



A meeting of the **TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP** will be held on **TUESDAY 17 MARCH 2026** at **10.30 AM**.

For any queries, please contact Ashley Roger on 01738 475775 or Scott Hendry on (01738) 475126.

**SCOTT HENDRY**  
**Secretary to Partnership**

**Members:**

Bryan Doyle  
Duncan Henderson  
Amy McDonald  
Alan Stewart

**Officers:**

Mark Speed, Director  
Scott Hendry, Secretary to Partnership  
Scott Walker, Treasurer to Partnership  
Lisa Simpson, Legal Adviser to Partnership  
Jonathan Padmore, Senior Partnership Manager  
Ashley Roger, Office Manager  
Merry Smith, Strategy Officer (Sustainable Transport)  
James Cooper, Projects & Programme Manager  
Kimberley Ewan, Transport Strategy Officer

Angus Council

Councillor Brenda Durno  
Councillor Ronnie Proctor

Angus Council

Graeme Dailly, Infrastructure & Environment  
Matthew Robertson, Infrastructure & Environment

Dundee City Council

Depute Provost Kevin Cordell  
Councillor George McIrvine  
Councillor Siobhan Tolland

Dundee City Council

James Mullen, City Development  
Ewan Gourlay, City Development

Perth and Kinross Council

Councillor Hugh Anderson  
Depute Provost Andrew Parrott  
Councillor Richard Watters

Perth and Kinross Council

Nicola Sworowski, Communities  
Niall Moran, Communities

Stirling Council

Councillor Jim Thomson  
Councillor Alasdair Tollemache

Stirling Council

Emma Fyvie, Economic Development, Planning and Climate Change  
David Hopper, Corporate Operations

Scottish Government

Bethany Sharp & Melissa Shute



**17 MARCH 2026**

**AGENDA**

1. Declarations of Interest
2. Minutes of Meeting of 16 December 2025 (Copy herewith)
3. Outstanding Business Statement (Copy herewith RTP/26/03)
4. Annual Audit Plan 2025/26 – Submission by Audit Scotland, External Auditors (Copy to follow RTP/26/04)
5. Review of Risk Register – Report by Director (copy herewith RTP/26/05)
6. 2025/26 Budget and Monitoring – Joint Report by Director and Treasurer (Copy herewith RTP/26/06)
7. Regional Transport Strategy Delivery: Update - Report by Senior Partnership Manager (Copy herewith RTP/26/07)
8. Local Rail Development Fund - Report by Transport Strategy Officer (Copy herewith RTP/26/08)
9. People and Place Programme Update - Report by Projects and Programme Manager (Copy herewith RTP/26/09)
10. MaaS Programme Update – Report by Strategy Officer (Sustainable Transport) (Copy herewith RTP/26/10)
11. Health and Transport - Report by Transport Strategy Officer (Copy herewith RTP/26/11)
12. 2026/27 Budget and Programme – Joint Report by Director and Treasurer (copy herewith RTP/26/12)
13. Director's Report – (Copy herewith RTP/26/13)
14. Members' Issues and AOCB
15. Dates of Next Meeting

16<sup>th</sup> June 2026 – via MS Teams

15<sup>th</sup> September 2026 – in Person

15<sup>th</sup> December 2026 – via MS Teams

## **TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP**

Minute of Meeting of the Tayside and Central Scotland Transport Partnership held in Council Chambers, 2 High Street, Perth on Tuesday 16<sup>th</sup> December 2025 at 11am.

Present: Councillors Kevin Cordell and Siobhan Tolland (Dundee City Council); Depute Provost Andrew Parrott and Councillors Richard Watters (Perth & Kinross Council); Councillor Jim Thomson (Stirling Council); Amy McDonald, Bryan Doyle and Alan Stewart (Members).

In Attendance: M Speed (Director); J Padmore, J Cooper, M Smith, K Ewan and A Roger (Tactran); M Robertson (Angus Council); J Mullen (Dundee City Council); S Hendry (Secretary), J Salisbury and N Sworowski (Perth & Kinross Council); D Hopper and E Williamson (Stirling Council); D Jamieson (Audit Scotland); L Hamilton (NHS Tayside); Duncan Henderson (member of public).

Apologies for absence were received from: Councillors Brenda Durno and Ronnie Proctor (Angus Council); Councillor Alasdair Tollemache (Stirling Council).

Depute Provost Andrew Parrott, Chair, Presiding

The Chair requested a nomination for Deputy Chair, there were no nominations so will consider at a future meeting.

The Director advised that following an interview by the Executive Committee, the position of a non-Councillor Board member had been offered to D Henderson. The Director further advised that he has written to the Cabinet Secretary to seek approval for D Henderson to be appointed to the Board.

### **1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **2. MINUTE OF MEETING OF 16 SEPTEMBER 2025**

The minutes of meeting of the Tayside and Central Scotland Transport Partnership of 16 September 2025 were submitted and approved as a correct record.

### **3. OUTSTANDING BUSINESS STATEMENT**

There was submitted an Outstanding Business Statement by the Director (RTP/25/40) setting out the status of outstanding decisions of Partnership.

#### **Resolved:**

- (i) To note the Outstanding Business Statement and to receive updates at future meetings.

**4. DRAFT AUDITED ANNUAL ACCOUNTS FOR 2024/25 AND DRAFT ANNUAL AUDIT REPORT TO THE MEMBERS OF TACTRAN AND THE CONTROLLER OF AUDIT FOR THE YEAR ENDED 31 MARCH 2025**

There was submitted a report by the Treasurer and Director (RTP/25/41) presenting the Partnership's 2024/25 Audited Annual Accounts (unsigned) in accordance with the Local Authority Accounts (Scotland) Regulations 2014.

J Salisbury introduced the report and provided an update and advised that the audit will be unqualified.

D Jamieson from Audit Scotland advised audit opinion is unqualified and no significant findings from the audit.

**Resolved:**

- (i) To note the contents of Audit Scotland's Draft Annual Audit Report for the year ended 31 March 2025, as attached at Appendix 2;
- (ii) To approve the 2024/25 Audited Annual Accounts at Appendix 3 and to authorise the Partnership Chair, Director and Treasurer to sign them; and
- (iii) To authorise the Treasurer to sign the Letter of Representation as attached at Appendix 4.

**5. TACTRAN ANNUAL REPORT 2024/25**

There was submitted a report by the Director (RTP/25/42) introducing the Tactran Annual Report for 2024/25.

**Resolved:**

- (i) To consider and approve for publication and submission to Scottish Ministers the Tactran Annual Report for 2024/25.

**6. 2025/26 BUDGET AND MONITORING**

There was submitted a joint report by the Director and Treasurer (RTP/25/43) providing a monitoring update on the Partnership's Revenue and Capital expenditure and seeking the Partnership's approval of a revised 2025/26 RTS Revenue Programme.

A McDonald said it was a good report and demonstrated a positive position and asked if the proposal to use £4k from reserves to cover overspend in staff costs was allowed. J Salisbury confirmed that reserves could be used for this purpose.,

Councillor Thomson asked if the Westminster budget and 3p per mile on electric vehicles would be considered in future work? The Director confirmed once details were confirmed, it would be incorporated into the car Km reduction work.

**Resolved:**

- (i) To note the position regarding Core Revenue expenditure as at 14 November 2025 as detailed in Appendix A;

- (ii) To agree to the virement of £15,358 from the Climate Change Budget heading to the Development of RTS and Delivery Plan budget heading to support monitoring and reporting activity;
- (iii) To note progress and to approve a revised 2025/26 RTS Revenue Programme and related expenditure as discussed within the report and detailed in Appendices B;
- (iv) To note progress on the 2025/26 Active and Sustainable Travel Behaviour Change, People and Place and MaaS Grants and related expenditure as discussed within the report and detailed in Appendix C; and
- (v) To agree to delegate authority to approve the use of the remaining Contingency budget in the RTS Revenue Programme budget to the Partnership Director and Treasurer.

## 7. 2026/27 CORE REVENUE BUDGET AND RESERVES POLICY

There was submitted a report by the Director and Treasurer (RTP/25/44) seeking the Partnership's approval of a proposed 2026/27 Core Revenue Budget and re-approval of the Reserves Policy.

A McDonald said there is a lot of risk associated with changes in partner funding, and whilst agreed the report in principle asked for an update on the discussions with the partner organisations. J Salisbury confirmed budget delayed due to Westminster budget delays and in terms of partner discussions, these have been held with Finance Officers and have been positive with 3 out of the 4 partners agreeing to put the funding change requests forward for consideration.

Councillor Thomson noted Stirling Council is facing a deficit and queried why Tactran is able to grow when councils cannot. He highlighted the significance of a £10k funding increase and asked whether Tactran's Reserves should be increased given ongoing uncertainty. He added that additional staff is not feasible for councils and questioned whether Tactran should add extra staff. The Chair confirmed other partner councils are in similar financial circumstances and noted Tactran has not requested a funding increase for 12 years. He stated the current request is aligned to agreed programmes of work with each council and is therefore necessary rather than discretionary. J Salisbury emphasised that while all councils face funding deficits, Tactran is not seeking to expand headcount; instead, it is being asked to deliver more outputs. Staff costs have significantly increased and, unlike councils, Tactran does not receive additional in year funding uplifts to meet these pressures. Regarding reserves, Local Authorities typically hold 2–4%, whereas Tactran's 3–5% range is considered sufficient and an increase in reserves could only be achieved through planned underspend. The policy can be adjusted if members prefer.

### **Resolved:**

- (i) To approve the proposed 2026/27 Core Revenue Budget as detailed in Appendix A to the report;
- (ii) To requests that partner Councils make provision for their proposed respective funding contributions within their 2026/27 Revenue Budgets;

- (iii) To agree to receive a report with a finalised 2026/27 Core Revenue Budget and proposed 2026/274 Regional Transport Strategy Revenue Programme Budget at its next meeting; and
- (iv) To note the estimated Reserves balance at 1 April 2026; and
- (v) Re-approve the Tactran Reserves Policy as set out in Appendix B.

## **8. MEDIUM TERM FINANCIAL PLAN**

There was submitted a report by the Director and Treasurer (RTP/25/45) asking the Partnership to note the Medium-Term Financial Plan request for funding from partner Local Authorities.

The Director advised that he is happy to delve deeper into the MTFP with any Board member outside of the meeting if desired.

A McDonald commended the report for clearly outlining the risks. She noted that staffing levels are already tight and cannot be reduced further but expressed support for progressing with recruitment to the Senior Strategy Manager post. She queried whether any staff are on temporary contracts, given that staff costs account for 85% of expenditure. The Director confirmed that all staff are on permanent contracts, with one vacancy intended to be advertised in the new year. There are two secondments funded through the People and Place Programme, which are reviewed every six months. There is a 1.8 recharge arrangement in place for permanent staff members to facilitate MaaS and the People and Place programme.

A McDonald noted that if the funding issue is not addressed for the longer term, this would threaten the ability of the Partnership to fulfil its functions.

The Chair highlighted that Tactran is one of the smaller RTPs, but all RTPs face similar challenges. As the representative on the National Transport Strategy Board, he will use that platform to raise awareness of the issues affecting RTPs.

### **Resolved:**

- (i) To note the Medium-Term Financial Plan; and
- (ii) To remit Tactran officers to request funding proposal for the next five years to be considered in each of the partner Local Authorities budget.

## **9. SOCIAL RETURN ON INVESTMENT SUMMARY**

There was submitted a joint report by the Projects and Programme Manager (RTP/25/46) providing a summary of Social Return on Investment (SROI) and its potential for application to Tactran as an evaluation tool. The tool would be demonstrated and applied in the first instance to the People and Place Programme (P&P). The inclusion of such a measure has been highlighted as a desirable outcome, allowing for the wider social and community benefits to be identified and presented on a consistent basis.

A McDonald praised the strength of the figures in the paper, particularly regarding isolation and employment, and asked how these were calculated. J

Cooper explained that the figures are cumulative and noted that the process was based on substantial research analysis and surveys on current projects. He plans to provide more detail at the upcoming workshop and confirmed he is happy to share further information. A McDonald requested that this be provided.

The Chair noted that he hoped this tool would help identify priority areas for future focus.

Councillor Watters welcomed the report and noted the value going forward is very helpful and asked for clarification on scope. J Cooper advised that scope covers individual projects as well as larger projects under People and Place Programme.

**Resolved:**

- (i) To note the potential application of SROI analysis; and
- (ii) To approve and are invited to participate in a workshop specifically discussing SROI as a measure of societal impacts and the potential benefit of such an indicator.

**10. SCOTTISH GOVERNMENT'S DRAFT CLIMATE CHANGE PLAN**

There was submitted a report by the Transport Strategy Officer (RTP/25/47). The Scottish Government issued a consultation draft Climate Change Plan on 7 November 2025, with responses sought by 29 January 2026. This report provides a response to that consultation.

Councillor Thomson asked whether increased parking charges for SUVs is something Tactran should consider. K Ewan confirmed that this is not a proposal in the draft plan but acknowledged it is being discussed by some Local Authorities across the country. J Padmore noted that it is unlikely car kilometre reductions will be achieved without demand management measures. One demand management option could be parking charges. If Councils choose to use parking charges to discourage car use then they may consider different parking charges for different vehicles.

**Resolved:**

- (i) Note the updates relating to the content of the draft Climate Change Plan; and
- (ii) Agree the response to the draft Climate Change Plan consultation as included in paragraphs 3.1 - 3.40.

**11. PEOPLE AND PLACE PROGRAMME 2026/27**

There was submitted a report by the Projects and Programme Manager (RTP/25/48) noting proposals for the Tactran People and Place programme for 2026/27. The report asks the Partnership to note the programme structure, approve the process for delivery partner engagement, and to delegate authority to the Executive Committee to approve programme application to Transport Scotland, expected prior to the March 2026 Partnership Board.

**Resolved:**

- (i) To note the intended submissions to Transport Scotland as outlined in paragraph 3.5 parts (a) and (c) for the continued operation of the Tactran People and Place programme, in line with updated guidance from Transport Scotland; and
- (ii) To delegate authority to the Tactran Executive Committee to confirm and approve the proposed submission to Transport Scotland in line with the TS deadline of the 30 January 2026, being prior to the March 2026 Partnership Meeting.

**12. DIRECTORS REPORT**

There was submitted a report by the Director (RTP/25/49) providing updates on RTP Chairs meeting of 3 September; the submission of the Public Sector Climate Change Duties for 2024/25; bus initiatives update; consultation responses to the respective stages of the Local Lomond and the Trossachs National Park Authority and Cairngorms National Park Authority Local Development Plan processes; and the update on the lease for the Tactran office.

**Resolved:**

- (i) To note the discussions held at the RTP Chairs meeting of 3 September 2025;
- (ii) To note the Public Sector Climate Change Duties submission for 2024/25;
- (iii) To note the Bus Initiatives update;
- (iv) To note the consultation responses to the respective stages of the Local Lomond and the Trossachs National Park Authority and Cairngorms National Park Authority Local Development Plan processes; and
- (v) To notes the update on the lease for the Tactran office.

**13. MEMBERS ISSUES AND AOCB**

None.

**14. DATES OF NEXT MEETINGS**

17<sup>th</sup> March 2026 – via MS Teams  
16<sup>th</sup> June 2026 – via MS Teams  
15<sup>th</sup> September 2026 – in Person  
15<sup>th</sup> December 2026 – via MS Teams

**TAYSIDE AND CENTRAL TRANSPORT PARTNERSHIP  
OUTSTANDING BUSINESS STATEMENT**

**17 MARCH 2026**

**Report No (RTP/26/03)**

Please note that this statement sets out outstanding decisions of Partnership along with an update and estimated completion date. Actions which are overdue are shaded for ease of reference. Where an update reflects that an action is complete then the Partnership's agreement will be sought to its removal from the OBS.

<b>No.</b>	<b>Minute Reference</b>	<b>Subject Title</b>	<b>Outstanding Action</b>	<b>Update</b>	<b>Action Due / Complete</b>	<b>Action Expected</b>
2a	Item 6, 17 June 2025	People and Place	Include social return on investment within Tactran M&E report and consider seeking wider input from Universities	<p>An assessment of the SROI for 2025/26 People and Place Programme is being undertaken.</p> <p>It is not required for the submission of the 2024/25 programme Evaluation to Transport Scotland but will be developed as an integral part of the 2026/27 programme.</p> <p>Officers are in discussion with transport economist academics to support this activity.</p>	Due	September 2026 Partnership meeting

No.	Minute Reference	Subject Title	Outstanding Action	Update	Action Due / Complete	Action Expected
2b	Item 6, 16 September 2025	People & Place Programme Evaluation 24/25	Schedule a workshop with Board Members to present SROI report	See report to December Partnership meeting	Complete	Workshop held in January 2026
3	Item 6, 17 June 2025	People and Place	Consider RAG review when reporting on 2025/26 projects progress	Will be included as an element of the evaluation in the 2026/27 programme	Due	September 2026 Partnership meeting
4	Item 7, 17 June 2025	Bus Initiatives Update	Provide information on the carbon reduction in the sustainable bus corridors.	To be explored in light of modelled and observed traffic impacts for ongoing bus infrastructure projects. To be included as measure in sustainable bus corridor assessment and reported at business case delivery.	Due	To be integrated in programme and complete March 2026
5a	Item 7, 17 June 2025	Bus Initiatives Update	Director to write to members requesting any questions on regarding both bus alliance proposals	Local authority officers have been providing input – via the Bus Alliance meetings – to a potential 2026/27 programme. Member views to the 2026/27 programme will be sought at an appropriate point	Due	Proposed member workshop prior to March 2026 Partnership meeting to consider 2026/27 Programme
5b	Item 7, 16 September 2025	Bus Initiatives Update	Consider Board workshop on Projects and outcomes			

<b>No.</b>	<b>Minute Reference</b>	<b>Subject Title</b>	<b>Outstanding Action</b>	<b>Update</b>	<b>Action Due / Complete</b>	<b>Action Expected</b>
6	Item 8	Medium Term Financial Plan	Provide an update to a future Partnership meeting	Subject to confirmed budget for 2025/26	Due	June 2026

## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## REVIEW OF RISK REGISTER

## REPORT BY DIRECTOR

Purpose

This report presents the Partnership's Risk Register for annual review and approval by the Partnership.

Summary

The majority of risks and their ratings on the register remain the same with dates changed as required. Changes to the risk register are as follows:

Section 2.0 Delivery Plan to be complete in 2026

Section 3.1 Resources planning is taken into account in reporting to Board and as part of Board Action reviews. Revised Management and staffing structures approved by Board and will be implemented during 2026/2027

Section 3.4 Secure backup and file management systems maintained and updated through IT SLA review process February 2024. EDMS adopted.

Section 3.4 Annual review of IT system capability and renewals through SLA with Perth & Kinross IT. Updating of office desktop hardware for all staff to be completed 2026/27

Section 3.6 New Records Management Plan- Work Programme and systems will assist with business continuity planning. To be updated 2026

**1 RECOMMENDATIONS**

1.1 That the Partnership: -

- (i) reviews the Risk Register which forms Appendix A to the report; and
- (ii) agrees to receive a further report reviewing and updating the Risk Register not later than March 2027.

## **2 BACKGROUND**

- 2.1 The Risk Management Policy and Strategy was first approved at the Partnership meeting on 21 June 2011 (Report RTP/11/14 refers) and has been periodically reviewed and updated. The Risk Management Policy and Strategy recognises that compliance with the principles of best value and good corporate governance requires a formalised approach to the management of strategic, operational, and financial risks which the Partnership may face, in a proactive and controlled manner.
- 2.2 The Risk Management Policy and Strategy was most recently reviewed and updated in September 2024, as part of the Partnership's agreed approach to undertaking periodic comprehensive review of its Core Governance Policies (Report RTP/24/24 refers).
- 2.3 The Risk Register, which supports implementation of the Risk Management Policy and Strategy, is reviewed formally by the Partnership at least annually. The Partnership last reviewed its Risk Register at its meeting on 18 March 2025 (Report RTP/25/05 refers).

## **3 DISCUSSION**

- 3.1 The Risk Register reflects the Partnership's status along with primary statutory duties and responsibilities in relation to:
- the future of the Partnership's role and responsibilities in the context of the National Transport Strategy and STPR2 national review.
  - the role of the Partnership with regard to the collaboration arrangements for the respective City Deals.
  - development, monitoring and overseeing the implementation of the Regional Transport Strategy.
  - engaging in and supporting Community Planning; and
  - acting as a Key Agency in the Development Planning process.
- 3.2 The Register identifies and takes account of relevant strategic, operational and governance risks, including any key risks identified during annual audit processes by external auditors and through other internal and external review processes.
- 3.3 The main areas of identified risk are categorised in relation to (1) Reviews, Collaboration & Governance; (2) RTS Development and Delivery; (3) Management and Operation of the Partnership; and (4) Financial. The various risks are monitored and updated by the Director and Treasurer.

- 3.4 Risk Controls and Actions have been updated annually each March since 2018, to reflect major actions such as renewal of the RTS and review of the RTS Delivery Plan and Monitoring Framework. The Register has been further updated to reflect completion of and progress against these key activities during 2025/26.
- 3.5 The Partnership is asked to review the Risk Register at Appendix A and to approve this as a basis for ongoing review during 2025/26, and to receive a further report reviewing the Register within 12 months.

#### **4 CONSULTATIONS**

- 4.1 The Risk Register has been developed and updated having regard to the Partnership's core statutory duties and responsibilities, taking account of emerging operational and legislative issues and other areas of risk identified during annual audit processes.

#### **5 RESOURCE IMPLICATIONS**

- 5.1 This report has no additional resource implications.

#### **6 EQUALITIES IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

#### **Mark Speed Director**

Report prepared by Mark Speed. For further information contact email [MarkSpeed@tactran.gov.uk](mailto:MarkSpeed@tactran.gov.uk) or telephone 07919 698611

#### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

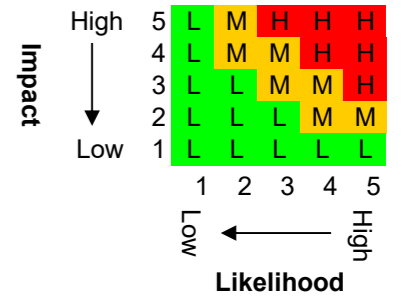
Report to Partnership RTP/11/14, Review of Governance Policies and Procedures, 21 June 2011

Report to Partnership RTP/24/02, Review of Risk Register, 12 March 2024

Report to Partnership RTP/24/24, Tactran Governance Documents Review, 10 September 2024

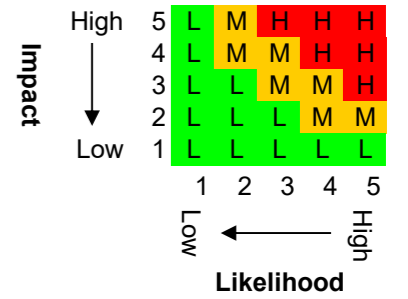
Report to Partnership RTP/25/05, Risk Register, 18 March 2025

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25



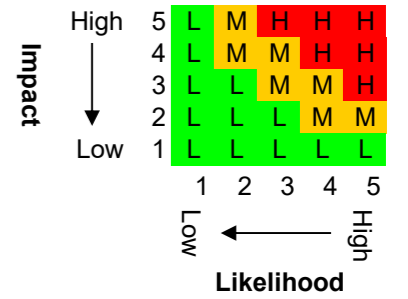
Ref	Detail	Nature of Risk	Inherent				Residual				Owner	Actions
			Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk			
<b>1 Existential Risks - Reviews, Collaboration &amp; Governance</b>												
1.1	The process and outcome of the NTS2 Review diminishes the role of the Partnership and undermines delivery of the RTS.	<b>Strategic/Governance</b>	5	3	H	The published NTS2 references a regional approach to transport governance. Mitigate the uncertainties through positive advocacy with Scottish Ministers, Transport Scotland and COSLA both directly and via the RTP Chairs' Forum. Also, active participation in the Roles & Responsibilities review.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government, Transport Scotland and partner Councils advocating for the positive role of RTPs and extolling the virtues of the regional integration of transport, planning and economic development.	
1.2	The process and outcome of the STPR2 Review diminishes the role of the Partnership and reduces its ability to secure funding to deliver the RTS.	<b>Strategic/Financial</b>	5	3	H	Mitigate the uncertainties of the STPR2 Review by Tactran handing over to Hitrans acting as Secretariat/Support to the RTWGs and positively influence the STPR.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government, Transport Scotland, Consultants, partner Councils, City Deals and other stakeholders seeking potential capital investment for sustainable transport initiatives.	
1.3	The collaborative arrangements established through the respective City Deals and associated Regional Transport Working Groups are not effective and reduce the ability of Partnership to deliver the RTS.	<b>Strategic/Governance</b>	5	2	M	Positively shape the governance arrangements for the City Deal Joint Committees and Regional Transport Working Groups to acknowledge the role of transport investment in securing sustainable and inclusive economic growth.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government and Transport Scotland, partner Councils, City Deals and other stakeholders. Governance arrangements are working well in Tay Cities Deal and work ongoing to improve Forth Valley arrangements.	
1.4	Partnership Board fails to function collegiately	<b>Governance</b>	5	2	H	Induction training undertaken for new Members at start of each new Council election cycle and periodically to take account of changing circumstances. Providing the opportunity to discuss the emerging organisational landscape and relay a Partnership view to partner agencies. The appointment of new Cllr and non-Cllr Member/s as required.	5	1	L	Director/Proper Officers/Partnership Board Members	Induction training delivered to all Board Members on appointment and will be supplemented periodically as required in response to changes to legislative or other controls and issuing of new or amended Guidance. Private & confidential discussion on Governance facilitated for the new Board Members 2026/27.	
1.5	The outcome of Brexit, withdrawal from the EU, may have impacts on transport operations especially concerning key gateway sites in the Tactran region.	<b>Strategic/Governance</b>	4	4	H	Maintain a regular overview of the implications of Brexit on the development and delivery of the Regional Transport Strategy	3	2	L	Director/Proper Officers/Partnership Board Members	Ensure that partner Local Authorities and owners/operators of key transport gateways, e.g. ports etc. remain aware of the current guidance issued from the Department of Transport and Transport Scotland and to publish links to this guidance on the Tactran web site.	

