Tayside and Central Scotland Transport Transition Plan

A region-wide plan to guide transition out of the COVID-19 emergency situation and re-stabilise the transport network in the Tayside and Central Scotland region.

Version control and Accountability

Version	Authors	Checked by Date	Approval by Group Date	Areas of Modification
V1.1	M Speed			Outline draft
V2.1	N Gardiner			RTLG comments and map added
V2.2	N Gardiner	M Speed 29/7/20		Action Plan added and sections completed
V3.1	N Gardiner	M Speed 25/08/20	31/08/20	RTLG meeting 20/8/20 amendments added
V3.2	J Padmore			Figure 2.3

The Plan will be maintained by Tactran on behalf of the Regional Transport Liaison Group.

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1   Introduction

The Regional Transport Liaison Group ('the Group') came into being on 25th June. The Group has been established partially to develop and oversee the Regional Transport Transition Plan for the transition out of emergency lock down that was implemented to deal with the COVID-19 crisis. The Group brings together officers from local, regional and national partners to jointly plan for the management of transport network and any additional measures needed during this period.

Membership consists of officers from the following organisations; Tactran, Angus Council, Dundee City Council, Perth & Kinross Council and Stirling Council. In addition, officers from Fife Council, Sestrans and Hitrans provide input as guests and Transport Scotland and Public Transport Operators are invited as required.

Following the Scottish Government's publication of a Route Map for easing COVID-19 restrictions on 21 May 2020, Transport Scotland published the Transport Transition Plan on 26 May 2020. This sets out the plan for the transport sector to recover to full service, maintaining physical distancing measures. In the Transport Transition Plan, decisions are framed around the following principle:

To operate a safe transport service, mitigate risks where possible for those using our transport network and for our transport operators

The national Transport Transition Plan, over the immediate, medium and longer term, seeks to:

- Ease restrictions on everyday life and movement
- Support economic recovery within the transport sector and broader economy
- Develop the future of transport in Scotland

Around Angus, Dundee, Perth & Kinross and Stirling this Regional Transport Transition Plan is being developed to mitigate the impacts on transport systems at a regional level, during the phases of the Covid-19 Route Map (Fig 1). As with the National Plan, the Regional Transition Plan will be flexible, and will evolve during this uniquely challenging period.

Specific challenges within the wider Tactran region reflect those at a national level.

During lock down demand for public transport fell by between 85 and 90 per cent from pre Covid-19 levels, on 23 March. As we move towards easing lock down measures operators are estimating that capacity will be between 10 and 50 per cent of 'normal' with the level of physical distancing required. There is a specific risk this will result in increased private car use, leading to congestion, poor air quality and increased transport inequalities, particularly for the 29 per cent of households in Scotland that do not have access to a car.

As more employment sectors return to workplaces and the economy restarts, thousands of commuters within the Tayside and Central Scotland region may be left with limited or no public transport option to access their place of work – even with a large percentage of employees working from home.

As set out in the Terms of Reference in Section 3 the purpose of the Regional Transport Transition Plan is:

'To align approaches and share knowledge of national, regional and local transport planning activity to safely increase capacity across the transport system and manage demand in our Region while contributing to the National strategy to assist Scotland through and out of the COVID 19 crisis. '

This Regional Transport Transition Plan aims to:

- support management of travel demand;
- support travel choices by:
    - discouraging unnecessary travel;
    - staggering journeys to avoid peak times;
    - encouraging active travel options; and
    - sustaining behavioural changes;
- inform passengers and road users of busy areas and times to encourage alternative choices;
- inform passengers about when and how to safely access public transport; and
- reinforce broader messages on physical distancing.

2   Regional Transport Transition Plan Project Overview

2.1   Project Plan

This Project Plan establishes the framework for the development of appropriate transport and mobility initiatives and the delivery of agreed interventions in the Tayside and Central Scotland region, over the immediate to medium term.

