



Public Services Reform (Scotland) Act 2010

Annual Statement 2021/22

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Public Services Reform (Scotland) Act 2010

Statement on Measures to Support Sustainable Economic Growth – 2021/22

1. Introduction

- 1.1 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 and oversee the delivery of the statutory Regional Transport Strategy (RTS);
 - engage proactively in Community Planning and support implementation of Local Outcomes Improvement Plans;
 - 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
 - meet the requirements of the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.
- 1.2 The Public Services Reform (Scotland) Act 2010 requires listed public bodies to publish, as soon as reasonably practicable after the end of each financial year, a statement on the steps they have taken to promote and increase sustainable economic growth through the exercise of their functions. Regional Transport Partnerships (RTPs) are listed bodies within the Act.
- 1.3 Section 32(1)(a) of the Act places a duty on public bodies to publish a statement of the steps it has taken during the financial year to promote and increase sustainable economic growth through the exercise of its function.
- 1.4 This statement on Measures to Support Sustainable Economic Growth summarises the key areas of relevant Tactran activity during financial year 2021/22. It should be read in conjunction with the separate statement on Efficiency, Effectiveness and Economy, and the financial information that is also required to be published under the Act.
- 1.5 All of this information can be viewed on, or downloaded free of charge from, the Partnership's [website](#).

Covid 19 Pandemic

- 1.6 Covid 19 is a global pandemic and the impacts on the UK will be felt for a significant amount of time to come. The response from the UK and Scottish Government at the end of March 2020 was to instruct all non-essential personnel to Stay Home, Protect the NHS and Save Lives. All

those who could were asked to work from home, but this necessary response resulted in the closure of non-essential business and organisations who could not transfer their activities to an on-line platform. The effects of this lock down and the planning for the transition phase to reopen society has called for a response from Tactran.

- 1.7 From the early stages of the Covid-19 pandemic Tactran employees were asked to work from home and a strategy to engage our forum members, partners and governance groups online was implemented. A review of our work programme was undertaken to ensure that workstreams to help manage the crisis throughout its various phases were progressed.
- 1.8 Tactran continued to engage and advise on Covid-19 transport measures throughout 2021/22 and continues to liaise with Transport Scotland, other RTPs, our constituent Councils, NHS and public transport operators and organisations such as Sustrans, Logistics UK and ScotRail to assist in providing a coherent and co-ordinated approach to planning the necessary transport initiatives to aid the route map out of lockdown and to support economic recovery. At the end of 2021/22 the move from covid-19 restrictions, such as mask wearing on public transport, being a legal requirement to government advice was announced to take effect from mid-April 2022 and Tactran will continue to liaise with the appropriate partners and stakeholders to ensure a smooth transition into the new normal.

Regional Transport Strategy Development and Delivery

- 1.9 The [Regional Transport Strategy 2015 – 2036 Refresh](#) (RTS Refresh) was approved by the Minister for Transport and Islands in July 2015. The RTS Refresh supports Scottish Government's central purpose to promote inclusive, sustainable economic growth, whilst the 16 strategy Objectives align with Scottish Government's Strategic Objectives and National Outcomes. The Strategy's 3 key strategic themes remain:
 - supporting economic prosperity;
 - connecting communities and being socially inclusive; and
 - promoting environmental sustainability and improving health and wellbeing.
- 1.10 Work commenced on developing a new Regional Transport Strategy for the Tactran region in Autumn of 2020, with a draft Main Issues Report developed in Spring 2021 and public and stakeholder engagement undertaken during Summer 2021. Work continued on producing a new RTS throughout 2021/22 with work commencing on a Strategic Environmental Assessment and Impact Assessments. By the end of 2021/22 a draft set of objectives and outcomes for the RTS had been approved by the Partnership and the process of identifying options and alternative scenarios was well underway, with public consultation

proposed during Summer 2022. The aim being to have a final strategy in place by Summer 2023.