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25



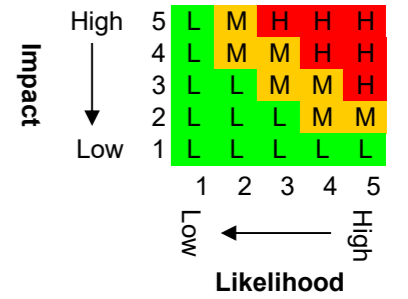
Ref	Detail	Nature of Risk	Inherent			Controls	Residual			Owner	Actions
			Impact	Likelihood	Risk		Impact	Likelihood	Risk		
1.6	Inflation	<b>Strategic/ Governance</b>	5	5	H	Inflationary pressures risk the delivery of programmes and projects. Maintain a regular overview of implications	5	4	H	Director/ Senior Manager	Review impacts of cost pressures on projects and programmes
<b>2 Strategic Risks - RTS Development and Delivery</b>											
2.1	Councils and other public sector stakeholders may not prioritise the delivery of Regional Transport Strategy objectives and RTS Delivery Plan measures.	<b>Political/Financial</b>	5	4	H	Monitoring Framework and Revenue and Capital Programmes monitoring systems in place to review and report on success in delivering RTS. Review of RTS Delivery Plan and RTS Monitoring Framework completed during 2016 having regard to recommendations identified in Annual Audit Reports (ISA 260). RTS Delivery Plan 2016-21 identifies priorities and lead and supporting delivery agencies/partners. Relevant RTS priorities included in City Deals for Tay Cities and Stirling, with potential for Government and other partner delivery commitment and funding through these.	5	2	M	Director/Senior Strategy Manager	Proactive engagement by Tactran officers within partner Councils, Community Planning, Development Planning, City Deals and related CPP Action Programming to promote strategic benefits of RTS in supporting delivery of local and national outcomes. The delivery plan 2016-2021 will continue to be used while the new RTS Delivery Plan is developed.
2.2	Lack of delivery funding to support implementation of Regional Transport Strategy.	<b>Financial/Political</b>	5	5	H	Investigate alternative sources of delivery and match funding. Working with L A's, TS and other partners to create working partnerships to jointly use resources more effectively.	5	4	H	Director /Partnership Board Members	Investigate and engage with City Deals, Transport Scotland, Councils, operators and other potential partners on availability of match funding. RTS Delivery Plan and Medium Term Financial Plan will seek to identify lead organisations for programme delivery which will assist in conversations regarding resource allocations.
2.3	New Funding allocated to RTP's for Active Travel Behaviour Change	<b>Financial/Political</b>	5	5	H	Engage with Local Authority and other Partners to deliver new programme of active travel behaviour change initiatives  Engage with partner Council Revenue Budget and Capital Programme processes. Engage with City Deals  Make case for prioritising RTS interventions and actions with Councils and with Government	5	3	M	Director/Partnership Board Members/Senior Partnership Manager  Director/Partnership Board Members	Ensure consultations with partners continues to ensure a targeted approach to AT behaviour change to deliver on RTS and NTS objectives.  Liaise with Council Chief Officers and Heads of Finance on annual Revenue and Capital Budget setting processes. Review of RTS Delivery Plan has included agreement on proposed profiling and prioritisation of RTS delivery.  Continue to engage with CPPs, emerging City Deal governance structures, and Development Planning Authorities promoting case for a strategic transport delivery focus

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25



Ref	Detail	Nature of Risk	Inherent			Controls	Residual			Owner	Actions
			Impact	Likelihood	Risk		Impact	Likelihood	Risk		
2.4	Case for delivery of RTS not recognised by Stakeholders	<b>Political/Public</b>	4	4	H	Ongoing promotion of benefits of RTS through effective promotion, publicity campaigns and communication through website, press releases and stakeholder newsletters	4	2	M	Director/Chair/Partnership Board	Re-write of RTS Delivery Plan will included consultation with all relevant stakeholders and partners on prioritisation and profiling of RTS delivery. Promote case for RTS delivery priorities through City Deals and through influencing forthcoming review of the Strategic Transport Projects Review.
						Promote benefits and case for RTS with Scottish Government, City Deals, Councils, transport providers and business				Director/Chair/Partnership Board	Ongoing discussion with City Deals, Transport Scotland and other stakeholders on promoting and developing business case for RTS priority actions
2.5	RTS policies and priorities not identified in Regional Spatial Strategies and Local Development Plans	<b>Strategic</b>	4	1	L	Officers fully engaged in RSS and LDP key stakeholder groupings. Also in the NPF4.	4	1	L	Director/Senior Partnership Manager	Maintain existing officer input to RSS and LDP processes. Relevant RTS Delivery Plan priorities embedded with RSS and LDP Action Plans. Rewrite of RTS Delivery Plan will maintained and strengthened alignment with reviewed RSS and updated LDPs. Also with the NPF4.
2.6	The Partnership fails to engage fully in Community Planning	<b>Strategic</b>	4	1	L	Officers proactively engaged in CPPs and relevant Thematic Groupings	4	1	L	Director/Senior Partnership Manager	Partnership receives reports at key Main Issues Report, Proposed Plan and Action Programme stages of RSS/LDP/NPF4 processes Maintain and strengthen officer input to CPP governance and delivery activity aligning RTS priorities with supporting CPP and local outcomes. Active engagement of Partnership officers in ongoing review of CPP structures and endorsement by Board of Locality Outcomes Improvement Plans (LOIPs) replacing former SOAs in 2018/19 and through ongoing contribution to the development of emerging Locality Plans and priorities.
										Director	Partnership receives regular reports on SOA approval, development and Action Programming. LOIPs endorsed by Partnership Board on 12/12/17 and ongoing officer engagement on related LOIP action planning.
										Director	Governance procedures and RTS Delivery Plan and priorities have been developed and are regularly reviewed to ensure continued alignment with CPP/LOIP objectives and delivery

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25

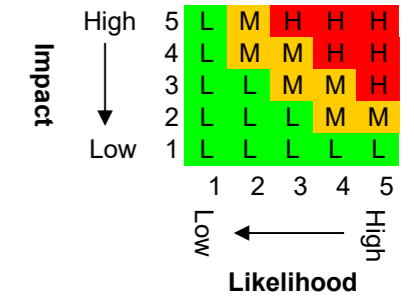


**Inherent**

**Residual**

Ref	Detail	Nature of Risk	Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk	Owner	Actions
2.7	Projects are not delivered in accordance with programme and budget	<b>Operational/Financial</b>	4	3	M	Project Risk Assessment carried out as part of Project Management process  Regular monthly monitoring of progress in liaison with project delivery partners and contractors and quarterly reporting to Partnership Board on Revenue expenditure and Capital Programme monitoring as necessary	4	1	L	Senior Partnership Manager  Senior Partnership Manager	Review of RTS Delivery Plan to be completed during 2026 will include agreement with partner Councils and other lead/supporting agencies on prioritisation, profiling and programming of RTS delivery moving forward
<b>3 Management/ Operational Risks</b>											
3.1	Inadequate staff resource available to carry out actions agreed by Board	<b>HR/ Financial</b>	5	3	H	HR support in employing optimum staff complement	4	2	M	Director	Resources planning is taken into account in reporting to Board and as part of Board Action reviews. Revised Management and staffing structures approved by Board and successfully implemented during 2026/2027.
3.2	Funding allocation from partner Local Authorities and Transport Scotland	<b>HR/Financial</b>	4	4	H	Funding from Local Authority partners has not risen over many years in line with inflation or with the growing work load undertaken by the team. Annual Funding from Transport Scotland is uncertain and project funding is uncertain year on year. This has a material impact on staff retention and the delivery of the RTS.	4	3	M		RTS Delivery Plan to identify lead organisations for the delivery programme, discussions with LA partners will take place regarding financial support to Tactran. This information will be reported to the board. The Medium Term Financial Plan will seek to present the resource requirements to achieve the RTS outcomes.
3.3	HR Support for Tactran	<b>HR/Financial</b>	4	1	L	HR Support provided by PKC  Staff training and development	4	1	L	Director  Director	An SLA has been agreed with PKC for HR support to Tactran.  Ongoing review of staff development and training needs by Director/Team.
3.4	Failure of IT systems including cyber attack	<b>Technical</b>	4	3	M	Effective and reliable IT support systems  Secure and effective backup arrangements for hardware and files  Systematic updates to server, laptops and website	4	1	L	Office Manager  Office Manager  Office Manager/IT support	Employment of effective IT support services through SLA with Perth & Kinross Council  Secure backup and file management systems maintained and updated through IT SLA review process Feb 2024. EDMS adopted. SLA updated during 2020/21 to take account of new Public Sector Action Plan on Cyber Resilience  Annual review of IT system capability and renewals through SLA with Perth & Kinross IT. Updating of office desktop hardware for all staff to be completed 2026/27

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25

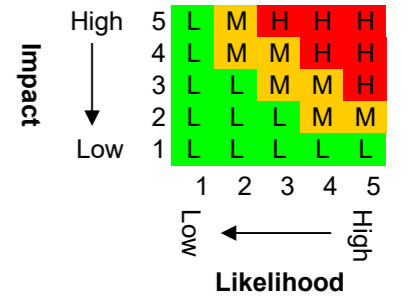


**Inherent**

**Residual**

Ref	Detail	Nature of Risk	Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk	Owner	Actions
3.5	Action by Partnership staff, members or partners exposes Partnership to corporate or financial liability	<b>Operational/Financial</b>	5	2	M	Financial Regulations and Scheme of Delegation	5	1	L	Director/Treasurer	Regular reviews of Financial and other Control Systems
						Service procurement and monitoring arrangements in place				Director/Treasurer	Monthly financial monitoring meetings with Finance support staff monitoring
3.6	Reliance on knowledge and actions of individuals may result in business failure if they leave or are unavailable, i.e. single points of failure.	<b>Human Resources</b>	5	4	H	HR procurement arrangements and employment conditions adequate to retain staff and replace individuals if needed	5	2	M	Director/ HR support	<b>New Records Management Plan- Work Programme and systems will assist with business continuity planning. To be updated 2026</b>
						Staff training and development needs reviewed annually				Director	Review staff training and development requirements moving forward.
3.7	Non compliance with Freedom of information requirements	<b>Legislative</b>	5	3	H	Maintain approved Publication Scheme	5	2	M	Director	Arrangements in place for dealing with FOI requests in compliance with statutory requirements.
3.8	Failure to comply with relevant legislation and recognise implications of new legislation	<b>Legislative</b>	5	3	H	Monitoring of reports and recommended actions and relevant statutory changes	5	1	L	Legal Officer/Director	Ongoing monitoring of Scottish Government/Parliament legislative processes and other relevant Government publications.
3.9	Failure to comply with relevant Health & Safety Regulation	<b>Legislative</b>	5	2	M	Written policies covering Health & Safety for staff and Members	5	1	L	Director	Ongoing review.
						Workplace areas assessed and safe working procedures documented for operational areas				Office Manager	Ongoing review.
						Fire safety procedures and recognised First Aider cover in place				Office Manager	Ongoing review.

**TACTRAN**  
**RISK MANAGEMENT - CONTROLS**  
 DATE 12-Feb-25



Ref	Detail	Nature of Risk	Inherent				Residual				Owner	Actions
			Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk	Controls		
4.1	Late announcement of local government settlement and hence Grant-in-Aid and LA contribution support for 2026/2027.	Financial	5	3	H	Liaise with Transport Scotland, Treasurer and constituent Councils on likely outcome of LG settlement for 2026/27.	4	1	L	Treasurer/Director	Budget for 2026/27 and plan Core and RTS budgets to be confirmed.	
4.2	Expenditure exceeds budget	Financial	4	3	M	Effective financial monitoring, reporting and control systems at Board and officer level are in place to manage expenditure	4	1	L	Treasurer/Director	Regular monthly monitoring meetings with Finance support staff and regular quarterly monitoring reports on Revenue Expenditure to Partnership Board and on Capital Programmes as necessary.	
4.3	Projects expenditure slips resulting in year on year funding discrepancy	Financial	4	3	M	Effective financial monitoring reporting and control systems in place to manage project expenditure  Arrangements are in place to manage slippage across Financial Years where necessary	4	1	L	Treasurer/ Director  Director	Regular reviews undertaken to monitor expenditure during year, meetings with Finance Manager by exception. Programmes varied by Board to reflect changes.  Statutory controls amended to enable creation of RTP Reserves funds and carry over of reserves across Financial Years. This was included as Section 122 of the Transport (Scotland) Act Reserve strategy.	
4.4	Theft or loss of assets exposes Partnership to loss of reputation or financially	Financial/Reputational	5	2	M	External security measures in place	3	1	L	Office Manager		
4.4	Opportunities for better partnership working and possibility of additional resources allocated to RTP model 3 vs RTP Model 1	Financial	4	3	M	Adequate insurance cover in place Review needed to understand implication to Tactran Region	3	1	L	Office Manager Director/ Senior Manager/LA Officers	Ongoing Ongoing	

**TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP****17 MARCH 2026****2025/26 BUDGET AND MONITORING****JOINT REPORT BY DIRECTOR AND TREASURER****Purpose**

This report provides a monitoring update on the Partnership's Revenue and Capital expenditure and seeks the Partnership's approval of a revised 2025/26 RTS Revenue Programme.

**Summary**

Staff recharges for the first three quarters of the financial year, amounting to £87,321, have been processed through the Core Revenue Budget.

Interest Received to the end of the financial year is to be treated together with any year-end underspend in the Core Revenue Budget, and be transferred to the RTS Revenue Programme, subject to maintaining Reserves at between 3% to 5% of Core budgeted expenditure.

There have been no major changes to the projected outturns for the Core Revenue Budget since the previous board meeting held on 16th December 2025, and therefore no change to the projected net expenditure. No significant movements are expected for the remainder of the financial year.

**1 RECOMMENDATIONS****1.1 That the Partnership:**

- (i) Notes the position regarding Core Revenue expenditure as at 31 January 2026 as detailed in Appendix A;
- (ii) Notes progress on the 2025/26 RTS Revenue Programme and related expenditure as discussed within the report and detailed in Appendix B; and
- (iii) Notes progress on the 2025/26 Active and Sustainable Travel Behaviour Change, People and Place Grant and related expenditure as discussed within the report and detailed in Appendix C.

**2 BACKGROUND**

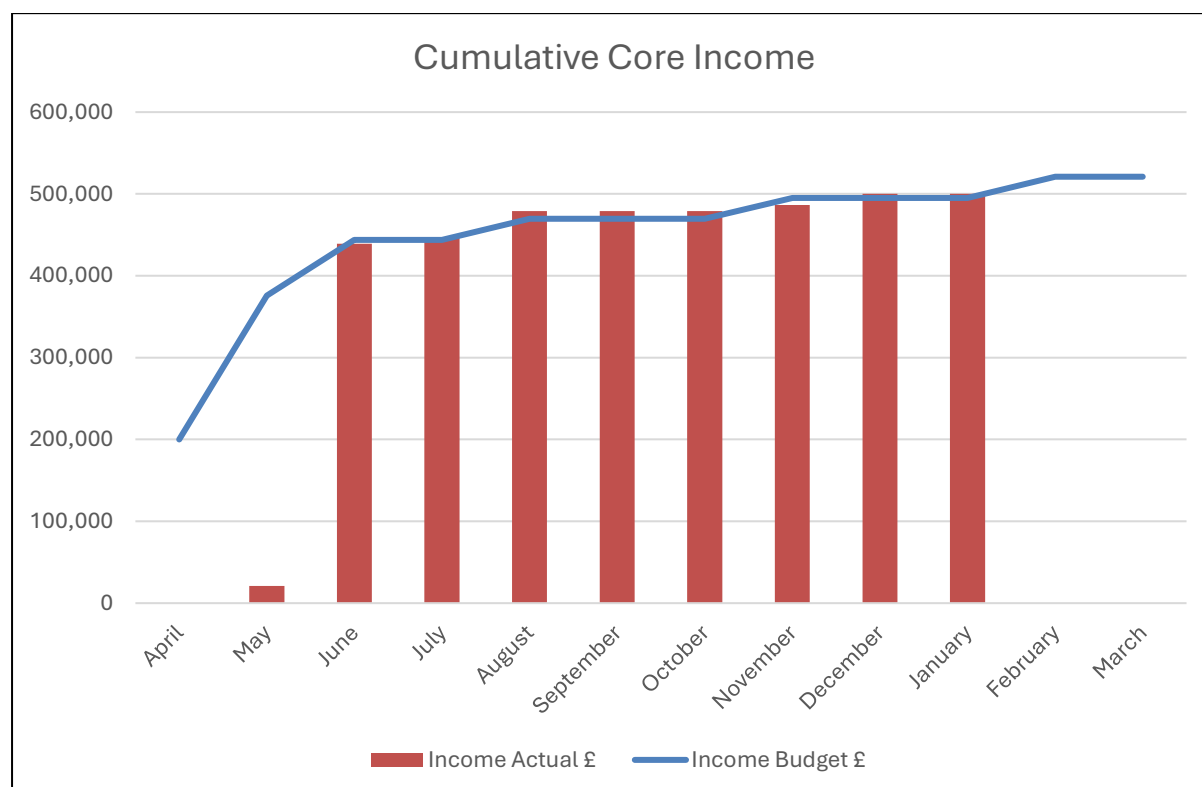
- 2.1 At its meeting on 10 December 2024 the Partnership approved a Core Revenue Budget for financial year 2025/26 and agreed to request that constituent Councils make provision for their respective funding contributions within their 2025/26 Revenue Budgets (Report RTP/24/33 refers). At that time the Partnership also noted the anticipated level of Scottish Government Grant-in-

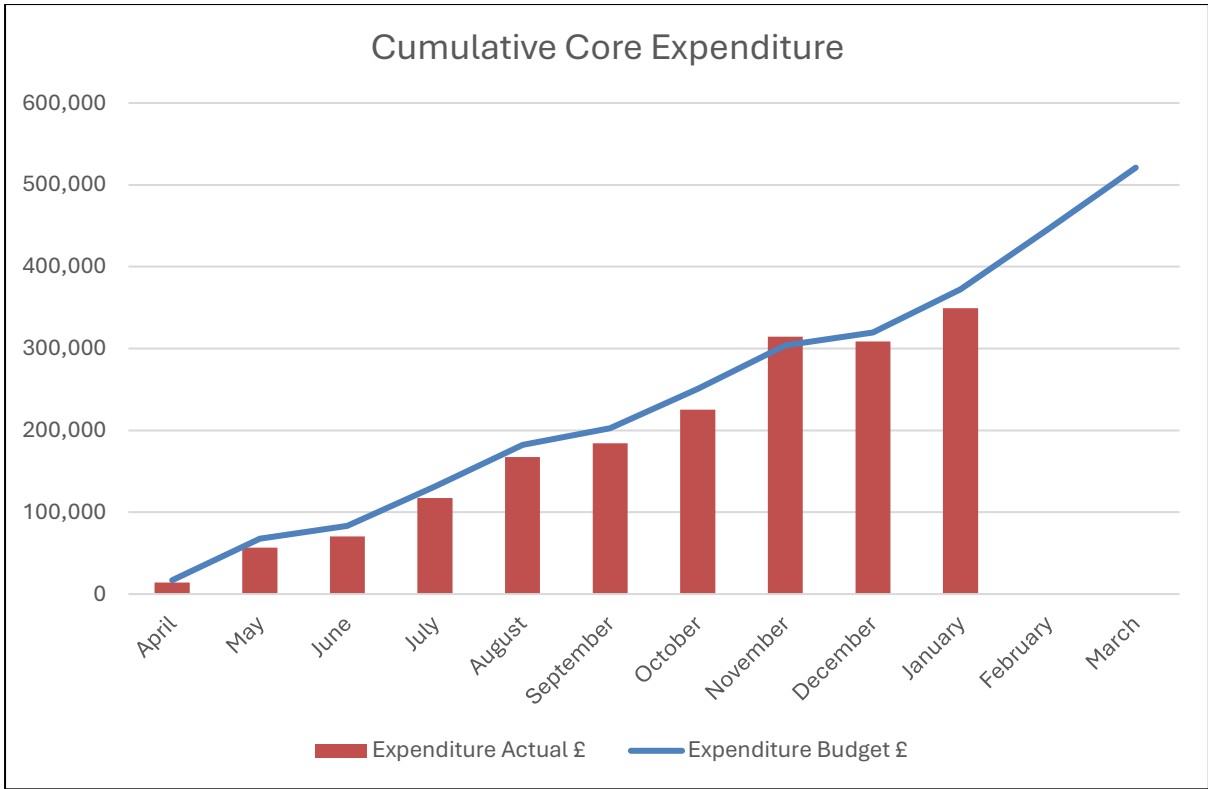
Aid funding to be provided for 2025/26 to Regional Transport Partnerships was yet to be published.