2.2   Key Phases for Transition

Scotland's Route Map through and out of the Covid-19 crisis was published on 21 May 2020 with further detail regarding Phase 2 provided on 24 June and Phase 3 on 9 July 2020. These provided an indication of the order in which restrictions on travel and activities will be gradually lifted, through four phases. Each phase is described in general terms, and importantly may be modified, and decisions on phasing will be kept under constant review by the Scottish Government. The four key phases identified below:

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
	Lockdown restrictions:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:
Getting around	Stay at home with essential travel only, staying in local area. Active travel including walking and cycling in local area for daily exercise. Public transport operating with limited service and capacity with physical distancing. Passengers recommended to wear face coverings, only to travel for essential purposes and to avoid busy routes/periods.	Consistent with the reopening of workplaces set out in this phase, where home working is not possible businesses and organisations are encouraged to manage travel demand through staggered start times and flexible working patterns. Permitted to travel short distances for outdoor leisure and exercise but advice to stay within a short distance of your local community (broadly within 5 miles) and travel by walk, wheel and cycle where possible. International border health measures are introduced.	Consistent with the re-opening of workplaces set out in this phase, where home working is not possible businesses and organisations are encouraged to manage travel demand through staggered start times and flexible working patterns. People should continue to stay in their local area as much as possible and should not travel more than broadly five miles for leisure or recreation. Public transport services will increase over the phase, including increased ferry services and capacity. (All phase changes apply to islands.) Public transport capacity will remain constrained due to physical distancing requirements – and active travel remains the preferred mode of travel. International border health measures in place.	No restriction on travel in Scotland if acting in line with all other guidance which supports the Routemap. Public transport continues to scale up to full services during this phase, as it moves to a 1 metre physical distancing model once appropriate mitigations are in place, but will continue to have reduced capacity. May be geographical differences depending on circumstances. Motorcycle instruction and theory/hazard tests can resume. Tractor driver instruction can resume – 22 July Driving Lessons can resume – date to be confirmed.	Public transport operating full service. Physical distancing may remain in place.

Figure 1: Extract from Scottish Government COVID-19 Route Map Phase 3 Update (published 9 July 2020. See the details from the graphic on page 8.)

2.3   Transport Network – Managing capacity constraints and demand levels

The Tactran Regional Transport Strategy identifies the main regional corridors of commuting travel within the region, and into neighbouring regions. These help define the development of targeted interventions over the immediate to medium term within this Transition Plan.
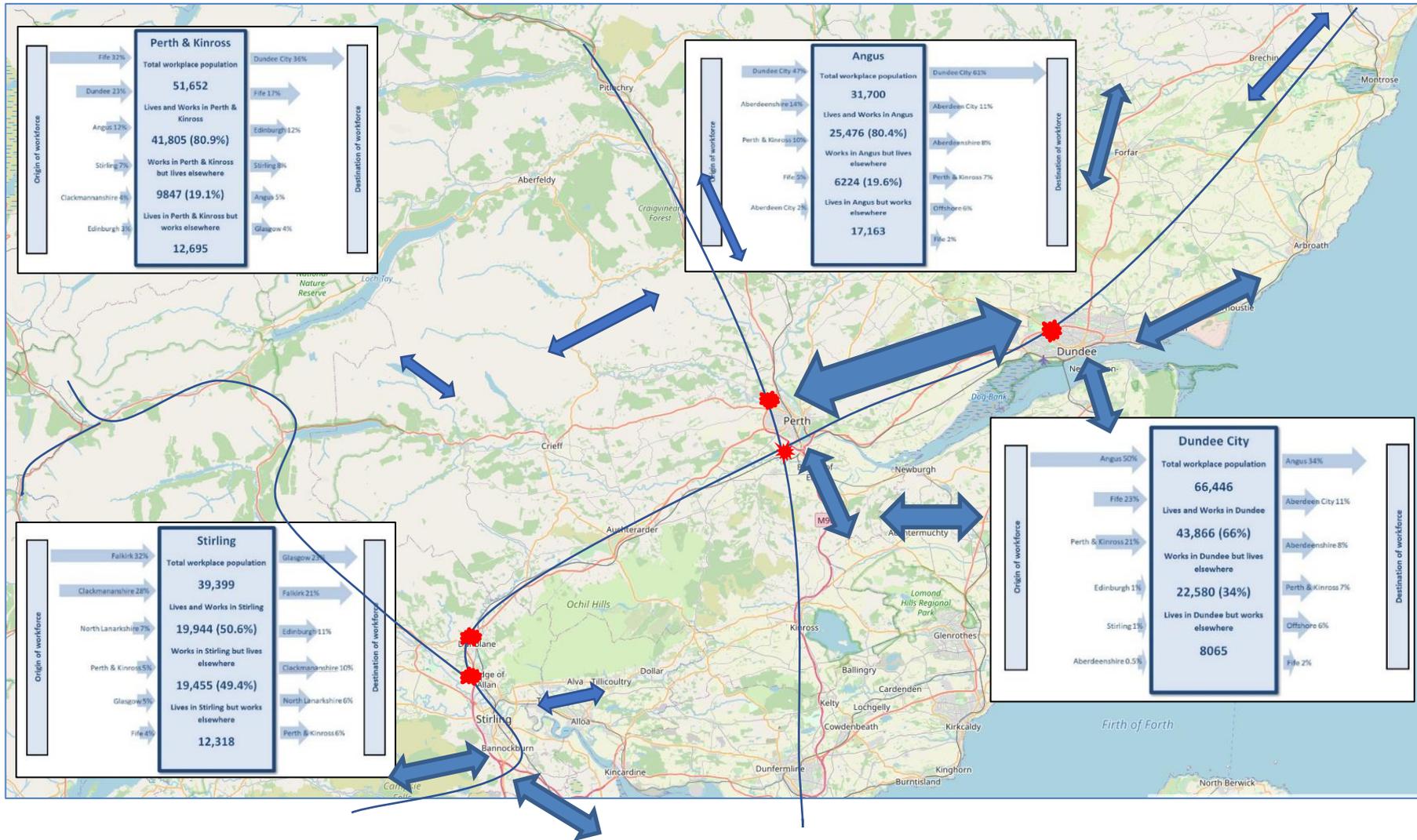
2.4 Project Constraints and Dependencies

