of Strategic Park & Ride at Stirling and as reported in another report to this meeting, this work is progressing and is programmed for completion by March 2020. In addition the Partnership's approval is being sought to bid for further funding from the Local Rail Development Fund to consider strategic Park & Ride at Dundee and Perth.

In addition, a Tay Cities Regional Transport Working Group has been formed to take forward regional priorities within the NTS/STPR and regionally and locally significant projects. As Park & Ride at Dundee and Perth are considered to be a priority for the Tay Cities region, it is considered that the Tay Cities Regional Transport Working Group will be well placed to take forward these Park & Ride proposals, together with other nationally and regionally significant projects that were not included in the Tay Cities Deal Heads of Terms, utilising the 2019/20 budget for Strategic Connectivity.

In order to assess the strategic benefits of Park & Ride and support the development of business cases, an £8,000 provision for Park & Ride has been made in 2019/20.

Rail (£3,000)

This allocation provides for ongoing membership by Tactran and partner Councils of the East Coast Mainline Authorities (ECMA) consortium.

In addition Scottish Government is providing Local Rail Development Fund grants for Stirling Strategic Park & Ride Study and Bridge of Earn Transport Appraisal with up to £113,030 and £83,200 available respectively in 2019/20 to complete the two appraisals.

Freight (£10,000)

The allocation provides for continuing support for Stirling and Tayside Timber Transport Group and other freight initiatives such as HGV mapping in consultation with the Regional Freight Quality Partnership.

Tactran officers have been in discussion with Lorry Route to provide HGV/LGV mapping to make compliant routing information for commercial vehicles available to haulage companies and businesses with HGV/LGV fleet throughout the Tactran region. The intention is to partner with Lorry Route to make this facility available in the Tactran region, through the Tactran.gov website and also provide a portal to report non-compliance. A presentation was provided by Lorry Route at the recent Tactran Freight Quality Partnership meeting on 23 May 2019 which was well received. It is therefore intended to partner with Lorry Route to provide this facility, with the cost in 2019/20 being £2,990 in 2019/20 and £1,200 per annum thereafter.

Travel Information Strategy (£15,500)

This provision allows for implementation of the travel information proposal contained within the Digital Marketing Strategy, as discussed in a separate report to this meeting, and in particular to support the Get on the Go social media campaign.

In addition an allowance has been made for the development of Mobility as a Service (MaaS) proposals for the region, in anticipation of a bid to the Scottish Government's £2m MaaS challenge fund, following the Tactran MaaS Event held on 5 June 2019.

Climate Change (£10,000)

This provision allows for the completion of a Regional Electric Vehicle Strategy commenced during 2018/19, in partnership with all 4 constituent Councils.

As reported to the Partnership meeting on 19 March 2019 (Report RTP/19/09 refers), specialist consultants Urban Foresight have been procured to develop a Regional Electric Vehicle Strategy for the region. Work commenced in February 2019 and is programmed for completion by September 2019. £20,000 expenditure was incurred in 2018/19, with a further £10,000 committed in 2019/20.

In addition, Tactran's Transport Carbon Assessment identifies 6 key priority mitigation areas where Tactran has significant potential to contribute to or support reduction in transport carbon emissions, as follows: low carbon vehicles and infrastructure; eco-driving; Travel Planning; supporting road based public transport; supporting rail improvements; influencing travel demand and behaviour.

Many of these are cross-cutting and the budget allocations under Health and Transport, Active Travel, Travel Planning, Buses and Rail will contribute towards achieving Tactran's Climate Change duties.

Contingency (£7,577)

A contingency of £7,577 is available. It is proposed that this allocation is utilised as a general Revenue Budget contingency to accommodate other emerging priorities and opportunities.

RTS Capital Programme 2019/20

Regional Active Travel Development Fund

The RTPs were awarded grants by Transport Scotland for a Regional Active Travel Development Fund totalling £1m across the 7 RTPs with Tactran receiving £133,400 to take forward sections of the Regional Walking and Cycling Network (RWCN) to feasibility and design. Three sections of the RWCN were identified as a priority: Brechin to Montrose; Dunkeld to Blairgowrie and Stirling to Plean and 2020 Consultancy were procured and commenced in March 2019, with the work programmed to be completed by end of June 2019. Agreement has been made with Sestran over the continuation of the Stirling to Plean route to Forth Valley Royal Hospital and Larbert and Sestran are contributing up to a maximum of £46,600 to this work.