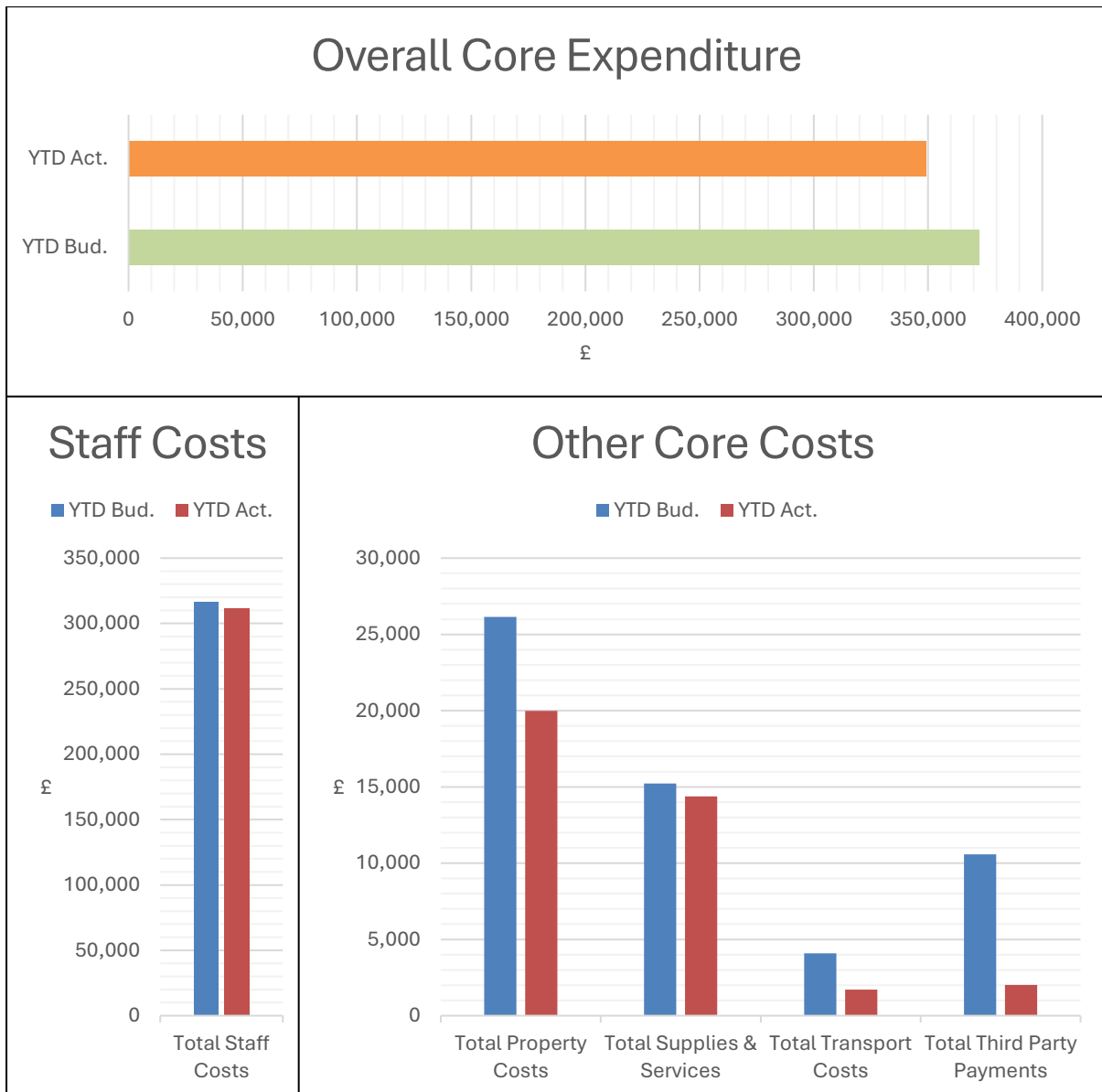
- 2.2 At its meeting on 18 March 2025 the Partnership approved an initial 2025/26 Regional Transport Strategy (RTS) Revenue Programme (Report RTP/25/11 refers).
- 2.3 Also, at its March 2025 meeting the Partnership was informed that it was anticipated Tactran will receive approximately £2.3m grant directly from Transport Scotland People and Place funding in 2025/26 for Active and Sustainable Travel Behaviour Change initiatives.
- 2.4 Subsequent to the March 2025 meeting all constituent Councils confirmed approval of their respective funding contributions towards the approved 2025/26 Core Budget. Scottish Government on 29 April 2025 awarded Tactran Grant in Aid of up to £496,612 in 2025/26.
- 2.5 At its meeting on 17 June 2025 the Partnership approved a finalised 2025/26 RTS Revenue Programme and received a monitoring update on general Revenue expenditure and Active and Sustainable Travel Behaviour Change Capital and Revenue expenditure (Report RTP/25/22 refers).

### 3 DISCUSSION

#### 2025/26 Core Revenue Budget



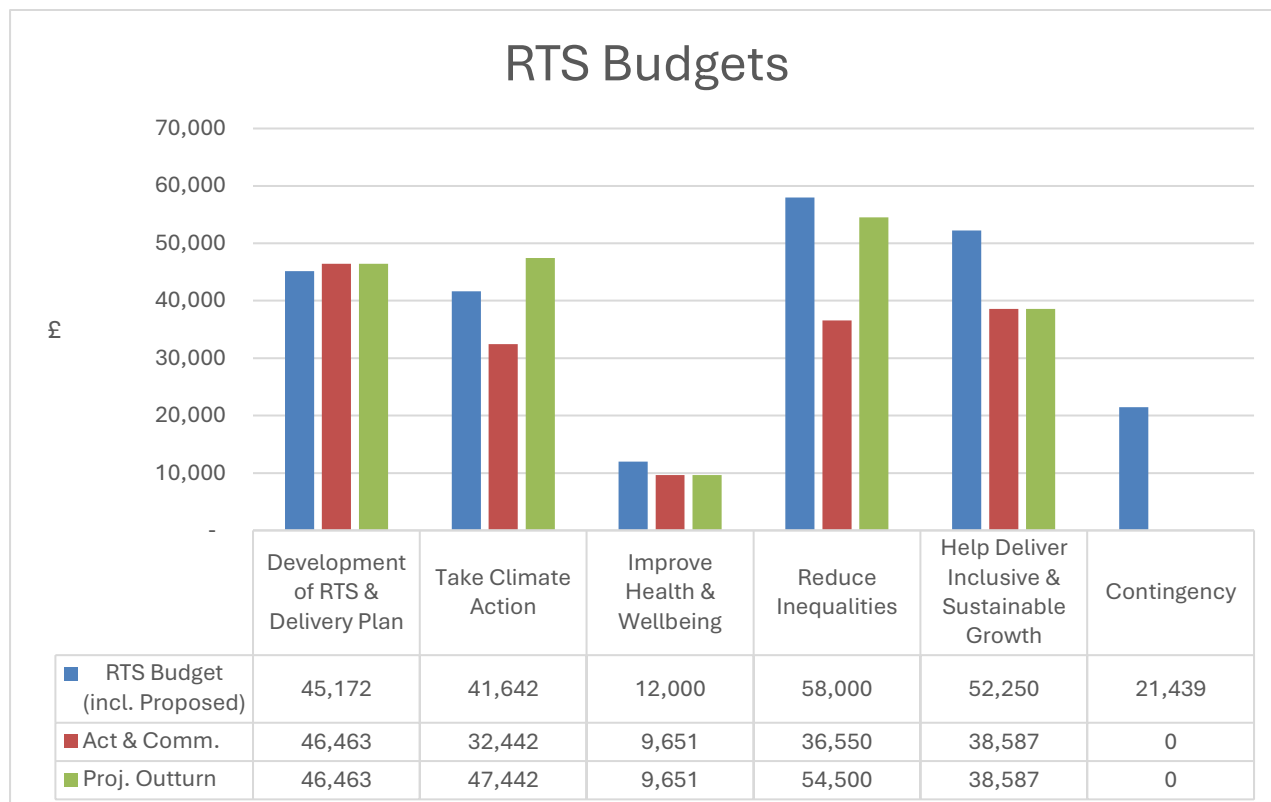




- 3.1 The approved Core Budget and expenditure to 31 January 2026 and projected expenditure to the financial year end are shown in Appendix A.
- 3.2 As can be seen in Appendix A, the Partnership is projecting a deficit on Core for the year of £4,080; with this amount funded from reserves. There has been no movement to the projected outturns since the previous board meeting and therefore no overall change to the projected net expenditure.
- 3.3 It is not expected that there will be any further significant movements in the projected outturn for the current financial year and that any minor movements to outturn will remain balanced.
- 3.4 As agreed at the Partnership meeting on 16th December 2025, any interest received at the end of the financial year is to be transferred to the 2026/27 RTS Revenue Programme, subject to maintaining Core reserves between 3-5% of gross expenditure.

3.5 The projected closing reserve for Core at 31 March 2026 is £28,533; representing 4.1% of gross expenditure, adjusted for recharges, which is in line with the 3-5% reserves policy.

### **2025/26 RTS Revenue Programme**



3.6 The Partnership approved a revised 2025/26 RTS revenue programme of £243,273 and related expenditure at its meeting of 16 December 2025 (Report RTP/25/43 refers).

3.7 Following confirmation that no contribution from the TayCities authorities for the TayCities Model would be required in 2025/26 (£12,500), and a revision in the expected interest from the Core Revenue budget (from £13,529, as reported in December, to £13,259), the RTS revenue programme has been revised to £230,503.

3.8 RTS programme expenditure to 9 February 2026 and projected expenditure to the financial year end is shown in Appendix B. Progress on individual elements of the RTS Revenue programme are outlined below.

#### **Development of RTS and Delivery Plan (Budget £45,172)**

3.9 The initial budget of £16,555 allowed for work associated with the Regional Transport Strategy and annually recurring costs for licences and memberships and Tactran’s Digital Marketing Strategy and Website. The budget was increased to £45,172 following virement of £15,358 from the Take Climate

Action budget line and the allocation of interest received to this budget heading (Report RTP/25/43 refers).

- 3.10 To date £46,463 has been committed under this budget heading. This includes:
- Membership of Scotland Excel Procurement Framework and GIS licenses
  - Digital marketing and website maintenance and upgrade
  - RTS monitoring data gathering and reporting

Take Climate Action (Budget £41,642)

3.11 The proposed budget of £57,000 had been allocated to initiatives to support Climate Action, such as supporting regional Electric Vehicle Infrastructure and Hydrogen Decarbonisation workstreams, as well as the work to understand the implications of the national target to reduce car km. The budget was decreased to £41,642 following the virement of £15,358 to the RTS and Delivery Plan Budget.

3.12 To date £32,442 has been committed under this budget heading. The projected out-turn for this budget heading is £47,442. The work covered:

- Work to understand the options and implications of reducing car km in line with the Governments Climate Change targets
- Public opinion survey work to inform car km reduction work / bus development plan / MaaS work

3.13 The work on understanding the implications of the national car km reduction target specifically supports the RTS outcome of:

**Reduce estimated CO2 emissions from transport in the region**

- Reduce car kilometres (car km) driven

Improve Health & Wellbeing (Budget £12,000)

3.14 This £12,000 allocation supports improvements to Health and Wellbeing by providing funding support towards the annual Safe Drive/Stay Alive road safety campaign in the Stirling Council area. The New Driver Scheme will continue to be implemented by Fire & Rescue and the Police in the Tayside area, with no funding requirement from Tactran.

3.15 To date £9,651 has been committed under this budget heading. This includes:

- Safe Drive/Stay Alive road safety campaign in the Stirling Council area
- Preparation of Health and Transport evidence base to inform work with the respective NHS Boards

3.16 This will support the RTS outcomes of:

**Improve access to healthcare  
Increase levels of physical activity**

Reduce Inequalities (Budget £58,000)

- 3.17 The allocation of £58,000 provides for initiatives that support reducing inequalities, such as Thistle Assistance Card App, Bus Alliances, Car Share, MaaS and supporting Community Planning Partnerships.
- 3.18 To date committed spend is £36,550. The project out-turn for this budget heading is £54,500. This includes:
- Data analysis work to support Bus Development Plan
  - User engagement and marketing to support the MaaS programme
  - continuation of the Thistle Card programme
- 3.19 Both these allocations will support the RTS outcomes of:

**Improve access to healthcare**

**Increase the share of personal trips made by sustainable modes such as walking, cycling and public transport**

**Improve ability for young people, and disadvantaged & rural communities to access jobs, education and services**

**Improve the ability of people with disabilities to access jobs, education and services**

Help Deliver Inclusive and Sustainable Growth (Budget £52,250 plus £12,500 external funding)

- 3.20 This allocation provides for ongoing membership by Tactran and partner Councils of the East Coast Mainline Authorities (ECMA) consortium, and support to Tactran's Freight Quality Partnership, National Parks and Stirling and Tayside Timber Transport Group. It also makes provision for the Tay Cities Regional Transport Model including completion of the Tay Cities Local Rail Development Fund Detailed Appraisal.
- 3.21 To date £38,587 has been committed and is the projected out-turn for this budget. This includes:
- Consultancy support to the Tactran Freight Partnership
  - TayCities Strategic Park & Choose Local Rail Development Fund (LRDF) study
  - Support of the Stirling and Tayside Timber Transfer Group
- 3.22 These allocations support the RTS outcomes of:

**Reduce estimated CO<sub>2</sub> emissions from transport in the region**

## **Reduce the impact of traffic on communities on strategic routes**

- 3.23 No contribution was required towards the East Coast Mainline Authorities (ECMA) consortium in 2025/26.

### Contingency (£21,439)

- 3.24 A contingency of £21,439 has not, to date, been called upon.
- 3.25 The Partnership is asked to note progress the 2025/26 RTS Revenue Programme, as outlined above and detailed in Appendix B.

## **Transport Scotland Grants**

### People and Place - Active and Sustainable Travel Behaviour Change

- 3.26 As reported at the Partnership meeting on 17 June 2025, Tactran has been awarded £2,289,213 from Transport Scotland's People and Place Fund in 2025/26 to deliver active and sustainable travel behaviour change projects within the region (Report RTP/25/19 refers).
- 3.27 Over 30 projects are being taken forward in the following categories: Communities projects for small projects being developed and delivered at a grassroots level; Place projects for localised projects, and Regional projects intended to support projects across authorities and RTPs.

### Mobility as a Service (MaaS) - Active and Sustainable Travel Behaviour Change

- 3.28 As noted in the Director's Report to the June Partnership meeting (Report RTP/25/23 refers), Tactran has been awarded £100,000 grant funding from Transport Scotland to maintain, further develop and evaluate Tactran's MaaS programme.
- 3.29 Following an offer received from Transport Scotland on 27 November 2025 an additional £25,000 has been awarded as a variance to the above grant to support Tactran's MaaS programme and brings the total grant to £125,000. This additional funding will be used to complement the programme presented to the Partnership in June (Report RTP/25/23 refers) through further user research and marketing.
- 3.30 The Partnership is asked to note progress on the 2025/26 People and Place programme and MaaS project, as outlined above and detailed in Appendix C.

### Bus Infrastructure Fund

- 3.31 Angus, Dundee City and Perth and Kinross Councils have received confirmation of their Bus Infrastructure Fund bids. The awards are to support work to bring forward bus infrastructure improvement projects (Report RTP/25/28 refers).

## **4 CONSULTATIONS**

- 4.1 The report has been prepared in consultation with the Regional Transport Liaison Group.

## **5 RESOURCE IMPLICATIONS**

- 5.1 The main resource implications are addressed within the report.

## **6 EQUALITIES IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

**Mark Speed**  
**Director**

**Scott Walker**  
**Treasurer**

Report prepared by Jonathan Padmore. For further information contact email [jonathanpadmore@tactran.gov.uk](mailto:jonathanpadmore@tactran.gov.uk) or telephone 07919 880826.

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

Report to Partnership RTP/24/33, 2025/26 Core Revenue Budget, 10 December 2024

Reports to Partnership RTP/25/10, 2024/25 Budget and Monitoring and RTP/25/11, 2025/26 Budget and Programme, 18 March 2025

Reports to Partnership RTP/25/19, People and Place Update and RTP/25/22, 2025/26 Budget and Monitoring, RTP/25/23 Directors Report, 17 June 2025

Reports to Partnership RTP/25/26, 2025/26 Budget and Programme and RTP/25/28 Bus Initiatives Update, 16 September 2025

Report to Partnership RTP/25/43, 2025/26 Budget and Monitoring, 16 December 2025

## Revenue

2025/26

## Detailed Statement - Core

	Approved Budget	Actuals to 31 January 2026	Projected Outturn 2025/26	Actual Variance to Budget
	£	£	£	£
<b>Income</b>				
Scottish Government Grant Revenue Received	418,015	418,015	418,015	0
Council Req's Revenue Rec'd	103,020	82,003	103,020	0
Interest Received	0	0	0	0
MaaS Officer Support Funding	0	0	0	0
	<b>521,035</b>	<b>500,018</b>	<b>521,035</b>	<b>0</b>
<b>Expenditure</b>				
<u>Staff Costs</u>				
Salary GP	415,783	271,125	400,394	(15,389)
Salary Supn	65,278	42,569	62,862	(2,416)
Salary NI	57,126	37,303	55,154	(1,972)
Secondment	5,400	45,363	80,808	75,408
Salary Recharge	(126,721)	(87,321)	(178,272)	(51,551)
Training/Conferences	2,000	480	2,000	0
Subscriptions	400	1,106	400	0
	<b>419,266</b>	<b>310,625</b>	<b>423,346</b>	<b>4,080</b>
<u>Property Costs</u>				
Energy	8,500	3,166	8,500	0
Cleaning	2,500	(2,732)	2,500	0
Maintenance	500	0	500	0
Rent	13,490	12,366	13,490	0
Rates	4,942	4,447	4,942	0
	<b>29,932</b>	<b>17,247</b>	<b>29,932</b>	<b>0</b>
<u>Supplies and Services</u>				
Office Consumables	4,125	2,874	4,125	0
Communications	2,500	73	1,500	(1,000)
Insurance	7,500	11,032	7,500	0
Information Technology	2,200	(337)	2,200	0
Hospitality	700	382	1,700	1,000
Board Expenses - misc.	500	14	500	0
	<b>17,525</b>	<b>14,038</b>	<b>17,525</b>	<b>0</b>
<u>Transport Costs</u>				
Travel and Subsistence	1,500	674	1,500	0
Public Transport	2,800	547	1,500	(1,300)
Expenses - Board Members	500	497	800	300
	<b>4,800</b>	<b>1,718</b>	<b>3,800</b>	<b>(1,000)</b>
<u>Third Party Payments</u>				
Audit Fees External	14,062	(132)	14,062	0
PKC Finance Service	14,000	0	14,000	0
PKC Secretariat Service	8,000	0	8,000	0
PKC Legal Services	3,000	0	3,000	0
PKC IT Services	8,250	0	8,250	0
Other Third Party Payments	2,200	2,021	3,200	1,000
	<b>49,512</b>	<b>1,889</b>	<b>50,512</b>	<b>1,000</b>
Gross Expenditure	<b>521,035</b>	<b>345,517</b>	<b>525,115</b>	<b>4,080</b>
Net Income/(Expenditure)	<b>0</b>	<b>154,501</b>	<b>(4,080)</b>	<b>(4,080)</b>
<b>Opening Core Reserves</b>	<b>32,613</b>		<b>32,613</b>	
Funding to/(from) Earmarked Reserves	0		0	
Funding to/(from) Unearmarked Reserves	0		(4,080)	
<b>Closing Core Reserves</b>	<b>32,613</b>		<b>28,533</b>	

**Tactran Income and Expenditure Account**  
**Revenue**  
**2025/2026**  
**Detailed Statement - RTS**

	Approved Budget (June 2025)	Proposed Budget	Other Income	Total Budget	Actuals to 31 Jan 2026	Committed 2025/2026	Projected Outturn 2025/2026	Variance to Budget
	£	£	£	£	£	£	£	£
<b>Income</b>								
Scottish Executive Grant Revenue Received	78,598	78,598		78,598	78,598	-	<b>78,598</b>	<b>0</b>
Other Income					-	-		<b>0</b>
Interest from Core Revenue Budget			13,259	13,259	13,259	-	<b>13,259</b>	<b>0</b>
	<b>78,598</b>	<b>78,598</b>	<b>13,259</b>	<b>91,857</b>	<b>91,857</b>	<b>-</b>	<b>91,857</b>	<b>0</b>
<b>Expenditure on Projects</b>								
Development of RTS & Delivery Plan	16,555	31,913	13,259	45,172	3,610	42,853	<b>46,463</b>	<b>1,291</b>
Take Climate Action	57,000	41,642	-	41,642	12,042	33,900	<b>47,442</b>	<b>5,800</b>
Improve Health & Wellbeing	12,000	12,000		12,000	2,000	7,651	<b>9,651</b>	<b>(2,349)</b>
Reduce Inequalities	58,000	58,000	-	58,000	-	36,550	<b>54,500</b>	<b>(3,500)</b>
Help Deliver Inclusive & Sustainable Growth	52,250	52,250		52,250	18,740	19,847	<b>38,587</b>	<b>(13,663)</b>
Contingency	21,439	21,439	-	21,439	-	-	<b>0</b>	<b>(21,439)</b>
<b>Gross Expenditure</b>	<b>217,244</b>	<b>217,244</b>	<b>13,259</b>	<b>230,503</b>	<b>36,392</b>	<b>140,801</b>	<b>196,643</b>	<b>(33,860)</b>
<b>Net Expenditure</b>	<b>138,646</b>	<b>138,646</b>	<b>0</b>	<b>138,646</b>	<b>(55,465)</b>	<b>140,801</b>	<b>104,786</b>	<b>(33,860)</b>
<b>(Financed by) / Contribution to Reserves</b>	<b>(138,646)</b>	<b>(138,646)</b>					<b>(104,786)</b>	
<b>Reserves Statement:</b>								
Opening Reserves	97,670	138,646					138,646	
Reserves (Used) / Returned	<b>(138,646)</b>	<b>(138,646)</b>					<b>(104,786)</b>	
Closing Reserves	<b>(40,976)</b>	<b>0</b>					<b>33,860</b>	

**Tactran Income and Expenditure Account**  
**2025/26**  
**Detailed Statement - Transport Scotland Grants**

**People & Place**

	Budget	Actuals to	Committed	Projected	Variance to
<b>Income</b>	<b>£</b>	<b>31 Jan 2026</b>	<b>2025/26</b>	<b>Outturn</b>	<b>Budget</b>
				<b>2025/26</b>	
				<b>£</b>	<b>£</b>
People & Place	2,289,213	1,831,989	457,224	<b>2,289,213</b>	-
	<b>2,289,213</b>	<b>1,831,989</b>	<b>457,224</b>	<b>2,289,213</b>	-

**Grant Expenditure**

*Active Travel Promotion*

*(brought forward from 2024/25)*

	<b>77,597</b>	77,597	-	77,597	-
Community Projects	115,706	82,819	32,887	115,706	-
Place Projects	<b>1,289,023</b>	802,129	486,894	1,289,023	-
Regional Projects	<b>677,979</b>	443,006	234,973	677,979	-
Tactran Resource Support	<b>259,457</b>	158,648	100,809	259,457	-

Gross Expenditure	<b>2,419,762</b>	<b>1,564,199</b>	<b>855,563</b>	<b>2,419,762</b>	-
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Net Expenditure	<b>(130,549)</b>	<b>267,790</b>	<b>(398,339)</b>	<b>(130,549)</b>	-
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**(Financed by) / Contribution to Reserves**

	<b>(77,597)</b>		<b>(77,597)</b>
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**Reserves Statement:**

Opening Reserves	<b>77,597</b>		<b>77,597</b>
Reserves (Used) / Returned	<b>(77,597)</b>		<b>(77,597)</b>
Closing Reserves	<b>0</b>		<b>0</b>

**MaaS**

	Budget	Actuals to	Committed	Projected	Variance to
<b>Income</b>	<b>£</b>	<b>31 July 2025</b>	<b>2025/26</b>	<b>Outturn</b>	<b>Budget</b>
				<b>2025/26</b>	
				<b>£</b>	<b>£</b>
MaaS	125,000	-	125,000	<b>125,000</b>	-
	<b>125,000</b>	-	<b>125,000</b>	<b>125,000</b>	-

**Grant Expenditure**

MaaS	125,000	63,474	61,526	125,000	-
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Gross Expenditure	<b>125,000</b>	<b>63,474</b>	<b>61,526</b>	<b>125,000</b>	-
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Net Expenditure	-	-	-	-	-
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## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## REGIONAL TRANSPORT STRATEGY: DELIVERY UPDATE

## REPORT BY SENIOR PARTNERSHIP MANAGER

Purpose

This report provides an update on progressing the delivery of the Tayside and Central Regional Transport Strategy (RTS).

Summary

The report presents an update on the governance, delivery and reporting of the RTS delivery process.

**1 RECOMMENDATIONS**

1.1 That the Partnership:

- (i) Note the update on delivering and monitoring the Tayside and Central Regional Transport Strategy

**2 BACKGROUND**

2.1 At its meeting on 11 June 2024 the Partnership adopted the Tayside and Central Scotland Regional Transport Strategy 2024-2034 (RTS) (Report RTP/24/12 refers).

2.2 The RTS identifies the strategic objectives, outcomes and targets which set out the shared aspirations of the regional partners. The delivery of the RTS is the responsibility of a range of partners and will need to be progressed via those partners' relevant delivery programmes.

2.3 Given the scale of the challenge, the limited finances and resources, and the urgency behind targets (especially the Climate Change targets), the RTS notes the following is required:

- **A step change** in delivery, requiring a change in how we do things
- **Prioritising** those locations and populations where support is most required to achieve the adopted outcomes of the RTS
- **Co-ordinating** work to provide integrated solutions which provide a realistic alternative to the car for the whole journey.

2.4 The RTS also noted that it would be necessary to demonstrate that Tactran and partners were maximising the effectiveness of existing resources, when it came to discussing additional help with the Scottish Government.

- 2.5 At its meeting on 9 September the Partnership requested a RTS Delivery Plan update every 6 months (Report RTP/24/22 refers)

#### Governance

- 2.6 The Partnership (report RTP/24/22 refers):
- Noted the establishment of a Senior Officer Delivery Group to consider and guide the delivery and co-ordination of RTS recommendations
  - Endorsed the establishment of a RTS Delivery Board to assist the prioritisation and co-ordination of activity across relevant Partners. The Partnership agreed that a political chair of the Board would be desirable.

#### Delivery

- 2.7 The Senior Officer Delivery Group developed an RTS Delivery Plan. This plan highlighted the key actions and the owners of those actions (Report RTP/25/07 refers). The Delivery Plan is an organic document, needing updates as Partners developed their plans and programmes.
- 2.8 The Senior Officer Group considered the risks to the Delivery Plan and consequently developed a RTS Improvement Programme to address those risks (Report RTP/25/07 refers).