A number of constraints are applicable to the Transition Plan and will dictate the extent to which the Transition Plan can manage, or counter unmet travel demands.

Dependency/ Constraint	Comments
Policy & Legislative Dependencies	Changes on national level to Transition Plan and Guidance on homeworking or physical distancing dictate demand
	Level of enforcement and exemption to physical distancing standard will impact level of travel displacement
Resource	*Financial*: no dedicated budget means that costs will require to be met from within existing Regional and Local budgets and/or through potential funding sources including through Transport Scotland. Local Authority budget constraints have been further constrained due to pandemic. All options to be explored.
	Staff Resources: All organisations are committing staff resources recognising resources are scarce and that there may be benefit in pulling resources.
Time	The pace at which the transition through phases of the Route Map will take place, are dependent on Scottish Government decisions to further ease restrictions as they are reviewed in three- weekly cycles. It is unknown how long the transition will be, whether any restrictions may be re-imposed if there is such a need to, and when the transition will come to a complete end. The Action Plan is being developed with regard to current financial year and this will be reviewed by the group.
Legal and Regulatory Constraints	Land use; regulatory constraints; procurement will impact scale of intervention and timescale for delivery.
	Bus regulatory constraints: interventions related to the coordination of bus services may be constrained by limited powers of Local Authorities to control or influence bus service provision under a deregulatory system
	Transport authority limitations: local and regional transport authorities may have limited powers to implement cross-boundary interventions, for example when this crosses the trunk-road network, which is managed by Transport Scotland.
Operator Constraints	*Resourcing constraints*: Public transport operator capacity (especially for smaller operators) may be constrained by staff availability.
	Viability of services: The ability of operators to continue offering services on routes while physical distancing standards are in place, will depend on the availability of support to keep services running.

2.5 Financial responsibilities and resourcing protocol

There is no specific budget allocated for the implementation of the Regional Transport Transition Plan, and other opportunities including relevant Transport Scotland funding streams may need to be explored. The Group will consider opportunities for funding initiatives and resources protocol as and when appropriate.

3 Regional Transport Liaison Group – Terms of Reference

3.1 Purpose of Transition Plan

To align approaches and share knowledge of national, regional and local transport planning activity to safely increase capacity across the transport system and manage demand in our Region while contributing to the National strategy to assist Scotland through and out of the COVID 19 crisis.