All RTPs have submitted proposals to Transport Scotland regarding a further additional Regional Active Travel Development Fund Capital allocation in 2019/20, with Tactran proposed allocation again being £133,400.

Additional Active Travel Grant

As reported to the Partnership meeting on 19 March 2019, Tactran officers were in discussion with Transport Scotland regarding additional Active Travel Grant. Tactran was subsequently awarded £233,300 to take forward 6 projects in Dundee City and Perth & Kinross. These projects are being taken forward in partnership with the Local Authorities and are programmed to be completed by end of June 2019.

Tactran Active Travel Grant

Tactran has secured a minimum allocation of £100,000 from Sustrans to take forward the Active Travel Grant (ATG) scheme in 2019/20. As endorsed by the Partnership Board, it is intended that the first round of the ATG will be targeted at Health and Further and Higher Education facilities.

Other Work Programmes

Health and Transport Framework

Tactran will be working with the respective health boards, NHS Tayside and NHS Forth Valley, to progress the Health and Transport agenda, of most significance:

Transforming Tayside Transport Appraisal and Transport and Access Strategy: NHS Tayside are currently redesigning the delivery of acute services under the umbrella of the 'Transforming Tayside' redesign. This redesign includes the relocation of some services. Accordingly Tactran are supporting NHS Tayside to understand the 'transport and access' impact of the changes and to subsequently develop a transport and access strategy.

Stirling CPP LOIP: Tactran are working with NHS Forth Valley on the development of two themes that have emerged via the Stirling CPP action planning process, namely:

- Better co-ordination and targeting of partner active travel in Stirling's poorest health neighbourhoods; and
- Recognising the impact poor access in rural areas (to services/facilities/jobs etc.) has on poverty/social exclusion and therefore health.

7. MONITORING THE REGIONAL TRANSPORT STRATEGY

The RTS Monitoring Framework defines a range of Performance Indicators (PIs) which aim to monitor and measure progress towards achieving our RTS Objectives. These incorporate Scottish Government priority indicators for contribution towards relevant national transport outcomes, including:-

- **reducing traffic congestion;**
- **increasing the proportion of journeys made by public or active transport;**
- **increasing the proportion of cycling and walking journeys to school; and**
- **reducing numbers killed and seriously injured in road accidents.**

A number of key data sources used, such as the Scottish Household Survey (SHS), are published bi-annually. In addition, a number of Indicators are intended to measure trends over the longer term, with improvements likely to take place gradually over the period of the RTS and beyond, and thus are not expected to change significantly year on year.

The RTS Monitoring Framework was reviewed and updated during 2016/17 following earlier review and approval of the RTS 2015 -2036 Refresh and completion of the RTS Delivery Plan review in June 2016.

This framework was further reviewed during 2017/18 in light of emerging Community Planning LOIP and related delivery priorities and action plans, with the intention that formal reporting based upon an updated RTS Monitoring Framework will commence from 2018/19.

The purpose of the RTS Monitoring Framework is to identify and track outcome indicators which help inform:

- **the extent to which the RTS objectives are being achieved;**
- **the extent to which the RTS Delivery Plan, and other programmes, are achieving their intended outcomes; and**
- **whether the assumptions behind the RTS objectives remain relevant.**

In doing so, the RTS Monitoring Framework provides an evidence base for the Partnership and its partners to make informed policy and investment decisions.

The revised Monitoring Framework maps the various Delivery Plan actions against RTS Objectives and sub-Objectives together with identifying available Performance Indicators, associated data sources and proposed frequency of collection and reporting, which will be used to monitor and report on progress moving forward.

8. MARKETING & COMMUNICATIONS

A comprehensive review of both the Partnership's overall Marketing & Communications Strategy and Digital Marketing Strategy was undertaken in 2018/19.

Communication Aims

In the workshop discussion, it was agreed to focus TACTRAN's communication on making travel in the area more sustainable. This aim was split into four areas for action:

Sustainable travel:

- 1. Active travel: increase the percentage of journeys taken by foot and bike.**
- 2. Rail: capitalise on local improvements to maximise the potential shift to rail journeys.**
- 3. Bus: improve relationships with local operators, as a basis from which to explore options to improve services**
- 4. Shared mobility: increase the numbers and members of car clubs and increase the use of liftsharing.**

On matters of a strategic regional nature, TACTRAN will consult with constituent local authorities [via the appropriate Service Manager or Head of Service] before making any position public. As far as possible, information relevant to all local authorities will be shared with them simultaneously. Relevant local authority communications teams will be copied in to proactive media releases and reactive answers to media enquiries.