#### Monitoring

- 2.9 To help understand whether progress today's adopted outcomes was being achieved, the Partnership endorsed the following reporting of outputs and outcomes (report RTP/25/07 refers).
- RTS Annual Outputs Monitoring Report
  - An RTS Outcomes Update Report every 2/3 years
- 2.10 The first RTS Annual Outputs Monitoring Report was presented to the Partnership in September 2025 (report RTP/25/29 refers).
- 2.11 Given the last reporting on outcomes was included in the RTS in 2024, it was proposed that the next reporting on outcomes is presented in 2026.

### **3 DISCUSSION**

#### Governance

- 3.1 Whilst the Senior Officer Group has been established, the RTS Delivery Board is yet to be established. Nonetheless conversations with Partners concerning alignment of priorities and programmes continues.
- 3.2 The Partnership Board noted that Tactran and the Councils should attempt to make progress regarding prioritisation and co-ordination prior to then co-ordinating activity with others.

- 3.3 Given that discussions are ongoing with the RTS Senior Officer Delivery Group about how best to co-ordinate activity, the establishment of the RTS Delivery Board has been delayed.

#### Delivery

- 3.4 The RTS Senior Officer Group continue to investigate opportunities for:
- Collaborative arrangements which could assist in improving efficiency and delivery. Tactran officers are also working with Stirling Council officers regarding how best to support the Council within the Forth Valley context. Any opportunities identified by the Senior Officer Group in both cases will be carefully explored further by the respective authorities
  - Co-ordination of programmes to deliver Integrated Solutions.
- 3.5 The joint Local Authority / Tactran Senior Officer group is making significant progress on outlining the lead role for Tactran and the Local Authorities in delivering the Regional Transport Strategy (Report RTP/25/45 refers). The following list outlines the current situation on what Tactran will lead on and where further discussion is required:
- Regional Transport Strategy (Statutory Role) monitoring and reporting
  - Supporting Development Planning
  - Supporting Community Planning Partnerships & Regional bodies (NHS/NPAs/Colleges)
  - Bus transport co-ordination and project management (Tay Cities Bus Alliance)
  - Sustainable travel promotion (MaaS, P&P communications and marketing)
  - Car km reduction
  - Major scheme development
  - Freight
  - National and partner consultations
  - Rail
- 3.6 Further Discussion required for roles in the following areas:
- Network resilience
  - Sustainable travel infrastructure co-ordination of feasibility and design contracts
  - Road Safety- central resource team for (a) analysis and/or (b) behaviour initiatives
  - Co-ordinate demand management and parking strategies
  - Bus transport co-ordination and project management (Forth Valley Bus Alliance)

3.7 Actions from the RTS Improvement Programme that are being progressed include:

- Continued development of a Bus Development Plan
- Understanding the issues and implications in reducing car km in line with the Scottish Government's Climate Change Action Plan targets
- Understanding where and how Partners can support both the freight industry and the RTS objectives including the re-establishment of the Tactran Freight Partnership
- Co-ordination of People & Place programme
- Growth of the Mobility as a Service (MaaS) programme

#### Monitoring

3.8 Work is currently underway on a RTS 2026 Outcomes Update Report, it is intended that this work will be presented to the Partnership at its June meeting.

3.9 In addition to the Outcome and Output reporting, members will also be aware of the People and Place programme and the Annual Reports and the expansion of this work to consider the Social Return on Investment.

3.10 Through the monitoring and evaluation processes we hope to better understand

- The effectiveness of the types of measures (e.g. the People and Place Evaluation reports)
- Are measures being targeted at the locations and populations identified as priorities within the RTS, and at what volume (i.e. the Annual Output Reports)
- Whether the programmes have had any impact on the outcomes prioritised in the RTS (i.e. the RTS Outcomes Update Reports).

#### Progress

3.11 Staffing shortages on the strategy side of Tactran since September 2024 have not aided the pace of progress on work supporting RTS delivery.

## **4 CONSULTATIONS**

4.1 The report has been prepared in consultation with the Local Authority transport officers.

## **5 RESOURCE IMPLICATIONS**

5.1 The Delivery Plan work informs the role of Tactran in supporting regional partners in delivering regional priorities. The consequences of this are reflected in the Tactran Medium Term Financial Plan.

## **6 EQUALITIES IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified. The process of developing a RTS included the following impact assessments:
- Equality and Human Rights Impact Assessment (EqIA)
  - Children’s Rights and Wellbeing Impact Assessment (CRWIA)
  - Health Inequalities Impact Assessment (HIIA)
- 6.2 The requirements of the Fairer Scotland Duty have been met through the EqIA, CRWIA and HIIA processes included within the Integrated Impact Assessment.

**Jonathan Padmore**  
**Senior Partnership Manager**

Report prepared by Jonathan Padmore. For further information e-mail [jonathanpadmore@tactran.gov.uk](mailto:jonathanpadmore@tactran.gov.uk) (tel. 07919 880826)

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report:

Reports to Partnership RTP/24/12, Tayside and Central Scotland Regional Transport Strategy: Adoption and RTP/24/13 Develop to Deliver Refresh, 11 June 2024

Report to Partnership RTP/24/22 Regional Transport Strategy: Delivery Plan, 10 September 2024

Report to Partnership RTP/24/36 Director’s Report, 10 December 2024

Report to Partnership RTP/25/07 Regional Transport Strategy: Delivery Plan Update, 18 March 2025

Report to Partnership RTP/25/29, Regional Transport Strategy: Delivery Update, 16 September 2025

Report to Partnership RTP/25/45 medium Term Financial Plan Proposal for Funding Request to Partner Local Authorities, 16 December 2025

**TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP****17 MARCH 2026****LOCAL RAIL DEVELOPMENT FUND****REPORT BY TRANSPORT STRATEGY OFFICER**Purpose

This report provides an update on the studies funded through the Scottish Government's Local Rail Development Fund (LRDF). This includes short updates on the status of the 'Stirling Strategic Park & Ride Study' and 'Bridge of Earn Transport Appraisal' respectively.

The report predominantly outlines the outputs of the Detailed Options Appraisal Report for the 'Tay Cities Park & Choose Strategy: Opportunities along the Perth-Montrose Transport Corridor' and seeks Partnership approval of the report's submission to Transport Scotland to make the case for identified rail improvements in the Angus area.

Summary

The Local Rail Development Fund gave RTPs, Councils and Community Groups the opportunity to investigate the potential for rail improvements. The final reports require political approval before submission to Transport Scotland, who would then consider whether the proposals merit further investigation.

In relation to the Tay Cities Park & Choose Strategy, the report gives an overview of the options which were progressed to the Detailed Options Appraisal. The outcome of the appraisal showed that bus-related interventions were likely to be the most effective and cost-efficient interventions to the problems considered in the study. Rail related improvements in the Balmossie / Golf Street area could provide targeted benefits and value for money.

**1 RECOMMENDATIONS****1.1 That the Partnership:**

- (i) Notes the status of the Stirling Strategic Park & Ride Study and the Bridge of Earn Transport Appraisal;
- (ii) Notes the outcomes from the Tay Cities Park & Choose Strategy Detailed Options Appraisal; and
- (iii) Approves the submission of the Tay Cities Park & Choose Strategy Detailed Options Appraisal to Transport Scotland and the request that Transport Scotland consider the potential for additional rail services in the Balmossie / Golf Street area.

## 2 BACKGROUND

- 2.1 The Scottish Government's Local Rail Development Fund (LRDF) was introduced to enable stakeholders to investigate the potential for rail-based improvements. The appraisals would then be submitted to Transport Scotland for their consideration of whether the proposals merited further investigation by Transport Scotland and Network Rail. The Fund was launched in 2018 with a further funding round in 2019. Appraisals were to be undertaken in line with Scottish Transport Appraisal Guidance (STAG).
- 2.2 Tactran were successful in the award of funding for three studies across the region. Initially the Stirling Strategic Park & Ride Study and Bridge of Earn Transport Appraisal were funded from the first round, whilst funding was secured in the second round for the Tay Cities Park & Choose Study. Report to Partnership [RTP/23/25](#) provides an earlier update.
- 2.3 A Park & Choose facility allows for a broader choice of options for users, with the intention that users can park their car and walk, cycle or use public transport to reach their destination, whereas a Park & Ride facility is traditionally public transport focussed.

### Stirling Strategic Park & Ride Study

- 2.4 The Stirling Strategic Park & Ride Study was concluded and considered by Stirling Council's Environment, Transport and Net Zero Committee on 28 March 2024 ([Environment, Transport & Net Zero Committee](#)) and submitted to Transport Scotland in June 2024. The report identified that a new station to the south of Stirling was worthy of consideration by Transport Scotland.
- 2.5 Following no response from Transport Scotland on their consideration of the study, the Partnership Director sent a letter to the Director of Rail requesting an update in July 2025. In November 2025 a response from the Director of Rail was received:
- Providing assurance that Transport Scotland are reviewing the Detailed Options Appraisal Report for the Stirling LRDF Appraisal and are ensuring full consideration of the analysis undertaken
  - Noting the intention to provide the Cabinet Secretary for Transport with advice soon and to update ourselves at the earliest opportunity.

### Bridge of Earn Transport Appraisal

- 2.6 Perth and Kinross Council intend to undertake a park & ride study around Perth and have undertaken an initial data collection exercise and analysis of the use of the existing Park & Ride sites at Broxden and Kinross.

2.7 All the LRDF studies were multi-modal studies. Hence both the Tay Cities Park & Choose Study and the Bridge of Earn LRDF Study considered bus, coach and rail options. The findings of both the Tay Cities Park & Choose Study (as they relate to the principle of providing bus-based park & ride around Perth) and the Bridge of Earn LRDF Study (which considered specific park & ride opportunities in/near Bridge of Earn) will be considered and reviewed as part of any future Perth Park & Ride Study being undertaken by Perth & Kinross Council.

Tay Cities Park & Choose Strategy

2.8 ‘The Tay Cities Park & Choose Strategy: Opportunities along the Perth-Montrose Transport Corridor’ study has recently concluded. Stantec UK Limited were commissioned by Tactran to undertake this work. This report predominantly outlines the outputs of that study.

2.9 Historically there have been several studies undertaken with an overall aim to maximise the potential for enhanced Park & Ride serving Dundee and Perth, including allowing for longer distance travel by bus and coach and encouraging modal shift in favour of rail through station parking provision. This study builds on these overall aims and identifies and investigates multi-modal transport options that support a Park & Choose strategy along the Perth-Montrose transport corridor.

2.10 The Scottish Transport Appraisal Guidance requires:

- Identification of problems and establishment of transport planning objectives (TPOs). This stage of the TayCities study is contained with an [Initial Appraisal: Case for Change](#) on the Tactran website
- The identification and qualitative appraisal of all options which could support the TPOs, shifting out those options which would not adequately address the TPOs. This stage of the Tay Cities study is contained with an [Preliminary Options Appraisal](#) on the Tactran website

2.11 The TPOs developed were:

<b>Table 1: Transport Planning Objectives</b>	
<b>TPO 1</b>	Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030
<b>TPO 2</b>	Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030
<b>TPO 3</b>	Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030
<b>TPO 4</b>	By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth

2.12 The final stage of the process, summarised in this report, is the Detailed Options Appraisal, which undertakes a quantitative appraisal of the remaining options.

### 3 DISCUSSION

#### Tay Cities Park & Choose Strategy

- 3.1 The Executive Summary of the report can be found in Appendix A with the full report available in the Members area of the Tactran website. Appendix B summarises the performance of the options against the TPOs and includes the benefit/cost ratio.
- 3.2 The Detailed Option Appraisal report considered the eight options taken forward for consideration from the Preliminary Options Appraisal stage. These were:

**Table 2. Options appraised in Detailed Options Appraisal Report**

Option Ref.	Type	Title	Description
<b>A</b>	Bus	Enhanced Bus Services and Interchanges	Improve direct bus services from hinterland settlements to Perth and Dundee, and rail stations along transport corridor. Increase DRT public transport to serve hinterland settlements
<b>1</b>	Active Travel	Increased Active Travel Links and Enhanced Provision	Increase active travel links to nearest Public Transport Hub from hinterland settlements and to Perth and Dundee, including enhanced provision around key services and public transport interchanges
<b>4</b>	Park & Ride / Choose	Increased bus-based Park & Ride / Choose provision	Implement new bus-based Park & Ride / Choose sites for all modes at key locations around Perth and Dundee, including associated bus priority measures, and at key strategic regional locations
<b>5</b>	Integration	Improved Bus-to-Bus and Bus-to-Rail Interchanges	Improve existing bus-to-bus and bus-to-rail interchanges along the transport corridor
<b>7</b>	Rail	Close and Relocate Invergowrie Rail Station	Relocate Invergowrie rail station to Dundee West, including construction of bus-to-rail interchange. Invergowrie station would close.
<b>8</b>	Rail	Proposed New Rail Station between Perth and Dundee	Proposed new rail station between Perth and Dundee at Errol, St Madoes or Walnut Grove, including construction of bus-to-rail interchange
<b>9</b>	Rail	Enhanced Rail Services and Station Facilities	Increase the number of calls and upgrade station facilities at existing, underused, rail stations at Balmossie, Barry Links and Golf Street

Option Ref.	Type	Title	Description
10	Rail	Increased Station Car Parking Capacity	Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee)

- 3.3 The Executive Summary of the report can be found in Appendix A with the full report available in the Members area of the Tactran website.
- 3.4 The non-sequential numbering of options in Table 1 above reflects the evolution of options throughout the process. For example, Option 2 - *Improved Direct Bus Services* and Option 3 - *Increased Demand Responsive Transport Provision* from the Preliminary Options Appraisal do not appear in the table above as they were combined and packaged together as Option A - *Enhanced Bus Services and Interchanges* for the Detailed Options Appraisal.
- 3.5 Option 6 - *Proposed New Rail Station north of Perth* was sifted out at the Preliminary Options Appraisal stage. The option appraised included a station at Luncarty with an associated Park & Ride, however, there did not appear to be strong demand for a station in the modelling, with existing bus services providing a competitive offer. It was also concluded that the existing Highland Main Line Services were too infrequent for a Park & Ride site and further stops on the Highland Main Line would be contrary to Transport Scotland's policy to speed up journey times on longer distance routes. Overall, the option was unlikely to meet the TPOs in a cost-effective manner.
- 3.6 Further evolution of options occurred between the Preliminary Options Appraisal and the Detailed Options Appraisal for Option 8 - *Proposed New Rail Station between Perth and Dundee* and Option 9 - *Enhanced Rail Services and Station Facilities*. For Option 8, this initially involved the consideration of a new rail station at either Errol, St Madoes or Walnut Grove. Where there were numerous options on a section of route, Transport Scotland advised investigation be focussed on one location in order to model impacts and St Madoes was chosen as it was anticipated to be the best performing location (based on comparative journey time benefits, capital and operating costs, walk-in catchment etc). For Option 9, the appraisal similarly focussed on Balmossie as an example of a location between Balmossie and Golf Street.
- 3.7 Please note therefore that the Detailed Options Appraisal, as part of the STAG process, is a high-level investigation of options along a corridor and the detail of options at specific locations is not scrutinised. The study is assessing the potential benefits of an intervention in an approximate location. Transport Scotland will further investigate options they deem favourable. Any option will go through further refinement and detailed investigation, including specific service levels, or location of improvement.

- 3.8 The modelling in the appraisal was predominantly undertaken utilising the Tay Cities Regional Transport Model. Some options could not be assessed in the model due to their nature i.e. the detail of some options could not be represented on a regional model due to their localised nature (Option 1 – *Increased Active Travel Links and Enhanced Provision* and Option 5 – *Improved Bus to Bus and Bus to Rail Interchanges*). These options were assessed qualitatively rather than quantitatively.
- 3.9 Options were appraised on performance against the TPOs as well as performance against STAG criteria including, cost to government, value for money, risk and uncertainty. The analysis is summarised in the Executive Summary (Appendix A) and in full in the final report (located in the Members area of the Tactran website).
- 3.10 The report concludes:
- Option A – Enhanced Bus Services and Interchanges and Option 4 – Increased Bus Based Park & Ride/Choose Provision emerge as the most effective and cost-efficient interventions, offering strong alignment with TPOs, STAG criteria, and value for money.
  - Option 9 – Enhanced Rail Services and Station Facilities in the Balmossie / Golf Street area: provide targeted benefits limited to the corridor. A good return on investment is due to low capital costs due to existing stations.
  - Rail-based Option 8 – Proposed New Rail Station between Perth and Dundee: provides targeted benefits limited to the corridor and a benefit-cost ratio indicating a poor return on investment due to the need to construct a new station.
  - Active travel and integration options (Option 1 – Increased Active Travel Links and Enhanced Provision and Option 5 – Improved Bus to Bus and Bus to Rail Interchanges) support health and accessibility objectives but lack monetised benefits.
- 3.11 Whilst the report suggest that bus-related options provide better performance against the TPOs and provide better value for money than the rail options, it should be remembered that the bus improvements and bus-based park & ride options are:
- area wide improvements, covering a greater geography than any one rail solution
  - unlikely to be delivered across the region at the same time, and would need to be phased
- 3.12 The bus-based park & ride option includes sites at Monifieth, North Dundee, Invergowrie and St Madoes. As noted, these are indicative locations which have been subject to a high-level appraisal and would be subject to further investigation.
- 3.13 The rail solutions should not be overlooked despite having limited corridor-wide impact. The benefits to certain presently underserved localities can still be worthwhile investigating further.

## 4 CONCLUSIONS AND NEXT STEPS

- 4.1 With regard to the Stirling Strategic Park & Ride study, officers will continue to press Transport Scotland for a response. With regard to the Bridge of Earn Study, members are asked to note that this work will feed into a broader park & ride study for the Perth area.

### Tay Cities Park & Choose Strategy

- 4.2 As can be seen above, not all of the options appraised are rail solutions. Indeed, there is only one rail solution which produces a favourable outcome in the Detailed Options Appraisal. Option 9 – *Enhanced Rail Services and Station Facilities* performs well against TPOs and has a favourable benefit cost ratio, due to minimal infrastructure improvements required.
- 4.3 Option 8 – *Proposed New Rail Station between Perth and Dundee* performs well against TPOs but has only a marginal positive benefit cost ratio.
- 4.4 In short, Option 9 – *Enhanced Rail Services and Station Facilities* is a much quicker win to progress. As such, we recommend Option 9 - *Enhanced Rail Services and Station Facilities* is recommended as an option for further investigation by Transport Scotland.
- 4.5 After submission, Transport Scotland will consider whether any rail recommendations should be taken forward in their Rail Enhancements pipeline. Any projects considered in the Pipeline will be subject to detailed business cases undertaken by Network Rail prior to any final decision by Transport Scotland.
- 4.6 More broadly, given the favourable appraisal of bus-related options, these options can be progressed as part of existing Tactran and respective authority workstreams e.g. Tactran Bus Development Plan and bus and park & ride proposals progressed by Angus, Dundee City and Perth & Kinross Councils.
- 4.7 Likewise, localised improvements to active travel infrastructure and measures to improve integration can be seen as complementary to all options. Whilst these options did not come out highly in this particular appraisal, their importance should not be overlooked as part of a multi-modal transport system. Whilst not solving the problems set out in this study, improvements can be progressed as part of existing Tactran and respective authority workstreams.
- 4.8 The funding and delivery of bus park & ride and measures to improve integration of rail with other modes will be considered by the RTS Senior Officer Group and updated as appropriate within the RTS Delivery Plan. It may be that the Detailed Options Appraisal report is considered by respective Council committees as part of these workstreams if the proposals pertain to a specific area.

4.9 Prior to submission to Transport Scotland, the report requires political sign off. Given the regional nature of the study, it is proposed the Partnership endorses the Tay Cities Park & Choose Detailed Options Appraisal study and recommends that:

- Transport Scotland be asked to consider Enhanced Rail Services and Station Facilities in the Balmossie / Golf Street area
- Partners continue to progress bus initiatives and bus/coach based park & choose options

## **5 CONSULTATIONS**

5.1 Officers from the four constituent Local Authorities, Scotrail and Transport Scotland have been part of the steering group which has aided progression of these studies.

## **6 RESOURCE IMPLICATIONS**

6.1 No resource implications have been identified.

## **7 EQUALITIES IMPLICATIONS**

7.1 The studies were undertaken in line with the Scottish Transport Appraisal Guidance (STAG). Equalities impact work has been undertaken as part of the appraisal of options.

**Kimberley Ewan**  
**Transport Strategy Officer**

Report prepared by Kimberley Ewan. For further information e-mail [kimberleyewan@tactran.gov.uk](mailto:kimberleyewan@tactran.gov.uk) (tel. 07345 732545)

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report:

Report to Partnership [RTP/23/25](#) Local Rail Development Fund Update, 12 September 2023

# Tay Cities Park & Choose Strategy: Opportunities along the Perth-Montrose Transport Corridor

## Executive Summary

On behalf of **Tactran**

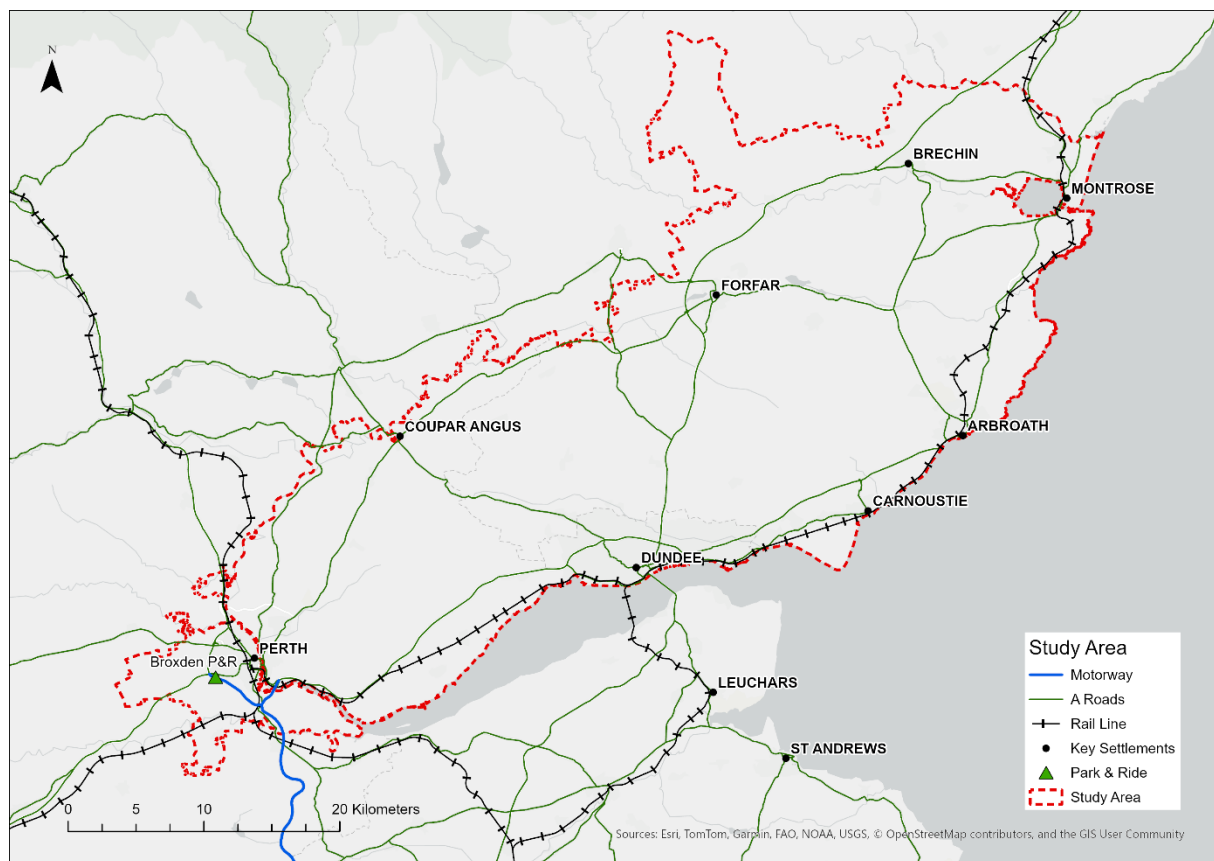


# 1 Executive Summary

## 1.1 Background

Stantec was commissioned by Tactran, the Tayside and Central Scotland Transport Partnership, to undertake the Tay Cities Park & Choose Strategy: Opportunities along the Perth-Montrose Transport Corridor study. This study was funded through the Scottish Government's Local Rail Development Fund (LRDF) and undertaken in line with Scottish Transport Appraisal Guidance (STAG).