3.2 Terms of Reference

The Group will:

a) consider regional, local and national transport as it applies in the travel to work areas with a focus on issues within and on approaches to city centres and rural communities to assist in Transport Scotland's evolving Transport Transition Plan;

b) focus on increases in travel demand and capacity in line with the second National Transport Strategy sustainable travel hierarchy and interactions between modes as appropriate while considering the four harms set out in COVID-19: A Framework for Decision Making (23 April 2020);

c) identify regionally specific and cross-cutting issues, challenges and opportunities associated with increasing travel demand and capacity;

d) input consideration of regional equality issues as per due regard to the need to eliminate discrimination and advance equality of opportunity;

e) provide advice on whether proposed scenarios or policy interventions appropriately and effectively reflect the operational requirements of the transport system from the regional perspective;

f) work together on key transport messaging and communication strategies to support the recovery and build confidence in the public transport system;

g) offer insight and feedback from those delivering services and measures to input into government decision making;

h) review and challenge material to support the response produced by Transport Scotland/Scottish Government, sectoral bodies and/or others;

i) continue to bring together expertise and data in the monitoring of networks as we transition out of lockdown; and

j) advise Transport Scotland on the readiness of transport sectors to manage increased demand/service provision as appropriate.

3.2.1 Confidentiality

As the Group may be asked for its views on proposals that are still in development, and which have not yet been made available to the public, all discussions and material will be confidential.

Papers may be shared with named individuals who are not members of the group with the prior agreement of the chair.

3.2.2 Conduct

Members of the group are expected to contribute their expertise as independent members and not to promote the interests of one organisation or sector. Members are asked to challenge assumptions and scenarios and should, likewise, expect to be challenged by other members of the group however this will be done respectfully.

3.2.3 Membership

- Tactran
- Dundee City Council
- Stirling Council
- Angus Council
- Perth and Kinross Council
- Fife Council (Guest)
- Director- South East Scotland Transport Partnership (SESTRAN) (Guest)
- Director- Highlands and Islands Transport Partnership (HITRANS) (Guest)
- Transport Scotland to be invited as required.
- Public Transport Operators to be invited as required and agreed with the chair.
- Other representatives can be invited with prior agreement of the chair.

3.2.4 Secretariat

The secretariat function will be provided by Tactran.

Frequency of meetings to be confirmed, however it is anticipated that meetings will initially be held once every two weeks, with the first taking place on the week commencing 9th July.

Shorter, ad hoc meetings with selected members could take place more frequently depending on the requirement and speed of decision making that is required.

The secretariat will aim to provide papers a day in advance.

The names and roles of all of those attending should be submitted to the secretariat in advance to enable a roll call at the start of each meeting and for the record, including any substitutions to agreed representatives.

3.2.5 Chair

It is proposed that Mark Speed, Partnership Director, Tactran, noting that this Group is bespoke and sits alongside, other Transport Groups.

4   Project Objectives

The Group will seek to identify and develop urgent transport interventions based on an assessment of what is appropriate, and deliverable, for the immediate to medium term within the Transition Plan.
To support the process of assessing potential measures, the Group will establish a set of agreed objectives. The objectives and any agreed interventions need to manage a number of competing pressures, and it is unlikely that any one measure or intervention can meet all of the following objectives:

Project Objectives
1.   To support a fair and sustainable recovery
2.   To reduce the need to travel, particularly unnecessary journeys by private car
3.   To support walking, cycling, wheeling and micro-mobility for all or part of commuter and non-commuter journeys as far as practical.
4.   To maximise safe and efficient use of public transport including to support continued viability of the public transport system.
5.   To ensure public transport is available for those most dependent on bus and rail services during the easing of lockdown.
6.   To ensure measures facilitate access for all and connected, multi-modal journeys.
7.   To collaborate, co-ordinate and disseminate regional messaging to support the safe use of the transport network, restore passenger confidence, and manage travel demand in line with national guidance.

5   Project Delivery

5.1   Coordination of work streams

The Tactran Regional Transport Liaison Group will perform a co-ordinating role for the related elements of the Transition Plan. Delivery lead organisations will be identified for each action.

5.2   Action Plan

The table below identifies a number of actions to be undertaken over the immediate to medium term to be progressed during the current financial year to end of March 2021, although implementation and completion may continue beyond this date. Actions are identified under the following categories:

1. Active Travel
2. Public Transport – Bus
3. Public Transport – Rail
4. Shared Transport
5. Private Transport
6. Freight
7. Travel Planning

To date no specific actions have been identified for Ports and Airports. However, this will remain under review for further consideration. Under each of these heading Issues have been identified and actions described together with potential and actual funding streams; progress in implementation; timescale for delivery; lead organisation and objective being addressed.