Communication Objectives

- Increase the amount of funding TACTRAN controls to promote the doubling of active travel investment in line with national investment.
- Increase the number of organisations in the area with a corporate travel plan in place by 3 in the next 12 months.
- Supporting media coverage of local rail service improvements and integration, with an estimated readership of 120,000.
- Achieve online engagement in support of local rail service improvements and integration from 5 key influencers by March 2019.
- Refresh local bus stakeholder group, securing regular attendance from local authorities and a senior manager of each major local operator and establish aims and objectives, in the next 6 months.
- Carry out a baseline survey to assess the numbers of active users on the LiftShare website and to gather data on why people stop using liftshare.
- Increase number of people signed up to the LiftShare website in the TACTAN area by 20% in 12 months.
- Increase the number of car clubs in partnership with local authorities operating in the area by 1 in the next 12 months.
- Increase the number of car club members in the area by 10% in 12 months.

9. INFLUENCING POLICY LOCALLY & NATIONALLY

The Partnership and its officers continued to engage proactively in the development of transport and other related policy nationally, regionally and locally. Consultations and publications responded to and commented on during 2018/19 included:-

- The Scottish Government issued 'Climate Ready Scotland: Scottish Climate Change Adaptation Programme 2019-2024: A Consultation Draft';
- The newly installed Infrastructure Commission for Scotland issued an 'Initial Call for Evidence and Contributions' requesting responses by 3 May 2019;
- On 17 December 2018, Department of Transport issued consultation on 'Aviation 2050 – the future of aviation', requesting responses by 20 June 2019;
- Transport Scotland issued a consultation on a Transportation Noise Action Plan, the Transportation Noise Action Plan covers those areas not covered by the Draft Noise Action Plans for the four largest agglomerations (including Dundee);
- The Office of Road and Rail (ORR) issued a consultation on 'Improving Assisted Travel – A consultation on changes to guidance for train and station operators on Disabled People's Protection Policy';
- Perth & Kinross Council undertook consultation on a draft Crieff Air Quality Action Plan (AQAP);
- Strathclyde Partnership for Transport commenced a review of their Regional Transport Strategy.

Tactran continues to collaborate and coordinate with the other RTPs on strategic policy development and delivery at a regional and national level through participation in the RTP Chairs Forum and the RTP Lead Officers Group.

The Partnership's officers continue to contribute to national policy and professional development through active engagement in the following professional bodies and associations:-

- **Society of Chief Officers of Transportation in Scotland (SCOTS)**
- **Association of Transport Coordinating Officers (ATCO)**
- **ACT Travelwise**

In publishing its Programme for Government in September 2018 the Scottish Government reaffirmed its commitment to reviewing the National Transport Strategy followed by a full review and updating of the STPR, and to implement a Transport Bill which will include measures to improve bus services, better regulate road works, promote responsible parking and advance Low Emissions Zones.

The reviews of the NTS and STPR are being undertaken over a period extending into 2019/20 and are expected to be progressed in alignment with a new Planning Act and updating of the National Planning Framework (NPF4).

As outlined earlier in this report, the NTS review includes a review of future transport governance roles, responsibilities and arrangements. Inputting to and influencing these major policy developments over the next few years will be a key priority for the Partnership during 2019/20 and beyond.

Community Planning

RTPs are statutory Community Planning agencies with a duty to contribute positively and directly to supporting economic growth, equality, environmental and sustainability outcomes in each CPP area. This duty has been reinforced by the designation of RTPs as statutory Community Planning Partners, Public Service Authorities and Relevant Authorities in Schedules 1, 2, and 3 respectively of the Community Empowerment (Scotland) Act 2015.

Tactran remains fully committed to actively supporting Community Planning across the region and is a formal signatory to the earlier SOAs for the Angus, Dundee City, Perth & Kinross and Stirling areas. Partnership officers sit on and contribute actively to each of the Community Planning Partnerships and their relevant thematic/delivery groups.

Tactran, June 2019