Historically there have been several detailed strategies that have been developed with an overall aim to maximise the potential for enhanced Park and Ride serving the region's cities, including allowing for longer distance travel by bus and coach and encouraging modal shift in favour of rail through station parking provision. This study has built on this overall key aim and has identified and investigated multi-modal transport options that support a Park and Choose strategy along the Perth-Montrose transport corridor. The study has also considered maximising the opportunity presented by the Aberdeen to Central Belt Rail Improvements.



### Tay Cities LRDF: Study Area

## 1.2 Aims of the Study

The key aims of the study were to identify and investigate transport options that could:

- Reduce congestion and air pollution in Perth and Dundee.
- Support climate change and journey time objectives by reducing road traffic on strategic routes.
- Address the peripherality of the Tay Cities Region by improving sustainable connectivity options to Scotland's cities.

## 1.3 Study Approach

The study was undertaken having due regard to STAG as follows:

- **Initial Appraisal: Case for Change** report was completed in September 2021. That report documented the first stage of the study which involved identifying evidenced transport problems and opportunities in the study area and setting Transport Planning Objectives (TPOs) to reflect the changes sought to address these problems and opportunities. A range of potential multi-modal transport options were then generated and sifted so that only options worthy of further consideration were taken forward to the appraisal stage.
- **Preliminary Options Appraisal** report was completed in September 2023. That report documented the penultimate stage of the study and involved an appraisal of the multi-modal transport options taken forward to the appraisal stage. The options were appraised qualitatively in terms of their performance against the STAG criteria and the TPOs. This resulted in some options being rejected or combined so that only options worthy of further detailed consideration were taken forward to the Detailed Options Appraisal stage.
- **Detailed Options Appraisal** report was completed in February 2026 and provided a detailed analysis of the multi-modal options brought forward from the Preliminary Options Appraisal.

## 2 Case for Change

### 2.1 Transport Problems, Opportunities and Constraints

Three separate exercises were undertaken to identify transport problems, opportunities, and constraints as follows:

- **Stakeholder Engagement:** undertaken with a wide range of stakeholders, including local authorities, key transport operators, active travel groups, and local business and tourism organisations.
- **Data Analysis:** covering a mix of socio-economic and transport data sources.
- **Key Documents Review:** including a wide range of relevant local and regional transport strategies and plans, as well as previous studies.

Based on these exercises, several transport problems, opportunities, and constraints were identified:

**Transport Problems: broadly described in STAG as undesirable or harmful circumstances with the transport system**

**Problem 1 (Active Travel):** Some potential users are not travelling by active modes to public transport hubs (rail and bus) along the corridor because walking and cycling can feel unsafe and be inconvenient for some. The root causes identified include motorised traffic levels and speeds, and a lack of high-quality, safe walking and cycling routes.

**Problem 2 (Public Transport Accessibility):** Some people are unable to use public transport because access to services is limited along the corridor. Root causes of this problem include limited public transport service provision and lack of travel information.

**Problem 3 (Public Transport Connectivity):** Some people are not using public transport to access employment, key services and opportunities within Perth and Dundee and beyond because journey times are long relative to car. The main root causes are lack of direct public transport services, lack of rural connectivity, and lack of frequent public transport services.

**Problem 4 (Transport Integration):** For those without a direct connection, using public transport is inconvenient to access employment, key services and opportunities within Perth and Dundee and

beyond. Several root causes were identified, including lack of high-quality interchanges, lack of transport integration between modes, including PT and active travel, lack of direct public transport connections, lack of public transport timetable integration, and lack of integrated ticketing.

**Problem 5 (Rail Station Parking Capacity):** Some people are not using rail station parking because they are unable to park reliably / regularly. This is due to constrained parking capacity at rail stations.

**Problem 6 (Park & Ride):** Some people are not using Park & Ride because they are unable to park securely and complete rest of their journey by public transport. Lack of Park & Ride capacity / number of sites and constrained parking capacity at rail stations were identified as the root causes.

**Problem 7 (Journey Times by Road):** Too many people are using private car to access Perth and Dundee, therefore causing extended and variable car / van / commercial vehicles and bus journey times. Root causes include traffic delays at key locations within Dundee and Perth during peak times, high car mode share, high car ownership / availability outwith Dundee and Perth, and limited alternative travel choices for some.

**Problem 8 (Air Pollution):** Too many cars in Perth and Dundee are having a negative effect on local air quality. The main root cause identified was traffic levels and associated vehicle emissions.

**Transport Opportunities: broadly described in STAG as where a change to the transport system may lead to a positive outcome**

The following transport opportunities were identified via the stakeholder engagement exercise and key document review:

Opportunity Category	Opportunity
<b>Active Travel</b>	Sustrans Places for Everyone Fund to begin rolling out improvements
<b>Accessibility &amp; Connectivity</b>	Improve public transport accessibility
	Improve sustainable connectivity
<b>Public Transport Availability</b>	Increase public transport choice
<b>Public Transport Growth</b>	Improve PT infrastructure and services
	Improvements to the bus fleet
	Capitalise on Revolution in Rail and Aberdeen to Central Belt proposals
<b>Public Transport Infrastructure and Information</b>	Improve access to travel information
<b>Transport Integration</b>	Improve transport integration, affording PT opportunities for first and last mile journeys
<b>Modal Shift</b>	Encourage sustainable transport modes

**Constraints:** broadly described in STAG as circumstances which may impact on the delivery of potential interventions or option generation / development

The constraints considered in the Case for Change were:

### Physical Constraints

- Land within Dundee and Perth boundaries is generally designated as protected green space or is already allocated to housing or economic development.
- The hinterland within the study area is rural and its settlements are sparsely located. This sparse topography can constrain: the ability to travel; the delivery of sustainable transport effectively; and implementing potential infrastructure interventions due to higher delivery costs and environmental concerns.

### Environmental Constraints

- The potential environmental impacts when considering any new road, rail or public transport infrastructure.
- Proximity of transport corridor to environmental designations such as Sites of Special Scientific Interest (SSSI), Ramsar sites and Special Areas of Conservation, particularly along the Firth of Tay.

### Collaboration and Cooperation

Multiple bodies will be required to participate and take options forward, including Transport Scotland, Tactran, sustrans, Public Transport operators, ScotRail and Network Rail.

## 2.2 Transport Planning Objectives

Following the analysis of Problems, Opportunities and Constraints, a series of TPOs were developed such that they express the outcomes sought for the study, describe how the identified transport problems will be alleviated and reflect the opportunities to be realised. Given the then aspirational commitment by Scottish Government to reduce car kilometres nationally by 20% by 2030, this timeframe has been included in the TPOs.

### Improve Active Travel Infrastructure on routes to and from Public Transport Hubs (Rail and Bus)

**TPO 1: Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030**

This first TPO seeks to address identified transport user problems, including **some potential users are not travelling by active mode to public transport hubs (rail and bus) along the corridor because walking and cycling can feel unsafe and be inconvenient for some and some people are unable to use public transport because access to services is limited.**

### Improve Accessibility, Connectivity, Integration and Increase use of Public Transport

**TPO 2: Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030**

The second TPO seeks to address identified transport user problems, including **some people are unable to use PT as access to services is limited; some people do not use public transport due**

to long journey times; for those without direct connections using public transport is inconvenient; and car parking at stations is inadequate and encourages car use for full journey.

**TPO 3: Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030**

The third TPO seeks to address identified transport user problems, including **some people are unable to use PT as access to services is limited; for those without direct connections using public transport is inconvenient; and some people are not using park and ride as they are unable to complete their journey by public transport.**

### Reduce Private Traffic on the Road Network

**TPO 4: By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth**

The fourth and last TPO seeks to address identified transport user problems, including **car parking at stations is inadequate and encourages car use for full journey; and too many people are using private car and causing congestion.**

## 2.3 Option Generation and Development

This task was undertaken to identify a set of transport options that could meet the TPOs and address the evidenced problems and help realise the opportunities across the study area. The option generation process was informed by:

- The TPOs set for this study.
- Consideration of previous transport studies and relevant transport plans and strategies.
- Project Team and Steering Group workshops.
- Suggestions from stakeholders.

An initial long list of options was generated and then subjected to an option sifting exercise. The option sifting approach sought to reject options that were unlikely to be delivered due to technical and / or deliverability challenges, affordability, and wider established policy objectives. It was recognised that, in some cases, there was limited quantifiable information available and therefore the approach also sought to avoid rejecting any options too early without the necessary supporting evidence to do so.

The broadly defined options recommended for Preliminary Options Appraisal are listed in Table 2-1

**Table 2-1: Recommended Options for Preliminary Options Appraisal**

Option Ref.	Type	Description
<b>1</b>	Active Travel	Increase active travel links to nearest Public Transport Hub from hinterland settlements and to Perth and Dundee, including enhanced provision around key services and public transport interchanges
<b>2</b>	Bus	Improve direct bus services from hinterland settlements to Perth and Dundee, and rail stations along transport corridor
<b>3</b>	Demand Responsive Transport (DRT)	Increase DRT public transport to serve hinterland settlements
<b>4</b>	Park & Ride / Choose	Implement new bus-based Park and Ride / Choose sites for all modes at key locations around Perth and Dundee, including associated bus priority measures, and at key strategic regional locations

Option Ref.	Type	Description
5	Integration	Improve existing bus-to-bus and bus-to-rail interchanges along the transport corridor
6	Rail	Proposed new rail station north of Perth at Luncarty on the Highland Main Line, including construction of a Park and Ride / Choose site
7	Rail	Relocate Invergowrie rail station to Dundee West, including construction of bus-to-rail interchange. Invergowrie station would close.
8	Rail	Proposed new rail station between Perth and Dundee at Errol, St Madoes or Walnut Grove, including construction of bus-to-rail interchange
9	Rail	Increase the number of calls and upgrade station facilities at existing, underused, rail stations at Balmossie, Barry Links and Golf Street
10	Rail	Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee)

## 3 Preliminary Options Appraisal

### 3.1 Options Appraisal Summary

The Preliminary Options Appraisal assessed, in qualitative terms, the ten transport options brought forward from the option generation and development task. In line with STAG, it considered the performance of each option against the TPOs, STAG criteria, an initial assessment against Feasibility, Affordability and Public Acceptability, and considered the 'fit' of each option in light of relevant Established Policy Objectives.

For purposes of the appraisal, Option 8 (Proposed new rail station between Perth and Dundee at Errol, St Madoes or Walnut Grove) was reported as one overall option. This was because the impacts of the three proposed rail stations against the TPOs and STAG criteria were difficult to distinguish at this stage of appraisal. Similarly, Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail stations at Balmossie, Barry Links and Golf Street) was reported as one overall option as was Option 10 (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee)). Again, this was because the impacts of these options against the TPOs and STAG criteria were difficult to distinguish at this stage of appraisal.

The appraisal of options at the Preliminary Options Appraisal stage resulted in the recommendation of eight options to be taken forward to Detailed Options Appraisal.

#### Option 1 (Active Travel)

It was clear from the Case for Change that opportunities exist to promote active travel across the study area. Whilst the appraisal against the TPOs showed Option 1 is likely to require the support of the wider public transport network to promote and encourage active travel, and to improve its performance against some of the TPOs, this option strongly fits within Scottish Government's key priority to develop a sustainable travel network. It could also include enhanced provision around key services and public transport hubs, where appropriate, and increase active travel links within settlements along the transport corridor [e.g. Montrose, Arbroath, Carnoustie etc.] and to/from hinterland settlements to Perth and Dundee along the defined corridors, where relevant, therefore contributing to Scottish Government's investment in a fully sustainable transport network.

## **Option A (Bus)**

Options 2 and 3 were packaged together and renamed as Option A. Option 2 contributed to most TPOs by providing more direct bus services from hinterland settlements to Perth and Dundee, and to rail stations along the transport corridor. This option scored positively against the five STAG criteria, particularly Integration and Accessibility and Social Inclusion, and contributed to several national, regional and local policy objectives, including sustainable mode use over private motorised vehicles, environmental and health considerations, and improving accessibility and inclusion through availability of alternative modes to car. This option would have relatively low to medium maintenance and operating costs compared with other options and a small, positive impact was predicted on the environment. The public consultation showed that Option 2 has an element of public support, particularly from those residing in Perth & Kinross who indicated that they strongly agreed and would be most likely to use this option, closely followed by those residing in Angus and Dundee. Additional funding may be required, however, and careful consideration would have to be given to funding given existing commitments of all three council areas to support current local services. Whilst Option 3 contributed to some TPOs by increasing DRT public transport to serve hinterland settlements, it is unlikely to have any material impact on (reducing) road traffic volumes and associated vehicle emissions on corridors into Perth and Dundee nor in the city centres. It is unlikely to contribute sufficiently overall (by considering the relative size and scale of impacts) to addressing the evidenced accessibility, connectivity and integration problems along the transport corridor as a standalone option. Option 3, however, could fill connectivity gaps by providing additional DRT services between the more rural settlements and the enhanced bus services and connections provided by Option 2, which would strengthen the overall viability of the bus option.

## **Option 4 (Bus-based Park & Ride / Choose)**

Option 4 contributed to most TPOs by implementing new Park and Ride / Choose sites for all modes at key locations around Perth and Dundee, including associated bus priority measures, and at key strategic regional locations. This option also scored positively against the five STAG criteria and contributed to several national, regional and local policy objectives, including supporting the Scottish Government's Climate Change Bill and the ambition of Perth and Dundee to achieve net-zero by 2045 or sooner. The public consultation showed an element of public support, with the majority of respondents agreeing that this option would provide benefit to the area. For the option to operate successfully, it would be dependent on the provision of adequate bus services from the Park and Ride sites. Mitigating actions to reduce any adverse impacts on existing bus operator revenue may need to be considered.

## **Option 5 (Integration)**

Option 5 contributed to some TPOs by improving existing bus-to-bus and bus-to-rail interchanges along the transport corridor through better public transport travel planning, transport integration and information; however, it is unlikely to have any material impact on (reducing) road traffic volumes and associated vehicle emissions on corridors into Perth and Dundee nor in the city centres. It would have a minimal contribution (by considering the relative size and scale of impacts) to addressing the evidenced connectivity problems along the transport corridor. This option, however, would strengthen existing bus-to-bus and bus-to-rail integration through the improvement measures described above, aligning with the Sustainable Investment Hierarchy in NTS2.

## **Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West)**

Option 7 contributed to most TPOs by closing and relocating Invergowrie rail station to Dundee West. This option scored positively against the five STAG criteria, particularly Integration, and contributed to several national, regional and local policy objectives, including sustainable mode use over private motorised vehicles, environmental and health considerations, and improving accessibility and inclusion through availability of alternative modes to car. The environmental appraisal highlighted some potential adverse impacts although it was noted that detailed investigation work would be required to fully understand environmental impacts. If Invergowrie is retained, then the potential benefits of this option would be undermined. The public consultation showed an element of public support, particularly from those residing in Perth & Kinross and Dundee; however, this option is likely to be contested by residents

of Invergowrie who are unlikely to accept the loss of its rail station. Detailed analysis is required to determine the relative benefits of closing and relocating Invergowrie to Dundee West.

### **Option 8 (Proposed new rail station between Perth and Dundee at Errol, St Madoes or Walnut Grove)**

Option 8 contributed to most TPOs by constructing a new rail station, including a bus-to-rail interchange, between Perth and Dundee at Errol, St Madoes or Walnut Grove. This option scored positively against the five STAG criteria, particularly Economy, Integration and Accessibility & Social Inclusion and contributes to several national, regional and local policy objectives, including sustainable mode use over private motorised vehicles, environmental and health considerations, and improving accessibility and inclusion through availability of alternative modes to car. Particularly, it would provide direct access to the rail network at a new site allowing easier access to a range of services options for some people in an area that was identified in the Case for Change as having poor access to public transport by bus. The environmental appraisal highlighted some potential adverse impacts although it was noted that detailed investigation work would be required to fully understand environmental impacts. The public consultation showed an element of public support and those residing in Perth & Kinross would be most likely to use this option, as expected.

### **Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail stations at Balmossie, Barry Links and Golf Street)**

Option 9 contributed to most TPOs by increasing the number of calls and upgraded station facilities at existing, underused rail stations at Balmossie, Barry Links and Golf Street. This option scored positively against the five STAG criteria, particularly Integration and Accessibility & Social Inclusion and contributed to several national, regional and local policy objectives, including sustainable mode use over private motorised vehicles, environmental and health considerations, and improving accessibility and inclusion through availability of alternative modes to car. This option would have relatively low capital and operating costs compared with other options and no significant impacts were predicted on the environment. The public consultation showed an element of public support, with those residing in Dundee most supportive of this option.

### **Option 10 (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee))**

Option 10 contributed to some TPOs by increasing rail station car parking at intermediate stations along the transport corridors (outside Perth and Dundee). This option would offer improved access to the rail network for some people in the rural hinterland and an alternative mode choice for those previously constrained by parking at rail stations along the corridor. This option scored positively against Economy, Integration and Accessibility & Social Inclusion STAG criteria. This option would be a low to moderate cost option compared with other options and no significant impacts were predicted on the environment. The public consultation showed an element of local public support, with the majority of respondents agreeing with the option and those residing in Angus most supportive.

## **3.2 Rejected Option**

A summary of the rationale for sifting out Option 6 at this stage is provided below. The reader should refer to the Preliminary Options Appraisal Report (September 2023) for more detailed information of the performance of this option against the TPOs and the appraisal of the impacts under the STAG criteria that leads to the option being rejected at this stage of the study.

### **Option 6 (Proposed new rail station north of Perth at Luncarty)**

Option 6 could generate benefits for the Luncarty area, particularly in relation to improving accessibility to key destinations [e.g. Perth, Edinburgh and Glasgow] for employment, further education, healthcare and social activities. These benefits would be limited to a relatively small user walk-in population and a further, small population a short drive away at Stanley. Overall, there did not appear to be a strong

demand for a new rail station and associated Park and Ride / Choose facility at Luncarty. There is no obvious destination and the existing bus services (Stagecoach services 23, 27 and 34) to Perth would be more competitive than the rail offer, particularly in terms of frequency. Furthermore, the Highland Main Line rail services are too infrequent for a Park and Ride site. In addition, travelling to Perth offers a much wider range of onward service options making Luncarty unattractive for large parts of the day for destinations further afield. The train service, if Transport Scotland permits the calls and the timetable allows, would be relatively sparse for Park and Ride / Choose. Furthermore, the addition of more calls on Highland Main Line services, if it is possible, is contrary to Transport Scotland's policy to speed up journey times on long distance routes. This option was unlikely to meet the TPOs in a cost-effective manner.

## 4 Detailed Options Appraisal

### 4.1 Changes in Approach

The main quantitative tool used in the detailed appraisal was the Tay Cities Regional Transport Model (TCRTM). There are some model limitations meaning the detail of some options was not possible to include within the model, and therefore not possible to produce model results. This applied to Option 1 (Active Travel) and Option 5 (Integration). Therefore, both options were assessed qualitatively rather than quantitatively.

In addition, the model is relatively coarse and not very well validated in areas affected by Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail stations at Balmossie, Barry Links and Golf Street). Relying on outputs for individual stations was therefore challenging. As such, this option was considered as one overarching option, with a focus on changes at Balmossie only to mitigate this risk.

Option 8 (Proposed new rail station between Perth and Dundee at Errol, St Madoes or Walnut Grove) was focussed on St Madoes only. The reason being St Madoes is anticipated to be the best performing station option, which is based on comparative journey time benefits, capital and operating costs, walk-in catchment etc. as documented in AllanRail report (January 2024).

### 4.2 Policy Scenarios

TCRTM17 incorporates two travel demand scenarios, and both were used in the appraisal:

- The 'with' policy scenario represents the targeted outcome of the then Scottish Government policy of reducing car kilometres by 20% by 2030. This can be assumed to be a low motorised travel demand scenario.
- The 'without' policy scenario is largely representative of 'business as usual', although it does include additional traffic growth associated with the uptake of electric vehicles. This may, however, be offset by a post-COVID-19 reduction in commuting and business journeys. This can be assumed to be a high motorised travel demand scenario.

### 4.3 Options Appraisal Summary

The Detailed Options Appraisal has drawn on both quantitative and qualitative information for the analysis to determine the nature and significance of impacts. It has considered the performance of each option brought forward from the Preliminary Options Appraisal against the TPOs; STAG Criteria; Cost to Government; and Risks and Uncertainty associated with delivery of each option.

### 4.4 Performance against TPOs

**Option A (Bus)** performs strongly across TPOs, delivering major benefits for bus patronage (TPO3) and moderate improvements in active travel (TPO1). It also supports mode shift from car to bus (TPO4), though rail patronage gains are limited.

**Option 1 (Active Travel)** is the only option to deliver a major benefit for TPO1, reflecting its focus on walking and cycling infrastructure. Whilst it does not directly influence rail or bus patronage, it provides significant health and accessibility benefits.

**Option 4 (Bus-Based Park & Ride / Choose)** offers moderate benefits for TPO1 and TPO3, supporting sustainable travel through intercepting car trips at new P&R sites. However, its impact on rail patronage (TPO2) is minor.

**Option 5 (Integration)** enhances connectivity and integration between modes, improving passenger experience and supporting seamless journeys. Whilst its benefits are primarily qualitative and not monetised, it contributes positively to accessibility and health outcomes.

**Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West)** and **Option 8 (Proposed new rail station at St Madoes)** shows the strongest rail patronage gains, with Option 8 delivering a major benefit against TPO2 and moderate improvements against TPO1. Option 7 provides localised benefits but limited corridor-wide impact.

**Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail station at Balmossie)** improves accessibility at this station location, generating moderate benefits against TPO2 but limited wider impacts.

**Option 10 (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee))** delivers minor benefits against TPO2 and TPO4 by improving access to rail for rural communities, though it risks inducing short car trips.

## 4.5 Performance against STAG criteria

### Environment and Climate Change

Most options have minor or neutral environmental impacts. Options involving new infrastructure, i.e. Option 4 (Bus-Based Park and Ride / Choose), Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West), Option 8 (Proposed new rail station at St Madoes), Option 10 – (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee)) carry small negative effects on biodiversity and landscape during construction. Option A (Bus) delivers the largest greenhouse gas reduction benefit due to significant bus patronage gains.

### Health, Safety and Wellbeing

Option 1 (Active Travel) stands out with a moderate positive impact on health outcomes through active travel. Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West) improves access to Ninewells Hospital, supporting better health and wellbeing. Other options provide incremental safety and security benefits.

### Economy

Option A (Bus) achieves the highest monetised benefit (£91.5M with policy), followed by Option 4 (Bus-Based Park and Ride / Choose) (£18.8M). Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West), Option 8 (Proposed new rail station at St Madoes), and Option 10 (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee)) have low economic returns, with Benefit to Cost Ratios (BCRs) close to or below 1.

### Equality and Accessibility

Option A (Bus) and Option 4 (Bus-Based Park and Ride / Choose) deliver the greatest benefits for geographic and social inclusion, improving connectivity for rural communities. Option 8 (Proposed new rail station at St Madoes) and Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail station at Balmossie) provide localised improvements, whilst affordability impacts remain neutral across all options.

## 4.6 Cost to Government and Value for Money

The appraisal assessed the net cost to government for each option, including investment and operating costs over a 60-year appraisal period.

Option A (Bus) has the highest total cost due to ongoing operating requirements but also delivers the largest absolute benefit (£91.5M), resulting in a strong BCR of 3.1. Option 4 (Bus-Based Park and Ride / Choose) achieves the highest BCR (6.0 in the 'without' policy scenario and 7.5 in the 'with' policy scenario) due to strong benefits and low cost, representing excellent value for money. Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail station at Balmossie) also performs well with BCRs of 2.6 (with policy) and 2.7 (without policy) despite modest benefits.

In contrast, Option 7 (Close and Relocate Invergowrie Rail Station to Dundee West) and Option 8 (Proposed new rail station at St Madoes) have BCRs close to 1, indicating marginal viability, whilst Option 10 – (Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee) performs poorly with a BCR below 1.

Overall, Option A (Bus) and Option 4 (Bus-Based Park and Ride / Choose) provide the strongest case for investment, combining high benefits with positive BCRs, whilst rail-based options require careful consideration of strategic fit and funding availability.