As with the National Plan, the Regional Transition Plan will be flexible, and will evolve during this uniquely challenging period. As such, the initial timescale for the action plan is for actions that can be implemented or commenced during this financial year. However, as with other aspects of the Regional Transport Transition Plan, the timescale will require to be flexible and will be under continual review.

1.	Active Travel						
	Action	Funding	Progress	Timescale		Lead	Objective
1.1	Issue – How to safely accommodate social distancing for active travel						
1.1.1	Introduce targeted measures to reallocate road space/reduce motorised traffic speeds.	SfP; Places for Everyone; CWSR	LA's developing and implementing a range of measures	Summer 2020	Winter 2020/21	LA's	1,3,6
1.1.2	Monitor effectiveness of active travel measures to assist in decision whether to make measure permanent.	SfP	Procurement completed, surveys being finalised	Summer 2020	Spring 2021	Tactran	1,3
1.1.3	Publicise information of social distancing and local walking & cycling measures	tbc	Ongoing	Summer 2020 –	Spring 2021	LA's/Tactran	3,7
1.2	Issue - Affordability of bicycles						
1.2.1	Investigate grant availability to individuals/businesses/public bodies	tbc	Tactran/LA's identify all funding streams.	Summer 2020	Summer 2020	Tactran	1,3
1.2.2	Publicise grant availability through websites and social media	tbc	Progress once 1.2.1 completed	Summer 2020	Autumn 2020	Tactran/LA's	1,3,7
1.3	Issue - Safe walking and cycling access to school						
1.3.1	Introduce appropriate walking and cycling measures	SfP; Places for Everyone; CWSR	LA's developing and implementing a range of measures	Autumn 2020	Winter 2020/21	LA's	1,3,6
1.3.2	Work with relevant Education Authorities to promote and provide information to pupils and parents regarding safe access to school.	tbc	Progressed in run up to school opening after summer holidays and continuing thereafter	Autumn 2020	Spring 2021	Tactran/LA's	1,3,7
1.4	Issue – Confidence to safely use bicycles						

1.4.1	Provide cycle training to various cycle user groups	tbc	Various cycle training opportunities being supported.	Summer 2020	Ongoing	Tactran/Cycling Scotland	1,3
2. Public Transport – Bus							
	Action	Funding	Progress	Timescale		Lead	Objective
2.1	Issue - Increase availability of bus, particularly for commuter/business trips						
2.1.1	Liaise with Scottish Government regarding provision of funding to increase bus timetable to pre-covid levels.	Scottish Government	Scottish Government providing funding to allow bus timetable to be in line with pre-covid provision	Autumn 2020	Ongoing	Scottish Government	1,4,5
2.1.2	Identify areas/communities where little or no public transport option is available and consider alternatives	tbc	Information exists for pre-covid using Tactran TRACC accessibility model. Need to identify and consider options	Autumn 2020	Spring 2021	Tactran/LA's	1,3,5,6
2.2	Issue - How to safely increase bus patronage						
2.2.1	Liaise with Scottish Government regarding provision of funding to adapt buses for social distancing	Scottish Government	Scottish Government funding available, for operators in region to utilise.	Autumn 2020	Spring 2021	Scottish Government/Bus Operators	4
2.2.2	Identify routes areas where patronage likely to exceed safe capacity	tbc	LA's Public Transport Officers and Bus Operators are liaising regularly	Summer/ Autumn 2021		LA's/Bus Operators	4
2.2.3	Provide information to bus users regarding safe use.	tbc	LA's are providing information at bus interchanges/shelters/stops. Bus Operators providing on-board advice.	Summer 2020	Spring 2021	LA's/Bus Operators	4,5,6,7
2.2.4	Thistle Card to include covid 19 face mask exemption option.	RTPs	Advice being provided on-line and with App. New cards being produced.	Summer 2020	Ongoing	Sestran/RTPs	1,5,6,7
2.3	Issue – Safe bus transport for school pupils						
2.3.1	Provide dedicated school bus transport as required	Local Authorities	LA's liaising with Education Departments to permit no social distancing for school pupils on	Autumn 2020	Spring 2021	LA's/Bus Operators	1,4,5