- 1.11 Following completion of the RTS Refresh 2015 a comprehensive review and updating of the [RTS Delivery Plan](#) was completed during 2016/17, again in consultation with partner Councils and key stakeholders, with a progress report produced in 2018.
- 1.12 Projects and initiatives progressed and/or implemented during 2021/22 are highlighted below.

Strategic Connectivity

- supporting Regional Transport Working Groups and City Deals for the Tay Cities and Stirling & Clackmannanshire city-regions and contributing to and influencing the review and updating of the Strategic Transport Projects Review2 (STPR2).
- audit of the Tay Cities Regional Transport Model which will be used to assess STPR projects in the Tay Cities Region and other Transport, Land Use Planning, and Economic Development schemes.

Health and Transport

- further development a Mobility as a Service (MaaS) pilot in partnership with NHS Tayside that will improve access to health facilities across the region.
- working with Tayside Road Safety Forum on a range of road safety initiatives.

Active Travel

- continued appointment of the embedded Regional Cycle Training & Development Officer in partnership with Cycling Scotland.
- assessing the impact of Spaces for People infrastructure implemented by Tactran's constituent Councils and monitoring the effect of Covid-19 pandemic on travel in the Tactran region.
- provision of approximately £458,000 to Active Travel Grants projects aimed at improving the walking and cycling network and access to key services in the region.

Travel Planning

- further development and promotion of Travelknowhow Scotland website as a nationally available resource providing assistance to the Development Industry and Planners in designing, implementing and monitoring more sustainable approaches to travel planning associated with all types of development and land use.
- continued development and maintenance of regional and local Liftshare websites.

Buses

- maintenance and development of the Thistle Assistance website, App and Card.
- Tactran (in conjunction with Sustran) and Local Authorities formed Bus Alliances with Bus Operators, for both the Forth Valley area and Tayside area. Both bus alliances were successful in attracting Bus Partnership Fund grants to undertake STAG assessments aimed at improving the efficiency and attractiveness of buses in the region. This work being undertaken in parallel with progressing Bus Service Improvement Partnerships.

Park & Ride/Rail

- participation in East Coast Mainline Authorities (ECMA) consortium aimed at improving rail infrastructure and services on the East Coast Mainline between Aberdeen and London, with a particular focus on the economic benefits this provides.
- further development of Local Rail Development Fund (LRDF) assessments for Stirling Strategic Park & Ride; Bridge of Earn Transport Appraisal and Tay Cities Park & Choose Strategy.
- liaison with ScotRail regarding safe travel throughout the pandemic.

Freight

- continued support for Stirling and Tayside Timber Transport Group
- continued liaison with the freight and logistics industry through the Tactran Regional Freight Quality Partnership.

Travel Information

- development and launch of the ENABLE Mobility as a Service (MaaS) project, with three pilot projects - NHS Tayside, Loch Lomond and the Trossachs National Park Authority and Dundee and Angus College – aimed at using technology to improve access to health, education and rural areas.
- co-ordination of the Get on the Go Tayside social media campaign in partnership with the three Tayside Local Authorities, providing walking and cycling information and advice and encouraging healthier lifestyles.

Climate Change

- liaising with Transport Scotland and constituent Councils regarding funding of EV and Hydrogen projects.

Community Planning

- 1.13 RTPs are statutory Community Planning agencies and partners. At its meeting on 12 December 2017 the Partnership endorsed the 4 partner Council area Local Improvement Output Plans (LOIPs). In formally

endorsing the LOIPs the Partnership also agreed, in principle, to contribute to Participatory Budgeting in each CPP area, subject to further consideration of the detailed resource implications.

- 1.14 RTS Refresh policies were comprehensively mapped and aligned to support Community Planning priorities. The updated RTS Delivery Plan was aligned with the emerging LOIP priorities. This was to ensure that the Partnership's own activity and delivery priorities moving forward continue to support and contribute to achievement of defined National and Local Outcomes, including those relating to inclusive, sustainable economic growth.
- 1.15 Throughout 2021/22 Tactran continued to engage proactively and support the process of developing and implementing LOIPs, participatory budgeting and associated Locality Action Plans/Programmes and this will continue to be a key focus for the Partnership.