## 4.7 Risk and Uncertainty

Risk assessment considered significance and likelihood, scored on a five-point scale, with combined scores categorised as low, medium, or high. High risks relate to cost escalation and engineering complexity for rail options, particularly new or relocated stations. Medium risks include planning delays, environmental compliance, and uncertainty in demand uptake for active travel and rail patronage. Behavioural risks such as induced car travel undermining modal shift are notable for Option 10 – Increase rail station car parking capacity at intermediate stations along the transport corridor (outside Perth and Dundee).

Climate-related risks, including flooding and drainage issues, apply across infrastructure-heavy options. Mitigation measures include applying optimism bias and contingency budgets, early engagement with planning authorities and Network Rail, phased delivery, sensitivity testing for demand forecasts, and incorporating climate-resilient design. After mitigation, most risks reduce to medium or low, but rail options retain higher residual risk due to complexity and cost exposure.

## 4.8 Summary

Option A (Bus) and Option 4 (Bus-Based Park and Ride / Choose) emerge as the most effective and cost-efficient interventions, offering strong alignment with TPOs, STAG criteria, and value for money.

Option 8 (Proposed new rail station at St Madoes) and Option 9 (Increase the number of calls and upgrade station facilities at existing, underused, rail station at Balmossie) provide targeted benefits but limited corridor-wide impact and weaker economic performance.

Option 1 (Active Travel) and Option 5 (Integration) support health and accessibility objectives but lack monetised benefits. Future stages should prioritise options with high BCRs and strategic fit, whilst addressing delivery risks through phased implementation and robust stakeholder engagement.

## Summary of Performance against TPOs

Option & Benefit Cost Ratio (with policy/ without policy) <sup>1</sup>	TPO 1: Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030		TPO 2: Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030	TPO 3: Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030		TPO 4: By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth
	Rail	Bus		Dundee	Perth	
Option A: Enhanced Bus Services and Interchanges  BCR: 3.1/2.6	Improved bus services would result in a small reduction (-1.0%) in active travel trips to/ from rail stations	A strong uplift. 80% of the 13.1/ 14.3% uplift attributed to an increase in active travel trips to/ from Perth bus hubs	Mixed results. 'With policy' scenario showing a slight decrease likely due to a mode shift from rail to bus. 'Without policy' scenario showing a small uplift likely due to increased road congestion making rail a more attractive alternative	Modest gains in passenger volumes	Strong gains in passenger volumes and movements across PKC area – more so in 'with policy' scenario	Little impact
Option 1: Increased Active Travel Links and Enhanced Provision  BCR: Not assessed quantitatively	Not assessed quantitatively but would be expected to deliver a major benefit against this TPO		Not assessed quantitatively, but is not expected to directly influence rail or bus patronage	Not assessed quantitatively, but is not expected to directly influence rail or bus patronage		Not assessed quantitatively, but is not expected to directly influence rail or bus patronage

Option & Benefit Cost Ratio (with policy/ without policy) <sup>1</sup>	TPO 1: Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030		TPO 2: Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030	TPO 3: Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030		TPO 4: By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth
	Rail	Bus		Dundee	Perth	
Option 4: Increased bus-based Park and Ride / Choose provision  BCR: 7.5/6.0	Little impact	A strong uplift in active travel to bus hubs (25.7/ 27.7%) seen across the corridor, but principally in the Dundee area	Little impact	Modest gains in passenger volumes	Modest decreases in 'with policy' scenario, but modest gains in 'without' policy scenario	Little impact
Option 5: Improved Bus-to-Bus and Bus-to-Rail Interchanges  BCR: Not assessed quantitatively	Not assessed quantitatively, but would be expected to deliver benefits against this TPO due to improved health outcomes from increased multi-modal trips		Not assessed quantitatively, but expected to contribute positively to greater accessibility	Not assessed quantitatively, but expected to contribute positively to greater accessibility		Not assessed quantitatively, but expected to contribute positively to greater accessibility
Option 7: Close and Relocate Invergowrie Rail Station  BCR: 0.9/1.2	Little impact		Little impact	Little impact		Little impact

Option & Benefit Cost Ratio (with policy/ without policy) <sup>1</sup>	TPO 1: Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030		TPO 2: Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030	TPO 3: Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030		TPO 4: By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth
	Rail	Bus		Dundee	Perth	
Option 8: Proposed New Rail Station between Perth and Dundee BCR: 1.0/1.1	A +4/ +3.7% uplift in active travel to/ from stations, with just over half of this uplift coming from trips to/ from St Madoes Rail Station	A -2.2/ -1.8% decrease in active travel mode share - largest reduction is in the Dundee area, offset by small increases elsewhere	A +3.4/ +3.0% increase in boarding/ alighting – made up of small increases across all stations in the area	Little impact	Modest decreases in passengers travelling by bus, likely due to new rail offering to the east of Perth	Little impact
Option 9: Enhanced Rail Services and Station Facilities BCR: 2.6/2.7	A +2.7/ +2.8% uplift in active travel to stations, with 82% of this uplift coming from increased trips to Balmossie Rail Station	Little impact	A +2.1/ +2.2% increase, made up of 548% increase at Balmossie, 5- 8% decreases at adjacent stations (Broughty Ferry and Monifeith) as passenger re-route, and small gains across rest of network	Little impact		Little impact
Option 10: Increased Station	Little impact		Little impact	Little impact		Little impact

Option & Benefit Cost Ratio (with policy/ without policy) <sup>1</sup>	TPO 1: Increase active travel mode share at rail stations and main bus hubs along the Montrose to Perth corridor by 5% by 2030		TPO 2: Increase the number of people boarding and alighting at rail stations by 5% along the rail corridor between Montrose and Perth by 2030	TPO 3: Increase the number of people travelling by bus into Perth and Dundee by 5% by 2030		TPO 4: By 2030, 5% of new rail and bus journeys are made by passengers who would have otherwise used car to access Dundee and Perth
	Rail	Bus		Dundee	Perth	
Car Parking Capacity  BCR: 0.3/0.1						

Note:

1. “With policy” = modelling assumed impact of significant polices such as a 20% reduction in car km (i.e. significantly less traffic)

## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## PEOPLE AND PLACE PROGRAMME 2026/27

## REPORT BY PROJECTS AND PROGRAMME MANAGER

Purpose

The purpose of the paper is to ask the Partnership to note the structure of the Tactran People and Place programme for 2026/27, previously approved by the Executive Committee, and to approve project allocations recommended under the People and Place Programme for 2026-27.

The report also asks the Partnership to note that annual reporting for 2025-26 will be available to a future Partnership meeting.

Summary

The current Tactran People and Place Programme was initially developed and applied in 2025/26.

Subsequent updates to the programme were proposed for 2026/27, approved via Executive Committee and reported to the Partnership Board at its meeting of 16 December 2025.

This report confirms structure and process undertaken in developing project allocations.

At the time of writing funding allocations remain subject to confirmation. Proposed project allocations will be sent out when funding levels have been confirmed.

**1 RECOMMENDATIONS**

## 1.1 That the Partnership:

- (i) Notes the structure of the Tactran People and Place programme for 2026/27, as previously approved by the Executive Committee;
- (ii) Approves the allocation of funds to project delivery partners. This will be set out in Appendix A which will be sent out in due course; and
- (iii) Notes that annual reporting for the 2025/26 programme will be presented to a future Partnership Meeting.

**2 BACKGROUND**

- 2.1 The current Tactran People and Place Programme was initially developed and applied in 2025/26 (RTP/25/34 refers). It is now concluding its second year of operation. An update to the programme structure was reported as in

development at the Partnership meeting of 16 December 2025 (RTP/25/48 refers) and approved via Executive committee.

- 2.2 The updated programme structure has been applied to provide a proposed allocation of funds to project delivery partners. At the time of writing allocations remain subject to confirmation and will be updated and provided to the Partnership imminently. The allocation being based on the approved methodology and applied proportionately across Tactran local authorities. Allocations are made subject to virement, allowing fund optimisation where underspend or additional funds become available.
- 2.3 A total grant of £2.28m has been indicated by Transport Scotland, subject to confirmation, for the operation of the People and Place programme in 2026/27. Operation of the programme in 2026/27 is expected to make full use of the grant made available.
- 2.4 An initial programme proposal for 2026/27 has been developed and approved by Executive Committee (Report RTP/25/34 refers).

### **3 DISCUSSION**

- 3.1 The Tactran P&P programme 2026/27 follows the same underlying structures as approved for 2025/26 and is included as Appendix A to item 11 (RTP/25/48) presented to the Partnership meeting of 16 December 2025.
- 3.2 A series of development actions have been undertaken:
  - Outreach identifying perspective new and continuing project partners
  - Delivery partner engagement and support, including advice on applications and delivery structures,
  - Local authority engagement, including the setting up of LA Liaison group, scope and process development
  - Application development and submission to Transport Scotland
  - Liaison and agreement with local authorities in respect of project application process,
  - Project proposal process, liaison, and agreement with Local Authority partners, and
  - Recommendation developed for project allocations, as set out in this report.
- 3.3 A recommended project allocation structure is proposed and included in Appendix A. The allocations are consistent with the programme design as previously approved, and the expected funding from Transport Scotland.

### **4 CONSULTATIONS**

- 4.1 Local Authority officers were included in the development of the proposal and assisted in the evaluation and the preparation of this report.

## **5 RESOURCE IMPLICATIONS**

- 5.1 Programme operating and administration costs incurred by Tactran are included in the submission.

## **6 EQUALITIES IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

**James Cooper**  
**Projects & Programme Manager**

For further information contact James Cooper, [jamescooper@tactran.gov.uk](mailto:jamescooper@tactran.gov.uk)

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

Report to Executive Committee, RTP/25/34, Programme Design Update People and Place 2025/26, 10 November 2025

Report to Partnership RTP/25/48, People and Place programme 2026/27, 16 December 2025

## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## MAAS PROGRAMME UPDATE

## REPORT BY STRATEGY OFFICER

Purpose

The purpose of the paper is to provide an update on the Tactran Mobility as a Service (MaaS) programme, outlining delivery and development in 2025/26. The paper proposes a continuation of the programme in 2026/27 and seeks approval to expand the programme on the basis of demonstrated needs and available funding.

Summary

The Tactran Mobility as a Service (MaaS) programme provides a platform to support the provision of mobility amongst targeted populations in the Tactran region. The platform addresses and supports RTS priorities through digital apps and web pages that have been developed and tested across the Tactran region.

This report highlights the delivery of the programme in 2025/26 and sets out an expanded programme proposed for 2026/27.

**1 RECOMMENDATIONS**

## 1.1 That the Partnership:

- (i) notes outputs from 2025/26;
- (ii) approves the use of additional funds awarded in 2025/26;
- (iii) approves spend on the programme for 2026/27 as funding becomes available as outlined in Section 4 of this report; and
- (iv) approves the expansion of the programme in 2026/27 on the basis of extending the reach and impact of the programme including access to employment and other new initiatives subject to further funding availability and demonstrated user need.

**2 BACKGROUND**

- 2.1 The Tactran Mobility as a Service (MaaS) programme provides a focused platform to support the provision of mobility amongst targeted populations in the Tactran region. The concept is based on defining transport as a unified and integrated service, providing information, planning tools, and options across traditional modal boundaries, with the Tactran MaaS project addressing the objectives set out in detail in the September 2025 report to the partnership (RTP/25/31, section 3.5, table 1 refers), as summarised:

- Supporting climate change, air quality and social inclusion objectives
  - Support health and wellbeing objectives, by encouraging active travel and reducing car use
  - Support inclusive economic growth, by improving confidence in targeted groups, including individuals Not in Education Employment or Training (NEETS)
  - Promoting awareness and enabling use of sustainable transport opportunities for those with and without access to car.
- 2.2 The Tactran MaaS platform currently provides a series of targeted journey planning applications, developed and tested across the Tactran region, including those already developed for NHS Tayside, Dundee and Angus College, and the Loch Lomond and the Trossachs National Park (LLTNP), and is seeking to develop these further, as set out below.
- 2.3 The programme has been supported since 2020, across a number of funds, including: the Transport Scotland’s MaaS Investment Fund; and Smarter Choices, Smarter Places.
- 2.4 2025/26 programme delivery is supported by Transport Scotland direct funding (£100,000), and the People & Place programme (£186,179). Additional allocations have been offered from Transport Scotland, (£25,000), and from the Tactran RTS Revenue programme (£13,000), and it is requested that approval be granted for their use in the current year’s programme.
- 2.5 The MaaS platform provides an underlying architecture, as a ‘back office’, from which the planning of transport services follows. User access is focused through a series of touchpoints, apps and websites, such as access to NHS facilities; LLTNP; and Dundee & Angus College at present. Additional and expanded touchpoints are also considered important to develop and further apply the system. These are included in future delivery of the programme, in section 4, below.
- 2.6 Key learnings from the programme to date were presented to Board at its meeting on 16 September 2025 (RTP/25/31 refers). At its same meeting, the Partnership Board noted outputs for 2025/26.

### **3 DISCUSSION**

- 3.1 The financial year 2025/26 concentrated on the maintenance of existing service interfaces, with significant improvement to the user experience built in based on feedback from partners. The year also saw the launch of 5 new platform interfaces, as specific websites (for ‘PKC on the Go’, ‘Angus on the Go’, ‘Stirling University’, ‘Forth Valley College’ and ‘Dundee University’); and the integration of DDRT (Shotl) to the MaaS platform. Key outputs are summarised:
- The integration between collaborative DDRT systems using APIs
  - Development of “travel assistant” tool to support users on their journey;
  - Campaign with health promotions at NHS Tayside;

- Development of a digital demand responsive transport tool integrated into the platform for Angus Council; and
- Continued promotion of existing interfaces to through partner communication channels.

Two new destination pages for NHS Tayside and Dundee & Angus College will also be introduced in 2025/26 in line with the layout of the other destination pages and to increase search engine optimisation (i.e. improve website visibility and ranking).

3.2 Table 1 below illustrates the user numbers since 31 August 2019, and also the continued increase in usage since 31 May 2025.

Table 1: User numbers since August 2019

<b>Interface</b>	<b>To 31<sup>st</sup> May 2025</b>		<b>To 23<sup>rd</sup> February 2026</b>	
	Total Users	Journeys planned	Total Users	Journeys planned
My D&A	3,781	4,534	4,671	4,992
NP Journey Planner	21,542	26,327	26,286	30,358
Go NHS Tayside	3,422	4,162	6,448	5,605
<b>Total</b>	<b>28,745</b>	<b>35,023</b>	<b>37,405</b>	<b>40,955</b>

3.3 Further system expansion has also been achieved through the recruitment of Forth Valley College, The University of Stirling, The University of Dundee, as well as Angus Council and Perth and Kinross Council. A portal has been developed and activated in each instance allowing for growth in the use of the underlying MaaS platform. Future developments are proposed below.

3.4 Destination pages have been developed across Angus, Dundee, and PKC, and include existing pages Angus “On the Go” and Perth and Kinross Council “PKC On The Go”, with destination pages created. A launch campaign is proposed for 2026/27.

#### **4 2026/27 PROGRAMME**

4.1 A series of additional features is planned for development in the 2026/27. These include evolutions of the system to further include the MaaS travel assistant, providing real time information and route alternatives. Additional opportunity and trials are proposed, subject to financing being available, summarised below. Applications would be applied and follow on the basis of demonstrated need and uptake. It is proposed that in 2026/27 the MaaS project will include:

- Integration to appointment planning, NHS uses
- Integration to DDRT dispatch functions
- Extension of ticketing and concessionary fares uses, including fare optimisation

- Additional use applications, including, but not limited to: Transport to Employment, healthcare transport, and access to training; Flexible transport, community transport, and taxis
- Accessibility information
- AI integration for travel optimisation

Each area would require specific investigation and alignment, and thus subject to compatibility, integration, and funding support.

- 4.2 Support funding in 2026/27 has been initially identified in terms of the continued development of the existing system. This would result in requests for £185,600 in capital funding, and £45,000 revenue funding, which is felt likely to be available from existing funders. Additional activities, including new focus on Transport to Employment, would be dependent on such funding being available.
- 4.3 The proposed capital and resource expenditure included above (c.£230,600) align with those presented previously to the partnership (RTP/25/31 refers) and are based on the evolution of the current platform. Additional functionality would be focused on new funding opportunity. The partnership is asked to approve both continued and new funding applications.
- 4.4 The platform has shown considerable potential and success to date. The work has recruited five new partners in 2025/26, and it is proposed to continue to explore expansion of the project with interested partners, subject to funding. This would include working further with the skills sector and re-engaging with the Department for Work and Pensions as well as looking to further expand NHS pilots. Further opportunities are likely to include Transport to Employment, though this would also depend on future funding to be confirmed.

## **5 CONSULTATIONS**

- 5.1 The report has been prepared in consultation with the Local Authority transport officers as well as officers Dundee and Angus College, NHS Tayside, and Perth and Kinross Council, Angus Council, Forth Valley College, The University of Dundee and the University of Stirling.

## **6 RESOURCE IMPLICATIONS**

- 6.1 As reported to Partnership on 17 June 2025, Tactran noted further funding for MaaS for 2025/26, with £100,000 grant awarded by Transport Scotland for MaaS project development and a further £178,000 as part of the People and Place grant award (report RTP 25/22 refers). On 27 November 2025, Tactran received a further grant of £25,000 from Transport Scotland for user research and marketing.
- 6.2 New funding applications have been made to the People & Place programme to allow for a continuation of the existing platform in 2026/27, assessed independently, and to Transport Scotland for continued direct support. Further funding opportunities may be available under the Transport to Employment

fund. It is proposed that the Tactran MaaS programme makes further application to this and other funds in support of the continued development of the platform as set out above.

## **7 EQUALITIES IMPLICATIONS**

7.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

**Merry Smith**  
**Strategy Officer**

Report prepared by Merry Smith. For further information e-mail [merrysmith@tactran.gov.uk](mailto:merrysmith@tactran.gov.uk)

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report:

Report to Partnership RTP/25/22, Revenue Budget and Monitoring, 17 June 2025

Report to Partnership RTP/25/31, Revenue Budget and Monitoring, 16 September 2025

Report to Partnership RTP/25/12 Director's Report, 18 March 2025

## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## HEALTH AND TRANSPORT

## REPORT BY TRANSPORT STRATEGY OFFICER

Purpose

This report provides an update on the various health-related strands of work Tactran are collaborating with partners to progress. These updates show where progress against outcomes is being made, and where there are gaps in our partnership working, allowing for identification of areas for future prioritisation.

Summary

The main areas for collaboration relate to access to healthcare; levels of physical activity; air quality; access to healthy lives (food/ leisure/ social isolation/ work/ education) and road safety. There is a recognition that poverty, including child poverty, is an underlining factor in all of the above, and hence tackling poverty needs to be at the heart of improving health outcomes.

**1 RECOMMENDATIONS**

1.1 That the Partnership:

- (i) Notes the updates in relation to the work Tactran are collaborating with, and supporting others, to progress;
- (ii) Agrees that Lynne Hamilton, Public Health Programme Director, NHS Tayside join the Tactran Board as a non-Councillor Member; and
- (iii) Endorses officer discussions with Health Boards, and the Senior Officer Group, on the steps to enhance collaboration as identified in paragraphs 4.8 - 4.10.

**2 BACKGROUND**

2.1 A key area of focus for Tactran is in relation to health. Members will be aware the Regional Transport Strategy (RTS) includes a strategic objective, and supporting outcomes, related to improving health and wellbeing.

2.2 It should also be noted that the strategic objective of reducing inequalities has strong ties to public health, recognising that poverty is an underlining factor in health-related outcomes.

2.3 These RTS strategic objectives and supporting outcomes are derived from Scottish Government priorities identified across a number of strategy and legislation areas e.g. [National Transport Strategy 2](#), [Public Health Priorities](#),

[Fairer Scotland Action Plan](#) (including child poverty), [Cleaner Air for Scotland, Road Safety Framework](#).

- 2.4 Tactran has previously developed health and transport frameworks to inform work with NHS Forth Valley and NHS Tayside ([Tactran Health and Transport Evidence Review](#)).

### **3 DISCUSSION**

- 3.1 Progress against the national and regional health related outcomes will require co-ordinated action across a number of partners:

- Transport Scotland
- Health Boards (NHS Forth Valley (NHSFV), NHS Tayside (NHST), Public Health Scotland (PHS) and NHS Assure
- Local authorities (transport planning, environmental health, development planning teams)
- Road safety partners (local authorities, Police Scotland, Scottish Fire and Rescue Service)
- Community Planning Partnerships (including anti-poverty task forces)

- 3.2 The scope of each partners' work is highlighted in Appendix A.

#### **Transport Scotland**

- 3.3 The National Transport Strategy 2 (NTS2) sets as two of its priorities - 'Improves our health and wellbeing' and 'Reduces inequalities'.

- 3.4 The Partnership will be aware that a Transport to Health discussion paper was presented at the National Transport Strategy Delivery Board in July 2025 ([Report RTP/25/32](#) refers). The paper gave examples of progress being made across Scotland following the publication of the [Transport to Health Delivery Plan](#) in October 2024. Recommendations for wider adoption were:

- Scale and replicate successful models, particularly Grampian's Health and Transport Action Plan (HTAP).
- Fund dedicated coordination posts in each region to lead HTAP delivery.
- Prioritise equity by addressing transport poverty and rural access issues.
- Strengthen the evidence base, including consistent NHS data on missed appointments due to transport issues.
- Promote national coordination, with a formal HTAP network across RTPs.
- Support community transport providers as essential health access partners.
- Identify revenue funding sources to support local authority subsidised transport services and Community Transport operations.

## Health Boards

### Public Health Scotland (PHS)

- 3.5 PHS have created a Public Health and Sustainable Transport Partnership. The Partnership brings together national and local government, health boards, third sector organisations and academics to help support the development of transport policy and practice that promotes health and equity alongside sustainability and economic growth. HITRANS sit on the Partnership representing the Regional Transport Partnerships. A [recent evaluation](#) of the Partnership showed the value of this model of multi-sectoral collaboration. The evaluation suggested that the Partnership can meet most of the Health in All Policies principles, but further work is needed to achieve participation of affected populations.
- 3.6 A wider Public Health and Sustainable Transport Learning Network has been created by PHS. The Learning Network allows updates relating to policy, guidance, events etc to be shared across partners as well as providing opportunities for collaboration.
- 3.7 Recent briefings/research, by PHS, of most relevance include:
- 'Place and wellbeing: integrating transport and public health in Scotland',
  - 'Transport Poverty: a public health issue'
  - 'Why buses matter for health and reducing transport poverty?'
- 3.8 Appendix B contains a brief summary of each of these publications.
- 3.9 The Partnership were previously asked to note the Tactran officer response to PHS's Long-Term Strategy 2025-35 Consultation ([Report RTP/25/32](#) refers). The response:
- Set out where we believe PHS and Tactran can work together going forward, principally in the areas of access to healthcare, and improving health and wellbeing
  - Suggested Tactran's work to date on developing a Mobility as a Service (MaaS) pilot programme with NHS Tayside could be scaled nationally to meet patient and visitors transport needs
  - Recognised the need to target resources to specific communities/ groups
  - Supported PHS' continued data collection and publication of resources, highlighting the interdependencies between transport and health
  - Suggested how PHS can strengthen how they work and collaborate, for example through Community Planning Partnerships.
- 3.10 The strategy has now been published and is available at: [Strategic vision - Together we can: our 10-year strategy to 2035 - What we do and how we work - About us - Public Health Scotland](#).

## **Joint Public Health Scotland & Tactran Workshop**

- 3.11 In early 2025 a number of regional networking events were undertaken by PHS, Regional Transport Partnerships and Health Boards to discuss health and transport priorities. Tactran hosted the event in Perth in March 2025, which drew 19 attendees.
- 3.12 Key points highlighted in the PHS post-event evaluation report are:
- 1. Strengthen whole-system collaboration** - Encourage continued cross-sector partnerships between transport, health, and planning, with a shared focus on tackling transport poverty, car culture, and sustainability to improve health, reduce inequalities, and support climate action.
  - 2. Amplify lived experience** - Future events should include more voices of those directly affected by transport poverty. Storytelling and case studies could help bring real-world perspectives and highlight community-led solutions.
  - 3. Improve accessibility and engagement** - Maintain online formats to reduce travel and increase accessibility, while exploring hybrid models to better support those in remote and rural areas. Continue using networks like the Public Health and Sustainable Transport learning network for virtual collaboration.
  - 4. Bridge policy and practice** - Support ongoing dialogue on translating transport and health policy into practical action. Provide tailored toolkits and examples to help embed health considerations into transport and planning decisions.
  - 5. Sustain and build on enthusiasm** - Leverage the energy and commitment of engaged participants by empowering them as ambassadors or change agents within their communities. Consider regular regional events and thematic workshops to maintain momentum and deepen engagement.