			buses provided mitigation measures in place.				
2.4	Issue - How to make bus travel more efficient/attractive						
2.4.1	Assess short term need for bus priority measures and seek funding	Scottish Government Bus Priority Rapid Deployment Fund (BPRDF)	Dundee City Council in conjunction with Bus Operators are liaising with Transport Scotland regarding BPRPF and Bus priority measures	Summer 2020	Autumn 2020	LA's/Bus Operators	1,4
2.4.2	Undertake study to identify appropriate longer-term bus priority measures	tbc	Study underway in Dundee.	Summer 2020	Autumn 2020	DCC/Bus Operators	1,4
3. Public Transport - Train							
	Action	Funding	Progress	Timescale		Lead	Objective
3.1	Issue - Increase availability of trains, particularly for commuter/business trips						
3.1.1	Liaise with Scottish Government regarding provision of funding to increase rail timetable to close to pre-covid levels.	Scottish Government	Funding provided to increase timetable from 3rd August to 90% December 2019 timetable. (Full timetable operating in Tactran area except Edn – Dunblane inter-peak reduced from half hourly to hourly frequency)	Summer 2020	Ongoing	Scottish Government/ ScotRail	1,4,5
3.2	Issue - How to safely increase train patronage						
3.2.1	Continue to liaise with ScotRail regarding capacity required on rail journeys to, from and within region and measures at key interchanges/ stations.	N/A	Regular joint RTP/ScotRail meetings	Summer 2020	Winter 2020	ScotRail/RTPs	4,5
3.2.2	Continue to liaise with cross border TOCs regarding timetable	N/A	Tactran/Sestran/Nestrans written to Cross Country to ask for reinstatement of	Summer 2020	Spring 2021	Tactran	4,5

			intermediate station calls north of Edinburgh. Liaising with LNER through ECMA				
3.3	Issue – ensure longer term aspirations are progressed						
3.3.1	Continue to press for Arbroath – Glasgow stopping service introduction as per Revolution in Rail	Scottish Government	Rolling stock required being provided to ScotRail and aiming for service introduction in May/December 2021	Summer 2020	Winter 2021	ScotRail	1
3.3.2	Continue with LRDF STAG appraisals	LRDF	Tactran progressing three LRDF projects considering further travel opportunities and enhancements.	Summer 2020	Ongoing	Tactran	1
3.3.3	Continue involvement with Aberdeen to Central Belt project	Scottish Government	GRIP 2 appraisal completed, awaiting approval to commence GRIP 3	Summer 2020	Ongoing	Network Rail/Transport Scotland	1
4. Shared Transport							
	Action	Funding	Progress	Timescale		Lead	Objective
4.1	Issue - How to safely use and promote shared transport						
4.1.1	Continue to promote Nextbikes in Stirling	Transport Scotland	Free access to Nextbikes being provided until mid-September 2020	Summer 2020	Autumn 2020	CS/FEL/Recyke	1,3,6
4.1.2	Progress Ride-on Electric Bike share scheme in Dundee	DCC	DCC are progressing Electric Bike scheme to commence ??	Summer 2020	Ongoing	DCC	1,3,6
4.1.3	Continue to progress Tactran MaaS pilot project	Scottish Government	Pilot project progressing for NHS Tayside; Dundee & Angus College and Loch Lomond and the Trossachs NP.	Summer 2020	Ongoing	Tactran	1,3,6
4.1.4	Continue to promote and provide safe travel advice for Liftshare schemes in the Tactran region.	Tactran/LAs	Liftshare providing Covid guidance regarding safe use of shared vehicles	Summer 2020	Spring 2021	Liftshare	1,6