Development Planning

- 1.16 RTPs are designated as statutory Key Agencies in the Development Planning process reflecting the importance of ensuring that strategic transportation and land use policy and planning are aligned and integrated in a manner that fully supports inclusive, sustainable economic growth.
- 1.17 The RTS Refresh recognises and promotes the principle that new development should be directed to the most economically and environmentally sustainable locations, supported by efficient, effective and sustainable transport systems and infrastructure, and also that existing developments should adopt more sustainable approaches to meeting current and future transport demands.
- 1.18 Along with other RTPs, Tactran has strongly promoted the integration of strategic transportation, economic development and planning in response to national consultations in line with its statutory Key Agency role in Development Planning.
- 1.19 The first statutory review and refresh of the RTS was aligned with the second iteration of the TAYplan Strategic Development Plan including a joint Main Issues public consultation. Strategic Development Plans are to be replaced by Regional Spatial Strategies (RSS). Tactran continues to engage proactively with the various Development Planning Authorities and Tactran officers have been involved in providing input and helping shape the interim Regional Spatial Strategies (iRSS) for Forth Valley and Tay Cities and has also contributed to the National Planning Framework 4 (NPF4) consultation through participation in national workshops, responding to consultations and with the steering groups for the two iRSS covering the Tactran region.

- 1.20 Following approval of the Tay Cities Region Deal Heads of Terms in November 2018, the Tay Cities partners agreed to refresh the Regional Economic Strategy (RES). Tactran was involved in the development of the strategy building on the work undertaken as part of the RTS Delivery Plan update.
- 1.21 Following the signing of the Full Forth Valley City Deal in 2019, the Full Tay Cities Deal was signed in December 2020. This took cognisance of the updated Tay Cities Regional Economic Strategy (RES) which was published in September 2019. Tactran continued to be involved in developing the associated RES Action Plan in 2021/22 through participation in the Heads of Economic Development group and the Director of Tactran chairing the Transport Board/Regional Transport Working Group.

Climate Change Public Sector Duties

- 1.22 RTPs are designated public bodies with a statutory responsibility to contribute to the delivery of emissions reduction targets and generally act in a way that supports national climate change mitigation and adaptation programmes and frameworks.
- 1.23 The [Climate Change \(Emissions Reduction Targets\) \(Scotland\) Act 2019](#), which amends the [Climate Change \(Scotland\) Act 2009](#), sets targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040.
- 1.24 Contributing to the achievement of the Scottish national targets and obligations on reducing greenhouse gas emissions is a specific Key Objective of the Regional Transport Strategy 2015-2036 Refresh.
- 1.25 Part 4 of the Climate Change (Scotland) Act 2009 places duties on public bodies relating to climate change. The duties require that a public body must, in exercising its functions, act:
- in the way best calculated to contribute to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programme; and
 - in a way that it considers most sustainable.
- 1.26 The Partnership has previously undertaken a Transport Carbon Assessment which identified key priority mitigation areas where the Partnership and its RTS have significant potential to contribute to, or support, reduction in transport carbon emissions. A Climate Change Adaptation Policy Statement has also been prepared and approved by the Partnership in response to earlier feedback from the Sustainable Scotland Network (SSN) on previous annual reporting. The Transport Carbon Assessment and Climate Change Adaptation Policy Statement are available on the [Climate Change page](#) of the Tactran website.

- 1.27 This work identified key options and actions as having most potential for enabling Tactran, and other public sector partners, to contribute cost-effectively towards transport carbon reduction, namely:
- continued promotion of Travel Planning and behavioural change measures;
 - support for development of eco-driving initiatives with public and private sector organisations;
 - promoting the positive role of Development Planning in supporting behavioural change in favour of more sustainable modes of transport/travel, particularly walking, cycling and public transport;
 - targeted development and promotion of low carbon vehicles and infrastructure.
- 1.28 This includes the development of the Tactran Regional Electric Vehicle Strategy, in partnership with our constituent Councils, which sets out a strategy to assist in meeting the [Climate Change \(Emissions Reduction Targets\) \(Scotland\) Act 2019](#) net-zero targets.
- 1.29 Tactran submits an annual Public Sector Climate Change Report, with the latest report submitted in November 2021.