## **NHS Tayside**

- 3.13 NHS Tayside established a number of working groups in response to the [NHS Scotland climate emergency and sustainability strategy: 2022-2026](#). This included the establishment of NHS Tayside's Sustainable Transport and Travel Group.
- 3.14 Tactran support the above group which comprises officers representing the full breadth of NHS Tayside active travel, transport and fleet activity. The group provides the collective leadership for the work required to deliver the actions identified in the Climate Change & Sustainability Strategy.
- 3.15 As a consequence of the above relationship:

- The Board is asked to approve the adoption of Lynne Hamilton, Public Health Programme Director, NHS Tayside onto the Tactran Board
  - Tactran officers have assisted NHS Tayside in the development a draft Active and Sustainable Travel Strategy
  - NHS Tayside now attend the Tayside Bus Alliance to improve links with operators and Local Authorities.
- 3.16 The Partnership will also be aware of the ongoing work to promote and improve the NHS Tayside journey planner tool, part of Tactran's Mobility as a Service (MaaS) programme ([Report RTP/25/31](#) refers) to improve access to healthcare.

### **NHS Forth Valley**

#### NHS Forth Valley Population and Health Care Strategy

- 3.17 The Partnership were previously asked to note the Tactran officer response to the NHS Forth Valley Population and Health Care Strategy Consultation ([Report RTP/25/32](#) refers). The Strategy has been published and is available here: [Population Health & Care Strategy 2025 – 2035 – NHS Forth Valley](#).

#### NHS Forth Valley Anchor Springboard

- 3.18 NHS Forth Valley have not established any transport related groups. As part of the RTS delivery plan process, Tactran, along with SESTRAN, have held discussions with NHS Forth Valley to identify and help understand how the RTPs can support the shared objectives with the Health Board. As a consequence, the three parties are discussing a transport workstream to be added to the NHS Forth Valley Anchor Springboard.
- 3.19 The Anchor Springboard seeks to plan development and coordination between NHS Forth Valley with other public sector partners. Figure 1 below, from the [NHS Forth Valley Anchor Plan 2023 – 2026](#), sets out the Board's approach to anchor planning and delivery.

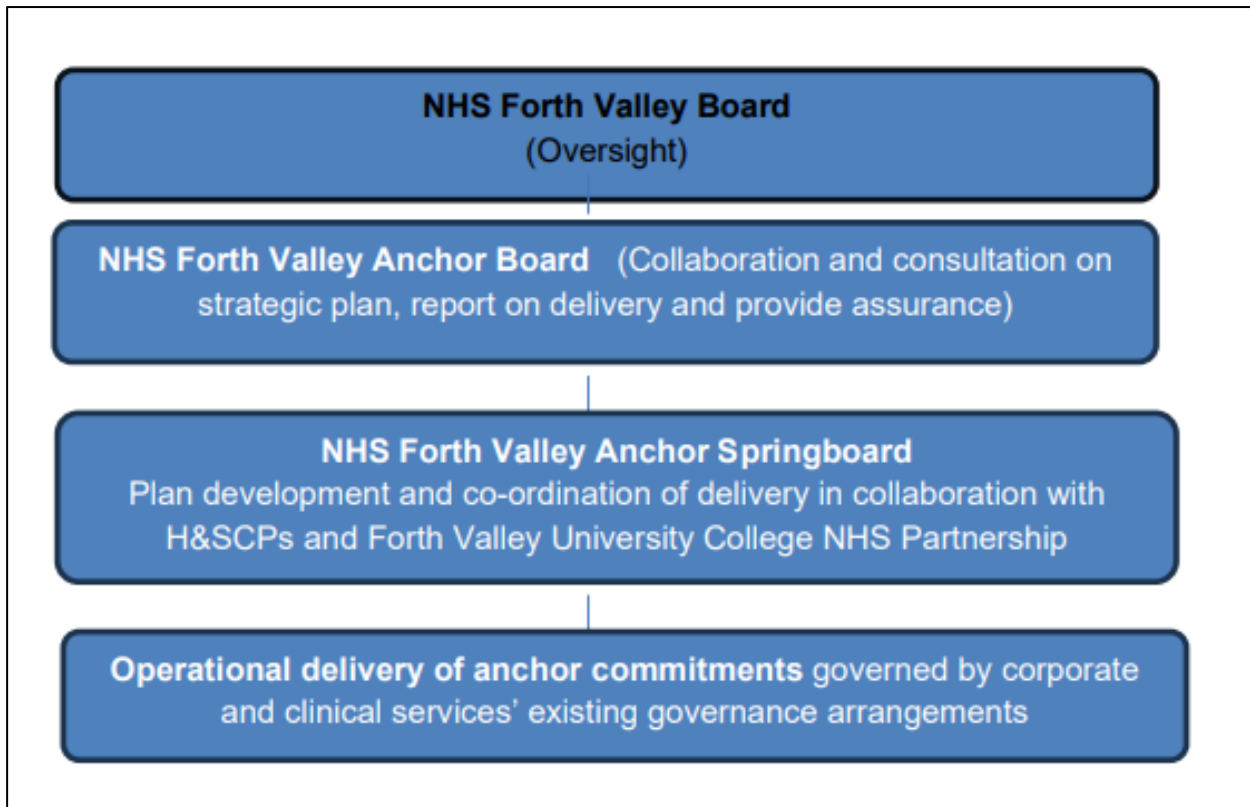


Figure 1. NHS Forth Valley Anchor governance

### **NHS Assure**

- 3.20 NHS Scotland Assure, a sub-division of National Services Scotland, works with health boards to improve the healthcare built environment.
- 3.21 NHS Scotland Assure have developed a Connectivity Dashboard, which was initially developed with a focus to aid reporting of health boards' commuter emissions but will assist in understanding the broader potential for increased public transport usage to sites. The initial pilot phase included Ninewells Hospital and we continue to work to best integrate the tool into NHS Tayside workstreams. Subject to funding, it is intended to roll the tool out across Health Boards.

### **Further NHS integration**

- 3.22 NHS Tayside and NHS Forth Valley health boards will be part of the RTS Delivery Board. This proposed approach will be taken through the appropriate NHS governance mechanism for agreement.
- 3.23 The RTS identified the main reason for promoting active travel is for health reasons (including air quality), therefore it is proposed the NHS boards could have greater involvement in the People & Place process going forward, see para 4.8 below.

- 3.25 Tactran have procured consultants to assist with producing a Health and Transport evidence base. The scope of this work is to identify and develop a transport evidence base to assist NHS partners identify, target, and monitor activities.
- 3.26 In terms of the NHS Journey Planner, officers continue to engage at national and regional level to explore the potential of the NHS Tayside Journey Planning tool to be expanded across other health boards.

### **Other health programmes**

#### Air Quality

- 3.27 Members will be aware of existing air quality monitoring regimes in the respective Councils, the declared Air Quality Management Areas (AQMA) in Dundee and Perth cities and their respective action plans. The previous AQMA in Crieff was revoked on 1 December 2024.
- 3.28 Tactran contributed, alongside NHS Tayside and other Council services, to the update of the Perth Air Quality Action Plan, approved in August 2025. Work will continue to support Council teams to progress actions in their AQAPs as much as possible.

#### Development Planning

- 3.29 As part of the production of Local Development Plans, Perth and Kinross, Angus and Dundee City planners have been working with NHS Tayside and Health and Social Care Partnership colleagues regarding the capacity of existing health premises, future projections and need. This will help ensure the location of new development and its relationship to health services (existing and future) is joined up, promoting the local living principle.

#### Active travel promotion

- 3.30 Members will be aware of constituent authority's efforts in improving levels of physical activity – and access to services - through improved walking and cycling infrastructure.
- 3.31 Members will be aware of Tactran's role in administering People and Place (P&P) Programme funding for the region. The P&P funding encourages progress towards a range of health outcomes through behaviour change projects (for a summary of benefits from the 2024/25 P&P Programme see report [RTP/25/27](#)). For the 2026/27 programme see Report RTP/26/09 to this Board.

### Community Transport

- 3.32 A recent Community Transport Association publication [‘Making Scotland Healthier: Community Transport, NHS Boards and the 2019 Transport Act’](#) highlighted progress against Health Boards obligations in relation to community transport.
- 3.33 The report also highlighted the role of community transport in supporting access to health and social care.
- 3.34 Tactran will support further partnership working between the Community Transport Association and health boards, including community transport integration into the NHS Journey Planner.

### Road Safety

- 3.35 Tactran support the Tayside Road Safety Forum and the Perth and Kinross Road Safety Forum. Funding, administered by Tactran, supports the workstream of the respective forums, with Perth and Kinross Council’s pilot approach to integrating road safety education with bikeability training being a notable example of collaboration in this area.

### **Reducing Inequalities**

- 3.36 As noted at the start of this paper, the biggest determinant on health outcomes is often poverty and inequalities. Accordingly work focused on vulnerable groups to reduce inequalities will have a significant long-term effect on health outcomes.
- 3.37 The work Tactran are leading on Perth and Kinross Community Planning Partnership’s Transport Anti-Poverty Taskforce will provide a useful pilot in understanding how to improve access to employment, training and health care for the most vulnerable.

## **4 CONCLUSIONS AND NEXT STEPS**

- 4.1 The above summary of collaboration with various health bodies, road safety partners, Local Authorities partners, Community Planning Partnerships and Transport Scotland highlight the solid foundations of partnership working to achieve the health and transport related outcomes in the RTS and partner strategies.
- 4.2 Appendix C sets out the health-related RTS outcomes, summarises the current actions identified above, and suggests gaps and opportunities.
- 4.3 Positively, PHS principles back the RTS principles of identifying priorities and co-ordinating actions. Their work and publications help guide and frame the work Tactran undertake on transport and health, and we will continue to input into their workstreams. Tactran will continue to support health boards via existing and new NHS governance mechanisms.

- 4.4 Funding opportunities, specifically the People and Place (P&P) fund, will continue to provide opportunity to progress transport-based projects with health (and wider equality) related outcomes.
- 4.5 Road safety partnerships are well established and Tactran will continue to support partners in this area. Likewise, improving air quality remains high on Local Authority agendas and Tactran will continue to support partnership working in this area.
- 4.6 Continued investment in Mobility as a Service (MaaS) provides opportunity to further transport and health related outcomes, especially in expanding the NHS Tayside Journey Planner at a regional and national level as a mechanism to improve access to health.
- 4.7 In developing this report, gaps are highlighted such as progress against:
- Preventing isolation
  - NHS involvement in RTS delivery, including P&P programme
  - Co-ordinated monitoring and evaluation of indicators
  - Understanding actions against the following RTS outcomes:
    - Reducing the impact of traffic on communities on strategic routes
    - Improve the safety and security of vulnerable and protected characteristic groups in the street environment and on public transport
    - Improved ability to access active leisure facilities and green space in least affluent SIMD data zones
  - Development Planning
- 4.8 Reflecting on the recommendations of Transport Scotland's Transport to Health Delivery Plan (para 3.4) and PHS's summary of regional networking events (para 3.12), it is recommended that the following items are discussed further with NHS Forth Valley, NHS Tayside and the RTS Senior Officer Delivery Group.
- Whole systems approach, ensuring co-ordination of priorities and delivery, including:
    - It is intended that NHS Forth Valley and NHS Tayside health boards will be part of the RTS Delivery Board. This proposed approach will be taken through the appropriate NHS governance mechanism for agreement
    - The RTS identified the main reason for promoting active travel is for health reasons (including air quality), therefore it is proposed the NHS boards could have greater involvement in People & Place process going forward.

- Maintain online formats of meetings and workshops to reduce travel and increase accessibility, while exploring hybrid models to better support those in remote and rural areas
- Strengthen the evidence base
  - joint monitoring frameworks are being established at present, so that NHS boards are aware of transport data which informs the respective organisations shared objectives. This can in turn help to target interventions at a time when budgets are constrained. The RTS Outcomes Monitoring Report, due in June 2026 will provide a measure of progress against indicators.

4.9 Officers are to discuss with partners specific actions against the following RTS outcomes:

- Reducing the impact of traffic on communities on strategic routes
- To improve access to active leisure facilities and green spaces for the least affluent SIMD data zones with Local Authority partners
- Improve the safety and security of vulnerable and protected characteristic groups in the street environment and on public transport

4.10 Finally, further headway can be made in terms of development planning. NPF4 highlights that RTPs and their RTS work has a role in supporting Local Authorities in ensuring planning policies make positive impact in guiding and shaping development proposals as they relate to transport and health.

## **5 CONSULTATIONS**

5.1 The report has been prepared in consultation with Local Authority transport officers, NHS and PHS colleagues.

## **6 RESOURCE IMPLICATIONS**

6.1 To enhance partnership working, there are likely to be resource implications. Any resource implications will be explored and reported further in individual project proposals and future budget setting.

## **7 EQUALITIES IMPLICATIONS**

7.1 This report has been screened for any policy implications in respect of an Equality Impact Assessment and no major issues have been identified.

**Kimberley Ewan**  
**Transport Strategy Officer**

Report prepared by Kimberley Ewan. For further information e-mail [kimberleyewan@tactran.gov.uk](mailto:kimberleyewan@tactran.gov.uk) (tel. 07345 732545)

## **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report:

Report to Partnership [RTP/25/27](#) People and Place Programme Evaluation 2024/25, 16 September 2025

Report to Partnership [RTP/25/29](#) Regional Transport Strategy: Delivery Update, 16 September 2025

Report to Partnership [RTP/25/31](#) MaaS Update, 16 September 2025

Report to Partnership [RTP/25/32](#) Director's Report, 16 September 2025

Report to Partnership [RTP/25/46](#) Social Return on Investment Summary, 16 December 2025

## Appendix A

### Relationship between partners' areas of work and main problem areas/ areas of collaboration

Given the broad spectrum of health and transport related outcomes, Table 1 below assists in understanding how the focus of partners work relates to the problems/areas for collaboration identified in this paper. This is to be seen as providing a broad overview of partners main areas of responsibility and interest. Partners may have different workstreams at any one time and certain themes not being attributed to that organisation does not mean partners are not involved in work in that space.

Table 1. Relationship between partners' areas of work and main problem areas/ areas of collaboration

Partner	Main problem areas/ areas for collaboration				
	Access to health	Levels of physical activity	Air quality	Access to healthy lives	Road safety
Transport Scotland	√	√	√	√	√
Public Health Scotland	√	√	√	√	√
NHS Tayside	√	√		√	
NHS Forth Valley	√	√		√	
NHS Scotland Assure	√				
Local Authority – Environmental Health			√		
Local Authority – Planning	√			√	
Local Authority – Transport		√	√		√
Police Scotland/ Scottish Fire and Rescue Service					√
Community Planning Partnerships	√	√		√	

## Appendix B

### Summary of relevant work posted on Public Health Scotland's Learning Network

[‘Place and wellbeing: integrating transport and public health in Scotland’](#), (October 2025) was published in association with [The Improvement Service](#).

- The briefing is split into four sections, to illustrate the health and wellbeing landscape in Scotland, to allow health practitioners to understand transport planning, and vice versa, and finally how we can collaborate on transport planning policy
- Collaboration opportunities are seen as:
  - o Raising awareness and knowledge of issues
  - o Improving communication and engagement between professions
  - o Integrating health into transport policy
  - o Better consideration of transport in health planning decisions
  - o Aligning transport, health and sustainability strategies
  - o Sharing data and evidence
  - o Addressing the triple win – health, equity and climate impacts
  - o Community engagement and empowerment

[‘Transport Poverty: a public health issue’](#) (January 2024), is intended to raise awareness of the importance of transport poverty and inform further actions to understand and reduce it. A major workstream for Public Health Scotland relates to transport poverty and its public health implications. Transport is seen as one of the building blocks of health and well-being. The research identified five dimensions of transport poverty: availability, reliability, affordability, accessibility and safety.

[‘Why buses matter for health and reducing transport poverty?’](#) (February 2026) followed the above and Tactran participated in a structured interview and workshops in its development. The recommendations include:

- Recognising the importance of investments and bus prioritisation measures
- Identifying evidence gaps and further develop the evidence base
- PHS to develop and deliver joint training in Health Impact Assessments for RTPs, local authorities and their local public health partners
- RTPs, local authorities and bus operators should engage communities effectively in the design of, and decisions about, bus infrastructure and services
- Transport Scotland should develop best practice guidance on accessible and inclusive design for the “bus journey”
- NHS boards, local authorities, RTPs and other partners should work collaboratively on plans to make it easier for people to access health and care services by bus and other sustainable transport modes

## RTS Health Related Outcomes

RTS Outcomes	Current Actions	Gaps & Opportunities
<b>Strategic objective: to improve health and wellbeing</b>		
<b>Reduce fatalities and injuries</b> <ul style="list-style-type: none"> <li>Improve road safety for vulnerable users (pedestrians, cyclists, children and older people)</li> </ul>	<ul style="list-style-type: none"> <li>Tactran supports Tayside and PKC Road Safety Forums</li> <li>Support for Stirling's Safe Drive Stay Alive Programmes</li> <li>Long standing road authorities road safety programmes</li> </ul>	<ul style="list-style-type: none"> <li>Continued prioritisation of resources against key outcomes and areas (geographic or demographic) showing negative road safety trends</li> </ul>
<b>Reduce the impact of traffic on communities</b> <ul style="list-style-type: none"> <li>Reduce transport emissions in declared air quality management areas</li> <li>Reduce the impact of traffic on communities on strategic routes</li> </ul>	<ul style="list-style-type: none"> <li>Support Low Emission Zone and Air Quality Management Plan processes</li> <li>Support Transport Scotland's Transport and Noise Action Plan recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Understanding impact of traffic on communities on strategic routes, and targeting programmes in these locations</li> <li>Ensuring planning policies make a positive impact in guiding and shaping development proposals as they relate to transport and health</li> </ul>
<b>Improve the ability for older people and rural and disadvantaged communities to access healthcare</b> <ul style="list-style-type: none"> <li>Improve the ability of over- 65s to access healthcare (primary health care / hospitals)</li> <li>Ability of all in the least affluent SIMD data zones (health domain) targeted by the respective Council to access healthcare</li> <li>Ability of rural communities to access healthcare</li> </ul>	<ul style="list-style-type: none"> <li>Provision of NHS Tayside Journey Planner</li> <li>Tactran lead on Perth &amp; Kinross Transport Anti-Poverty Taskforce</li> <li>Tactran working with Angus Council on Digital Demand Responsive Transport (DRT) solutions</li> <li>Local Authority DRT and supporting community transport</li> <li>Angus, Dundee City and Perth and Kinross development planners'</li> </ul>	<ul style="list-style-type: none"> <li>Actions stemming from future adoption of NHS Tayside Active and Sustainable Travel Strategy</li> <li>Development of NHS Assure Connectivity Tool across NHS FV and NHST</li> <li>Community transport coverage within NHS Tayside Journey Planner</li> <li>Ensuring planning policies make a positive impact in guiding and</li> </ul>

RTS Outcomes	Current Actions	Gaps & Opportunities
<p><b>Improve ability for the most vulnerable to access social activities</b></p> <ul style="list-style-type: none"> <li>Ability of older people and those in least affluent SIMD data zones targeted by the respective Council to access social activities</li> </ul>	<p>liaison with NHST and Health and Social Care Partnership</p> <ul style="list-style-type: none"> <li>Development of joint monitoring indicators</li> </ul>	<p>shaping development proposals as they relate to transport and health</p>
<p><b>Increase levels of physical activity</b></p> <ul style="list-style-type: none"> <li>Levels of walking and cycling in the least affluent SIMD data zones (health domain) targeted by the respective Council</li> <li>Improved ability to access active leisure facilities and green space in least affluent SIMD data zones</li> </ul>	<ul style="list-style-type: none"> <li>People and Place programme</li> <li>Long standing local authority walking and cycling infrastructure programmes</li> <li>Development of joint monitoring indicators</li> </ul>	<ul style="list-style-type: none"> <li>Specific actions to improve access to active leisure facilities and green spaces for the least affluent SIMD data zones</li> <li>NHS involvement in People and Place programme</li> <li>Ensuring planning policies make a positive impact in guiding and shaping development proposals as they relate to transport and health</li> </ul>
<b>Strategic objective: to reduce inequalities</b>		
<p><b>Improve ability for young people, and disadvantaged &amp; rural communities to access jobs, education and services</b></p> <ul style="list-style-type: none"> <li>Improve ability of 16-24 year olds to access jobs and further education</li> <li>Improve ability of all in the lowest SIMD data zones (all domains), targeted by the respective Councils, to access jobs, education and services</li> <li>Improve ability of families, targeted in local child poverty action plans, to access jobs, education and services</li> <li>Improve ability of rural communities to access jobs, education and services</li> </ul>	<ul style="list-style-type: none"> <li>Provision of NHS Tayside Journey Planner / My Dundee and Angus College Journey Planner / Travel Assistant</li> <li>Tactran lead on Perth &amp; Kinross Transport Anti-Poverty Taskforce</li> <li>Tactran working with Angus Council on Digital DRT solutions</li> <li>Local Authority DRT and supporting community transport</li> <li>Angus, Dundee City and Perth and Kinross development planners liaison with NHST and Health and Social Care Partnership</li> <li>Development of joint monitoring indicators</li> </ul>	<ul style="list-style-type: none"> <li>Actions stemming from adoption of NHS Tayside Active and Sustainable Travel Strategy, utilising forthcoming Health and Transport evidence base</li> <li>Explore opportunities through NHS Forth Valley Anchor Springboard</li> <li>Development of NHS Assure Connectivity Tool across NHS FV and NHST</li> <li>Ensuring planning policies make a positive impact in guiding and shaping development proposals as they relate to transport and health</li> </ul>

RTS Outcomes	Current Actions	Gaps & Opportunities
<ul style="list-style-type: none"> <li>Improve the ability of over-65s, and those in lowest SIMD data zones targeted by the respective Councils, to access social activities</li> </ul>		
<b>Improve the ability of people with disabilities to access jobs, education and services</b>	<ul style="list-style-type: none"> <li>Improvements made with transport infrastructure programmes</li> <li>Angus, Dundee City and Perth and Kinross development planners' liaison with NHST and Health and Social Care Partnership</li> <li>Development of joint monitoring indicators</li> </ul>	<ul style="list-style-type: none"> <li>Development of NHS Assure Connectivity Tool across NHS FV and NHST</li> <li>Actions stemming from adoption of NHS Tayside Active and Sustainable Travel Strategy, utilising forthcoming Health and Transport evidence base</li> <li>Limited planned audits and improvement programmes</li> <li>Ensuring planning policies make a positive impact in guiding and shaping development proposals as they relate to transport and health</li> </ul>
<b>Improve the safety and security of vulnerable and protected characteristic groups in the street environment and on public transport</b>	<ul style="list-style-type: none"> <li>MaaS journey planning tools seek to provide confidence and re-assurance</li> </ul>	<ul style="list-style-type: none"> <li>Improved partnership working needed with a range of stakeholders to progress action against this outcome</li> <li>Ensuring planning policies make a positive impact in guiding and shaping development proposals as they relate to transport and health</li> </ul>

## TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2026

## 2026/27 BUDGET AND PROGRAMME

## JOINT REPORT BY DIRECTOR AND TREASURER

Purpose

This report updates the Partnership on Scottish Government and partner Council contributions towards the Partnership's 2026/27 Revenue Budget and seeks approval of a 2026/27 Core Revenue Budget and proposed 2026/27 RTS Revenue.

Summary

The Partnership approved a provisional 2026/27 Core Revenue Budget at its meeting on 16 December 2025. The forecast Reserves balance as at 31 March 2026 is £28,533 which represents approximately 5% of gross core expenditure. Core Revenue costs in 2026/27 are expected to be £540,929.

The RTS Revenue Programme budget is currently projected to be £186,609, subject to confirmation of final 2025/26 expenditure and interest income. This has been allocated to a number of budget headings to provide for maintaining momentum on RTS commitments and projects and anticipated emerging priorities over the coming year.

**1 RECOMMENDATIONS**

## 1.1 That the Partnership:

- (i) Notes requested Revenue contributions from partner Councils' towards the 2026/27 Core Budget;
- (ii) Notes the anticipated award of Scottish Government Grant in Aid of up to £496,613 in 2026/27;
- (iii) Approves the 2026/27 Core Budget as detailed in Appendix A;
- (iv) Approves an initial 2026/27 RTS Revenue Programme budget as detailed in sections 3.9 – 3.33 of the report and agrees to consider approval of a finalised 2026/27 Programme at the Partnership's next meeting on 16 June 2026; and
- (v) Notes the potential additional 2026/27 Revenue and Capital Income and agrees to receive a further update at its next meeting.