4.1.5	Continue to promote and provide safe travel advice for Car Clubs in the Tactran region.	N/A	Car Clubs providing Covid guidance regarding safe use of shared vehicles??	Summer 2020	Spring 2021	Co-wheels	1,6
5. Private Transport							
	Action	Funding	Progress	Timescale		Lead	Objective
5.1	Issue – reduce the number of trips made by private vehicles						
5.1.1	Use websites and social media to promote advice to only make journeys where necessary and out with peak times	N/A	Local Authorities and Tactran to use websites and social media to promote message.	Summer 2020	Spring 2021	LA's/Tactran	2
5.2	Issue – reduce carbon emissions						
5.2.1	Continue work on Regional EV Action Plan	Tactran/LA's /Scottish Government	Work ongoing on short term high priority actions in the Regional EV Delivery Plan, aiming for next forum in November 2020.	Summer 2020	Ongoing	Tactran/LA's/ other partners	1
5.3	Issue – air quality						
5.3.1	Continue to develop Dundee Low Emission Zone	Scottish Government	Dundee City Council continuing to liaise with Scottish Government regarding introduction of LEZ.	Summer 2020	Ongoing	Transport Scotland/DCC	1
5.3.2	PKC continuing to assess AQMA in Perth & Crieff	tbc	Perth & Kinross Council currently progressing Screening Assessment Report for submission to Scottish Government	Summer 2020	Ongoing	PKC/Scottish Government	1
6. Freight							
	Action	Funding	Progress	Timesca		Lead	Objective
6.1	Issue – ensuring sustainable freight access						
6.1.1	Continue liaison with FTA/RHA to ensure Spaces for People measures consider freight access	N/A	Liaison meeting held and consideration given when schemes designed and implemented	Summer 2020	Winter 2020/21	LA's	1

6.1.2	Continue promotion of freight mapping	Tactran	Lorry Route continues to be available in Tactran Region	Ongoing	Ongoing	Tactran	1
7. Travel Planning							
	Action	Funding	Progress	Timescale		Lead	Objective
7.1	Issue – Enable businesses and other organisations to travel sustainably						
7.1.1	Utilise and promote TravelKnowHow Scotland to provide advice to businesses and organisations to travel sustainably	Scottish Government	TravelKnowHow is being promoted nationally and regionally e.g. through Chambers of Commerce etc	Summer 2020	Spring 2021	Tactran/RTPs	1,2,6
alex7.2	Issue – Sustainable transport access to health and employment						
7.2.1	Continue to work with NHS Tayside 'Transforming Tayside' to improve sustainable access to health care facilities.	NHS Tayside	Continue to work with Steering Group to develop access plans.	Summer 2020	Ongoing	NHS Tayside	1,3,4,5,6
7.2.2	Continue to work with Department of Work and Pensions to improve access to employment	tbc	Continue to work collaboratively with partners	Summer 2020	Ongoing	DWP	1,3,4,5,6

5.3   Prioritisation of Actions

The Regional Transport Liaison Group will continue to develop a protocol for prioritisation of the above actions. However, it is recognised that a key factor in prioritisation is the availability of funding to implement actions and these decisions are sometimes taken at a national level. The Regional Transport Liaison Group will liaise with Scottish Government to assist in providing input to national prioritisation decisions.

5.4   Other Potential Measures/Gaps

Other potential actions and interventions that will assist in meeting the Project Objective will be explored and assessed including, but not limited to:
- Travel Demand Management (possible corridor approach);
- Demand Responsive Transport;
- Pop Up Park & Ride/Cycle;
- Micro-mobility (including e-scooters).

6   Risk Management

Potential/ Initial risks include:

- Lack of information/data – operational / deliverability risk
- Scale of demand exceeds scale of intervention - reputational
- Lack of resource
- Insufficient adherence to National level instruction on work from home arrangements
- Insufficient adherence to physical distancing impacting safety of operator staff and users, as well as impacting travel demand
- Political issues across councils – operational deliverability risk
- Lack of Council officer resource – operational deliverability risk
- Material & contractor delivery constraints including backlog of work

A risk log will be considered and developed by the Regional Transport Liaison Group.

7   Communications and Key stakeholder engagement

7.1   Communications

The Regional Transport Liaison Group will liaise to co-ordinate a consistent communications message relating to the Regional Transport Transition Plan and will include communications as a standing item at meetings.

7.2   Key stakeholders

Key stakeholders will be confirmed by the Group and are likely to include:

- Bike Share Operators
- Bus Operators, including First; Stagecoach; Explore Dundee
- Rail Operators, including ScotRail; LNER; CrossCountry
- Coach Operators, including MegaBus; National Express; Parks of Hamilton
- Private Hire/Taxi
- Health – NHS Tayside and NHS Forth Valley
- Employment – Department of Work & Pensions; Chambers of Commerce; FSB; SBRC
- Education Sector
- Freight – FTA; RHA
- Disability Equality Scotland; MACS
- Young Scot