Further Information

- 1.30 Specific measures which the Partnership has progressed, implemented or supported through its 2021/22 activity, in fulfilment of its statutory role and duties, have been summarised above. However, further detailed information on projects, initiatives and the Partnership's activity generally can be obtained by visiting our [website](#).

Mark Speed
Partnership Director
June 2022

Public Services Reform (Scotland) Act 2010

Statement of Efficiency, Effectiveness and Economy – 2021/22

1. Introduction

1.1 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 and oversee delivery of the statutory Regional Transport Strategy (RTS);
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- meet the requirements of the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

1.2 The Public Services Reform (Scotland) Act 2010 requires listed public bodies to publish, as soon as reasonably practicable after the end of each financial year, a statement on the steps they have taken to promote efficiency, effectiveness and economy through the exercise of their functions. Regional Transport Partnerships (RTPs) are listed bodies within the Act.

1.31 Section 32(1)(a) of the Act places a duty on public bodies to publish a statement of the steps it has taken to improve efficiency, effectiveness and economy in the exercise of its functions.

1.3 This statement summarises the key steps Tactran has taken during 2021/22 to improve its efficiency, effectiveness and economy in the exercise of our functions. It should be read in conjunction with the separate statement on Sustainable Economic Growth and the financial information that is also published under the Act.

1.4 All of this information can be viewed on, or downloaded free of charge from, the Partnership's [website](#).

2. Progress and Activity During 2021/22

2.1 During the year a number of operational and/or cost efficiency initiatives were implemented, developed or maintained.

Public Sector Efficiency

- 2.2 Over previous years the Partnership has generated cumulative, recurring efficiency savings in its Core operating budget. As a small strategic body the scope and opportunities for achieving year on year efficiency savings, whilst maintaining the capacity and capability to fulfil and deliver on the Partnership's various and increasing statutory duties and obligations, is now limited.
- 2.3 This was highlighted in the KPMG Audit Report for 2018/19:

“Operationally, Tactran works with a small and efficient body of staff. As reflected in the prior year audit report, efficiency savings have been identified in the past years, with limited opportunities for further significant savings. The Partnership Board minutes and reports demonstrate an ongoing commitment to reviewing the staffing and operating model to ensure activities are delivered as efficiently as possible.”

Covid 19 Pandemic

- 2.4 Covid 19 is a global pandemic and the impacts on the UK will be felt for a significant amount of time to come. The response from the UK and Scottish Government was to instruct all non-essential personnel to Stay Home, Protect the NHS and Save Lives. All those who could were asked to work from home, but this necessary response resulted in the closure of non-essential business and organisations who could not transfer their activities to an on-line platform.
- 2.5 In the early stages of this crisis Tactran employees were asked to work from home and therefore it was essential that a strategy was implemented to engage our forum members, partners and governance groups online. All staff were provided with the necessary IT equipment and other resources to allow homeworking to continue efficiently throughout the pandemic, with all meeting taking place virtually, whether this be internal or external meetings.
- 2.6 Partnership Board meeting have also been changed to take place virtually, with provision being made for these meeting to be open to public access on-line.
- 2.7 Home working and virtual Partnership Board meetings continued throughout the majority of 2021/22. Towards the end of 2021/22, during March 2022, staff began returning to the office one day per week on a voluntary basis. As we move out of the pandemic, consideration will be given as to how to work efficiently, with a return to the office on a hybrid basis becoming more formal and Partnership meetings likely to remain a blend of in person contact and virtual working.

Staffing and Related Resources

- 2.8 In 2021/22 the Partnership retained a cash standstill of income contributions in terms of the Scottish Government Grant-in-Aid and the financial contributions from partner Councils.
- 2.9 The Director, who initially joined Tactran on 1 April 2020 on a 2-year fixed term contract, took up the post on a permanent basis following the Partnership deciding to convert the post to permanent at its meeting in March 2021.
- 2.10 Towards the end of 2021/22 the Tayside Bus Alliance Project Manager joined the staff of Tactran, with funding for this post provided by Transport Scotland through the Bus Partnership Fund, with the post initially in place until end of March 2023.
- 2.11 The Partnership has an approved workplace Travel Plan for its own staff at its headquarters and a number of staff have undertaken fuel efficient driving training delivered by the Energy Savings Trust.

Shared Services

Administrative Support

- 2.12 Tactran receives Secretariat, Financial, Legal and IT support services, including cyber resilience, from Perth & Kinross Council. These services are provided to a high standard at rates which are considerably more competitive than could be achieved through external procurement of these statutorily necessary support services.
- 2.13 An earlier review of the division of administrative responsibilities undertaken by Tactran's own staff and support staff provided by Perth & Kinross Council resulted in a recurring 10% cost saving/annum. A Review of the service level agreement will be undertaken in 2022/23.

Rent, Rates & Utilities

- 2.14 Through assiduous negotiation, the rent for the Tactran office located in central Perth has remained the same for the next occupation period within the terms of the lease. The rates have reduced to nil following a review of the rateable value. Additionally, there have been a series of savings on utility bills that have supported the push for greater efficiency in terms of the operational costs for the Partnership.
- 2.15 The Tactran office lease term has been extended to November 2025, with a break clause at November 2023, with a decision on this required in May 2023.

Procurement

- 2.16 Supplies, services and contracts to provide support for RTS project development and delivery and other Partnership activity are submitted to

competitive tender in accordance with the Partnership's Financial Regulations and through Public Contracts Scotland. Tactran is a member of Scotland Excel and Public Contracts Scotland.

- 2.17 In delivering specific project initiatives use is made of Transport Scotland and partner Councils' Term or Framework consultants in appropriate cases, resulting in work being undertaken at competitive rates secured through partner agencies' tendered framework agreements where these exist.
- 2.18 Tactran on occasion acts as an 'agent' for procurement on behalf of other RTPs on national projects, mainly through the support of external grant funding, and application of the Partnership's Financial Regulations and procurement protocols ensures good value for money.

External Grant Income

- 2.19 In recent years Tactran has been successful in securing external grant income to support the delivery of RTS projects and supplement the core grant and partner Council's financial contributions. For the financial year 2021/22 the external grant income included £421,180 to support the delivery of projects within the RTS programme and £458,400 for Active Travel Grant schemes, as follows:
- Tay Cities Regional Transport Model – 50% funded by Transport Scotland and £3,238 received in total from Angus, Dundee City, Perth & Kinross Councils.
 - Spaces for People monitoring – £200,624 grant funding awarded by Sustrans
 - Travelknowhow Scotland website development and promotion – £55,575 grant funding received from Transport Scotland.
 - Local Rail Development Fund - £129,212 awarded by Transport Scotland for 3 projects: Stirling Strategic Park & Ride; Bridge of Earn Transport Appraisal; Tay Cities Park & Choose Strategy.
 - Mobility as a Service ENABLE project - £34,268 grant awarded by Transport Scotland and £45,000 grant awarded by Paths for All.

Strategic Transportation Planning and Liaison

- 2.20 Tactran represents and liaises on behalf of its partner Councils with Transport Scotland, the Department for Transport, rail industry, Confederation of Passenger Transport, Road Haulage Association, Logistics UK, Sustrans, Cycling Scotland and various other relevant bodies on matters of national and regional policy and strategic transportation and connectivity interest.
- 2.21 The Regional Freight Quality Partnership provides a forum for engagement between the Partnership, its constituent Councils and the relevant freight sector provider and user interests.

- 2.22 Tactran is a member of the Forth Valley and Tay Cities Regional Transport Working Group which provides input to Transport Scotland's second Strategic Transport Projects Review (STPR2). The Tay Cities Regional Transport Working Group as well as providing a forum for developing the STPR in the Tay Cities region, also provides input to the Tay Cities Deal and includes representation from Sustrans, Scottish Natural Heritage, ScotRail, Network Rail and Scottish Enterprise, as well as the 4 Tay Cities Local Authorities.
- 2.23 The Regional Transport Liaison Group provides a forum for engagement with partner Councils, neighbouring RTPs and other relevant agencies on the development of regional and local transport strategies and initiatives, including joint and partner funding of schemes and other activity.
- 2.24 Towards the end of 2020, Tactran joined the Forth Valley Bus Alliance and established the Tayside Bus Alliance. Each of these alliances involve the relevant Local Authorities, Bus Operators and Bus Users Scotland and both secured funding from Transport Scotland's Bus Partnership Fund to take forward Bus Priority STAG appraisals commencing in 2021/22, for completion in 2022/23.
- 2.25 The Tactran Regional Rail Partnership provides a regular quarterly forum for key stakeholder engagement with input from ScotRail, Network Rail, and Transport Scotland.

Mark Speed
Partnership Director
June 2022

Public Services Reform (Scotland) Act 2010
Financial Information Statement
Period covering 1 April 2021 - 31 March 2022

1 Public Relations Statement

Category	Supplier	External Costs - Invoiced	Total
Promotional - Travelknowhow Scotland	Shona Drummond Marketing		13,600.00
Promotional - Regional Transport Strategy	Miconex		1,150.00
Promotional - Tay Cities Survey	Twitter		500.00
		Total	15,250.00

2 Overseas Travel

Nil Return

3 Hospitality & Entertainment

Nil Return

4 External Consultancy

Supplier	Project/Service	Total	Supplier Total
Ansons Consulting Ltd	ENABLE Mobility as a Service - Monitoring & Evaluation	25,879.00	25,879.00
Go Upstream Ltd	Making Connections Audit - ENABLE Project	18,000.00	18,000.00
Fuse Mobility Ltd	ENABLE Mobility as a Service	159,640.50	159,640.50
Jacobs Ltd	RTS Development	14,669.00	
Jacobs Ltd	Climate Change Gap Analysis	14,935.00	29,604.00
Shona Drummond Marketing	Travelknowhow Scotland	50,774.00	50,774.00
Stantec UK Ltd	Local Rail Development Fund - Tay Cities	7,047.00	7,047.00
Steers Group	Upgrade of Tactran Website & Logo	10,400.00	10,400.00
Systra Ltd	Mobility as a Service Project Management	9,065.00	
Systra Ltd	Local Rail Development Fund - Stirling	48,966.00	
Systra Ltd	Local Rail Development Fund - Bridge of Earn	26,462.00	
Systra Ltd	Spaces for People Monitoring	178,533.00	
Systra Ltd	Spaces for People Attitudinal Surveys	20,070.00	283,096.00
			584,440.50

5 Payments over £25k

Payee	Reason	Total	Supplier Total
Ansons Consulting Ltd	ENABLE Mobility as a Service - Monitoring & Evaluation	25,879.00	25,879.00
Fuse Mobility Ltd	ENABLE Mobility as a Service	159,640.50	159,640.50
Shona Drummond Marketing	Travelknowhow Scotland	50,774.00	50,774.00
Systra Ltd	Mobility as a Service Project Management	9,065.00	
Systra Ltd	Local Rail Development Fund - Stirling	48,966.00	
Systra Ltd	Local Rail Development Fund - Bridge of Earn	26,462.00	
Systra Ltd	Spaces for People Monitoring Project	178,533.00	
Systra Ltd	Spaces for People Attitudinal Surveys	20,070.00	283,096.00
Perth & Kinross Council	Support Services	33,250.00	33,250.00

6 Members or Employees who received remuneration in excess of £150,000

Nil Return