## **2 BACKGROUND**

- 2.1 At its meeting on 16 December 2025 the Partnership approved a Core Revenue Budget for financial year 2026/27 and agreed to request that constituent Councils make provision for their respective funding contributions within their 2026/27 Revenue Budgets (Report RTP/25/44 refers). At that time the Partnership also noted the anticipated level of Scottish Government Grant-in-Aid funding to be provided for 2026/27 to Regional Transport Partnerships was awaited from Transport Scotland.

## **3 DISCUSSION**

### **Income**

- 3.1 In 2024/25 Transport Scotland informed Regional Transport Partnerships that they were to receive a one year 5% reduction in Grant-in-Aid from Scottish Government, this was repeated in 2025/26. Transport Scotland have indicated that the 5% reduction will remain for 2026/27. Hence it is now anticipated that the level of funding will remain as at 2024/25 levels, which for Tactran will be £496,613.
- 3.2 Partner Councils are expected to approve their 2026/27 Revenue Budgets following the issuing of this paper, but before the date of this Partnership meeting. At the time of writing of this report, the following information is based on the assumption that all Councils have made provision for contribution of their respective shares of the Partnership's Core operating costs, based upon the 2026/27 Budget approved on 17 December 2025, as follows:

Angus Council	£ 41,811
Dundee City Council	£ 51,856
Perth & Kinross Council	£ 55,312
Stirling Council	£ 33,586

### **2026/27 Core Revenue Budget**

- 3.3 The 2026/27 Core Revenue Budget, as approved on 16 December 2025 is detailed in Appendix A. The 2026/27 Core Revenue Budget remains unchanged from the draft budget approved on 16 December 2025 (Report RTP/25/44 refers). The assumptions used to establish the Core Budget have been revisited and, at the time of writing this report, there is no justification to revise any of the budget lines.
- 3.4 The projected overspend in the 2025/26 Core Revenue Budget, as reported in the 2025/26 Revenue Budget and Monitoring Report remains in line with the update in December 2025. The reserves balance at 1 April 2026 is anticipated at £28,533 which represents 3.8% of gross budgeted expenditure, adjusted for recharges.

## 2026/27 RTS Revenue Programme

- 3.5 The Regional Transport Strategy (RTS) Revenue Programme is funded from Scottish Government's Grant in Aid allocation, supplemented by any additional contributions identified or secured from other funding sources.
- 3.6 The increase in Council contributions allows £358,364 of Scottish Government Grant in Aid to be allocated towards Core costs, leaving a balance of £138,249 Grant in Aid available to support RTS implementation (an increase of £78,598 compared to 2025/26).
- 3.7 The £138,249 Grant-in-Aid will be supplemented with anticipated interest income transferable from Core at the time of writing this report of c£11,000; and £35,860 arising from final variance in the 2025/26 RTS Revenue Programme budget, as discussed in the separate report on 2025/26 Programme and Monitoring. The provisional 2026/27 RTS Programme budget is therefore £185,109 subject to confirmation of final 2025/26 expenditure and interest income.
- 3.8 It is anticipated that this amount will be supplemented by funding contributions from the Tay Cities Local Authorities totalling £12,500 for their contribution to the maintenance, development and use of the Tay Cities Regional Transport Model.
- 3.9 The 2026/27 RTS Revenue Budget is aligned with the RTS Strategic Objectives of Take Climate Action; Improve Health and Wellbeing; Reduce Inequalities; Help Deliver Inclusive and Sustainable Growth. A proposed initial programme allocation of the anticipated budget of £197,609 which provides for RTS commitments and projects and anticipated emerging priorities over the coming year, is summarised in the table and paragraphs below:

<b>RTS Project/Strategy</b>	<b>2026/27 Allocation</b>
Development of RTS and Delivery Plan	£27,000
Take Climate Action	£30,000
Improve Health & Wellbeing	£14,000
Reduce Inequalities	£33,000
Help Deliver Inclusive & Sustainable Growth	£71,500
Contingency	£22,109
<b>Total</b>	<b>£197,609</b>

- 3.10 Opportunities for other income will be pursued throughout 2026/27.

### Development of RTS and Delivery Plan (£27,000)

- 3.11 The proposed budget of £27,000 allows for work associated with the Regional Transport Strategy and annually recurring costs for required licences (Arc GIS license), memberships (Scotland Excel) and Tactran's Digital Marketing Strategy (£2000).
- 3.12 It is proposed £12,000 of this budget line be allocated to support monitoring of the RTS; and £5,000 contribution to a project led by NESTRANS which considers accessibility to services for those living in the Mearns area (North Angus / South Aberdeenshire).
- 3.13 Both of these work streams are intended to support the RTS outcomes of:

**Improve ability for young people, and disadvantaged & rural communities to access jobs, education and services**

**Improve the ability of rural communities to access healthcare**

### Take Climate Action (£30,000)

- 3.14 This budget line supports Climate Action measures, such as supporting regional Electric Vehicle Infrastructure and Hydrogen Decarbonisation projects and work understanding the options and issues in relation to the Draft Climate Change Plan target of reducing car km.
- 3.15 It is proposed £30,000 be allocated to initiatives continue work on understanding the implications of measures to reduce in car km.
- 3.16 This work stream supports the RTS outcomes of:

**Reduce car kilometres (car km) driven**

**Reduce estimated CO<sub>2</sub> emissions from transport in the region**

### Improve Health & Wellbeing (£14,000)

- 3.17 It is proposed £2,000 providing be allocated to the annual Safe Drive/Stay Alive road safety campaign in Stirling Council area. The New Driver Scheme will continue to be implemented by Fire & Rescue and the Police in the Tayside area, with no funding requirement from Tactran. This work supports the RTS outcomes which seek to:

**Reduce fatalities and injuries**

- 3.18 It is also proposed that £12,000 be allocated to assist with NHS Health and Transport initiatives. This work stream supports the RTS outcomes which seek to:

**Improve access to healthcare**

**Increase levels of physical activity**

Reduce Inequalities (£33,000)

- 3.19 This budget line provides for initiatives that support reducing inequalities, such as Thistle Assistance Card App, Bus Alliances and MaaS.

- 3.20 It is proposed that £3,000 supports the Thistle Assistance Card Programme. This work stream supports the RTS outcomes which seek to:

**Improve the ability of people with disabilities to access jobs, education and services**

- 3.21 It is proposed that £30,000 supports the work of the Bus Alliances and in particular the Bus Development Plan. This work stream supports the RTS outcomes which seek to:

**Improve access to healthcare**

**Increase the share of personal trips made by sustainable modes such as walking, cycling and public transport**

**Improve ability for young people, and disadvantaged & rural communities to access jobs, education and services**

Help Deliver Inclusive and Sustainable Growth (£71,500)

- 3.22 It is proposed that £2,500 continues to support the work of the Stirling and Tayside Timber Transfer Group. This work stream supports the RTS Outcomes of:

**Reduce the impact of traffic on communities**

**Improve journey time reliability for freight to key destinations**

- 3.23 It is proposed £15,000 be allocated to a joint RTP workforce mobility planning tool which assists in the mapping and planning of public transport services to improve (employee and visitor) access to destinations. This work stream supports the RTS outcomes of:

**Improved ability for young people, and disadvantaged and rural communities to access jobs, education and training**

**Modal shift to more sustainable modes of travel**

- 3.24 It is proposed that £12,500 is allocated to the update of the Tay Cities Regional Transport Model. This would be matched by £12,500 from the Tayside Authorities and £25,000 from Transport Scotland. This work stream supports the RTS outcome of:

**Reliable inter and intra-regional journey times**

- 3.25 It is also proposed that £29,000 be allocated to support the work of the Freight Partnership. This work stream supports the RTS outcomes of:

**Increase the share of EV and low emission vehicle use**

**Reducing freight mileage by road**

**Reduce transport emissions in declared air quality management areas**

**Reduce the impact of traffic on communities**

**Improve journey time reliability for freight to key destinations**

Contingency (£22,109)

- 3.26 It is proposed that the balance of £22,109, around 12.4% of the budget, is retained as a general RTS Revenue Budget contingency to accommodate other emerging priorities and opportunities that may occur.
- 3.27 A final RTS Programme Budget for 2026/27, incorporating the final position in relation to underspend from 2025/26 and other anticipated income will be reported to the Partnership's next meeting on 16 June 2026.
- 3.28 The Partnership is asked to approve the indicative 2026/27 RTS Revenue Programme, as detailed above.

**2026/27 Active & Sustainable Travel**

Active Travel Behaviour Change - People and Place Grant Funding

- 3.29 As noted in a separate report to this meeting, it is anticipated that Tactran will receive approximately £2.28m grant funding directly from Transport Scotland in 2026/27 for Active and Sustainable Travel Behaviour Change initiatives from Transport Scotland's People and Place fund.
- 3.30 The draft proposals for this funding are outlined in the separate report to this meeting.

**4 CONSULTATIONS**

- 4.1 The report has been prepared in consultation with the Tactran Regional Transport Liaison Group.

## **5 RESOURCE IMPLICATIONS**

5.1 The main resource implications are addressed within the report.

## **6 EQUALITIES IMPLICATIONS**

6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

**Mark Speed**  
**Director**

**Scott Walker**  
**Treasurer**

Report prepared by Jonathan Padmore. For further information contact email [jonathanpadmore@tactran.gov.uk](mailto:jonathanpadmore@tactran.gov.uk) or telephone 07919 880826.

### **NOTE**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

Report to Partnership RTP/25/44, 2026/27 Core Revenue Budget and Reserves Policy, 16 December 2025

**2026/27  
Approved  
Budget  
£**

**Income**

Scottish Gov Grant Revenue	358,364
Council Requisition Revenue	182,565
Interest Received	-
	<b><u>540,929</u></b>

**Expenditure****Staff Costs**

Salary GP	434,636
Salary Supn	68,238
Salary NI	59,954
Secondments	80,808
Project Recharge	(203,156)
Training/Conferences	2,000
Subscriptions	400
	<b><u>442,880</u></b>

**Property Costs**

Energy	6,000
Cleaning	2,500
Maintenance	500
Rent	13,490
Rates	4,942
	<b><u>27,432</u></b>

**Supplies and Services**

Office Consumables	4,125
Communications	1,500
Insurance	7,500
Information Technology	2,200
Hospitality	700
Board Expenses - misc.	500
	<b><u>16,525</u></b>

**Transport Costs**

Public Transport, Travel and Subsistence	3,000
Expenses - Board Members	500
	<b><u>3,500</u></b>

**Third Party Payments**

Audit Fees External	14,062
PKC Finance Service	14,000
PKC Secretariat Service	8,000
PKC Legal Services	3,000
PKC IT Services	8,250
Other Third Party Payments	3,280
	<b><u>50,592</u></b>

Gross Expenditure	<b><u>540,929</u></b>
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Net Income/(Expenditure)	-
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Opening Core Reserves	28,533
Transfer to/(from) Earmarked Reserve	-
Transfer to/(from) General Reserve	-
Closing Core Reserves	28,533

**TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP****17 MARCH 2026****DIRECTOR'S REPORT****Purpose & Summary**

The report provides updates on RTP Chairs meeting of 3<sup>rd</sup> December 2025; bus initiatives and rail updates; potential funding to support transport to employment measures; updates on previous consultations and the proposed consultation response to the Scottish Government's Infrastructure Strategy 2027-2037.

**1 RECOMMENDATIONS****1.1 That the Partnership:**

- (i) Notes the discussions held at the RTP Chairs meeting of 3<sup>rd</sup> September 2025;
- (ii) Notes the bus initiatives and rail updates;
- (iii) Delegate to the Partnership's Executive Committee the consideration of any programme and related spend should monies be awarded to the Partnership by Transport Scotland to address barriers to employment in 2026/27;
- (iv) Notes the update on Transport Scotland's Transport and Noise Action Plans, and the consultation analysis of Transport Scotland's Just Transition Plan for Transport; and
- (v) Approves the proposed response to the Scottish Government's Infrastructure Strategy 2027-2037 consultation, set out in Appendix A.

**2 DISCUSSION****RTP Chairs Meetings**

- 2.1 The RTP Chairs meet on a quarterly basis, with Depute Provost Parrott representing Tactran. The minutes of the September 2025 meeting are available in the Members area of the Tactran website.
- 2.2 The RTP Chairs held a meeting on 3 December 2025, when the following agenda items were discussed:
  - Dumfries and Galloway Active Lives Pathway Presentation – Tina Lockhart
  - Bus Fare Cap Regional Pilot
  - Scottish Government Draft Climate Change Plan 2026 - 2040
  - Active Travel People and Place Programme
  - RTP Programme of Meetings for 2026

- RTP Collaboration Proposal – Workforce Mobility Project
  - RTP Joint Manifesto
  - Health and Transport Presentation
- 2.3 The minutes of the December meeting will be published in the members area of the Tactran webpage when approval is received from the secretariat and RTP Chairs at the March meeting.
- 2.4 The RTP Chairs will meet on 11 March 2026, the following agenda items will be discussed. A verbal update will be provided to the Partnership Meeting.
- Tactran People and Place Programme Presentation
  - National Transport Strategy
  - NTS Fifth Delivery Plan (RTP Content for use as the report if the Plan itself not ready by meeting)
  - NTS Delivery Board Update
  - RTP Funding Discussion)
  - Access to Work RTP Programmes
  - Active Travel People and Place Programme 9. Regionalisation Agenda Based on SEStran paper
  - £2 Regional Bus Fare Cap Pilot – HITRANS and ZetTrans to prepare report
- 2.5 The minutes of the March meeting will be published in the members area of the Tactran webpage when approval is received from the secretariat and RTPs.

### **Bus Initiatives Update**

- 2.6 Bus alliances have been progressing work supported under the Bus Infrastructure Fund (BIF), reported to the partnership in the Director's Report (RTP/25/49) and including Sustainable Transport Corridors in Perth and Dundee, and infrastructure projects across the region.
- 2.7 The Tayside Bus Alliance has developed engagement sub-groups for sustainable corridors, reported to the last partnership board, that have met on multiple occasions to support the design and development of BIF funded infrastructure. The full Tayside Bus Alliance has also met to progress BIF projects development.
- 2.8 An initial submission to a Transport Scotland £2 bus fare cap was made across the Tayside and Forth Valley Bus Alliances. The application was unsuccessful, with funding for the pilot being awarded to Shetlands and Highland Council areas.

## Rail Update

- 2.9 In anticipation of rail improvement programmes being delivered across the region over the next couple of years, a short introduction to the programmes being progressed by Network Rail and ScotRail is provided, prior to further details being provided at future Partnership meetings.
- 2.10 Over recent years ScotRail and Network Rail have delivered the Edinburgh Glasgow Improvement Programme resulting in electrification and new rolling stock serving Stirling/Dunblane. In addition, significant improvements have been made at both Dundee and Stirling stations.
- 2.11 Network Rail and ScotRail have been co-ordinating programmes to ensure that the benefits of improvements are fully felt, and to minimise the level of disruption (i.e. co-ordinating maintenance, decarbonisation, stabling and fleet programmes).
- 2.12 The following work streams are currently being progressed to improve capacity and reliability improvements to and through the region:
- Provision of electrified services between Edinburgh and Dundee/Perth
  - This requires stabling and electrification in the Dundee area
  - Aberdeen to Central Belt Rail Corridor Improvements
  - Intercity and sub-urban fleet replacement
  - Perth Station Masterplan
- 2.13 The Aberdeen to Central Belt Rail Improvements includes the following aspirations:
- Improved connectivity and frequency of local-stopping services: more and better opportunities to travel from intermediate stations, with better connections for making shorter journeys to Edinburgh and Glasgow
  - Improved average InterCity journey times for passengers: reduce the journey time between Aberdeen and Edinburgh to 2h 10min, Aberdeen and Glasgow to 2h 30min, and Aberdeen and Dundee to 1h 10min
  - Improved freight capacity: 11 new freight paths. Off-peak hourly freight paths
  - Improved service performance and reliability
- 2.14 All improvements (including sections of route improvement) will be subject to the Scottish Government's budgets and approvals processes.
- 2.15 Members may also be interested to note the recent announcement concerning the freezing of rail fares for 2026/27 ([ScotRail fares frozen for 12 months - gov.scot](https://www.gov.scot))

## Transport to Employment

- 2.16 Transport Scotland have recently opened discussions with the Regional Transport Partnerships concerning potential funding in 2026/27 to address transport barriers to employment. If additional funding is forthcoming, officers would need to initiate an appropriate programme of measures as soon as possible to ensure measures have an impact within 2026/27. It is therefore recommended that consideration of a detailed programme and approval of related spend is delegated to the Partnership's Executive Committee to enable any programme to be commenced before the June Partnership meeting.
- 2.17 Initial options that are currently being discussed with Transport Scotland can be viewed in the Members area of the Tactran website.

## Consultations

### Scottish Government's Infrastructure Strategy 2027-2037

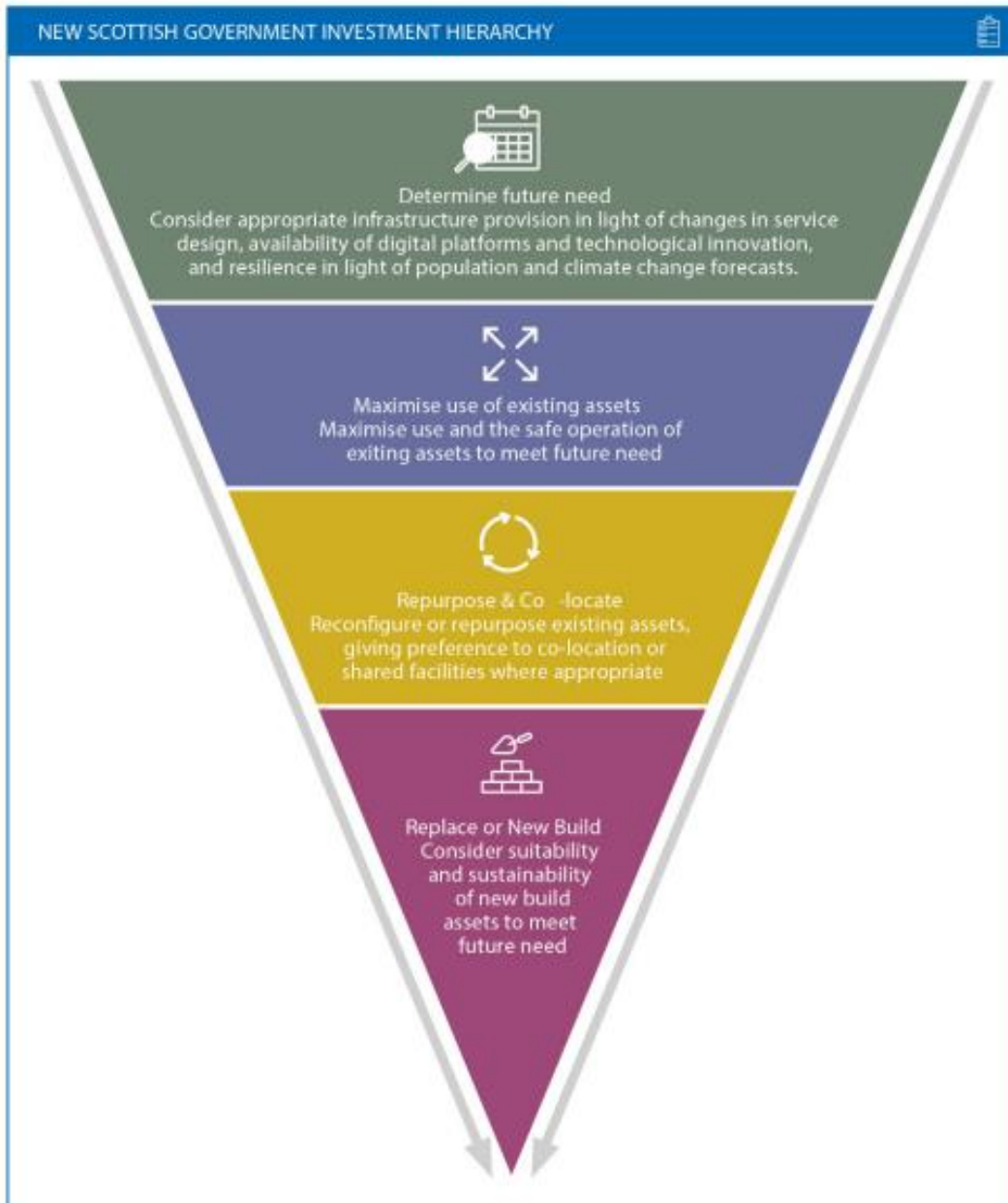
- 2.18 On 13 January 2026 Scottish Government issued for consultation the Infrastructure Strategy 2027-2037. The consultation document can be accessed via: [Infrastructure Strategy 2027-2037: consultation - gov.scot](https://www.gov.scot/publications/infrastructure-strategy-2027-2037/consultation/pages/1). The consultation closes on 5 May 2026.
- 2.19 The draft Strategy is intended as a consultation document and therefore focuses on high-level priorities and principles rather than detailed portfolio plans. The final Strategy, to be published later in 2026, will provide greater detail on public assets, sector specific investment priorities, and portfolio level strategies to guide implementation.
- 2.20 The Strategy sets out a ten-year framework (2027 to 2037) to guide infrastructure planning, investment, and delivery across Scotland.
- 2.21 The Strategy provides the context for future Spending Reviews and Budget decisions but does not include a pipeline of infrastructure programmes and projects (which is developed separately through spending reviews and budget processes, and it set out in the [Infrastructure Delivery Pipeline](#)). The Strategy is underpinned by robust governance principles and a common investment hierarchy that prioritises making best use of existing assets before considering new infrastructure.
- 2.22 The Strategy is informed by the 30-year Needs Assessment, developed by the Scottish Futures Trust, which is Scotland's first assessment of long-term need covering economic, social and natural infrastructure, available here: [scottishfuturestrust.org.uk/publications/documents/long-term-infrastructure-for-scotland](https://scottishfuturestrust.org.uk/publications/documents/long-term-infrastructure-for-scotland). The Strategy also draws on insights from the Scottish Government's Horizon Scanning Project ([2. Future Trends for Scotland - Future Trends for Scotland: findings from the 2024-2025 horizon scanning project - gov.scot](#)).

2.23 The strategy is structured around three enablers:

- public assets – ensuring Scotland’s infrastructure estate is well-managed, maintained, and aligned with modern service delivery models;
- place-making – embedding local priorities and spatial planning into infrastructure decisions, in line with the Place Principle and National Planning Framework 4; and
- private investment – creating the conditions to attract and unlock private capital to complement public funding and accelerate delivery

2.24 Tactran’s proposed response to the Infrastructure Strategy consultation is set out in Appendix A. Paragraphs 2.23 and 2.24 highlight key themes in the proposed response.

2.25 The strategy recognises that tough decisions have to be made around what can and cannot be afforded. It places an emphasis on the Investment Hierarchy to determine priority of investment decisions. The key issue is where these investment decisions are made. The proposed response recognises the need for regional level co-ordination between appropriate agencies to determine the strategic investment priorities for an area, linked to local place partnerships to ensure any investment is maximised for the place.



2.26 The strategy naturally places an emphasis on growth, recognising where growth pressures exist. However, whilst there are parts of Scotland which are experiencing growth, there are others where there is depopulation. It is suggested that the strategy needs to not only focus on how to prioritise and encourage infrastructure investment in those areas where there are growth pressures, but also where there is a need to arrest decline and depopulation.

## Transport and Noise Action Plans

2.27 [The Environmental Noise \(Scotland\) Regulations 2006](#), amended by [The Environmental Noise \(Scotland\) Amendment Regulations 2018](#) incorporate the [European Parliament and Council Directive for Assessment and Management of Environmental Noise 2002/49/EC](#) requirements to:

- To determine the noise exposure of the population through noise mapping.
- To make information available on environmental noise to the public
- To establish Action Plans, based on the mapping results, to reduce noise levels where necessary, and to preserve environmental noise quality where it is good.

2.28 The strategic noise mapping and related action plan process is to be completed every 5-years on a rolling cycle.

2.29 In November 2025 the Scottish Government issued for consultation [Draft Agglomerations Noise Action Plan for Scotland - Environmental Noise \(Scotland\) Regulations 2006](#). This draft plan covers the five urban agglomerations in Scotland, including Dundee. On 17 December 2025, Transport Scotland issued for consultation [Draft Transport Noise Action Plan \(TNAP\) 2024 to 2028 - Scottish Government consultations - Citizen Space](#) which covered those locations outwith the agglomerations.

2.30 The respective draft plans have been informed by identifying locations which suffer minimal / noticeable / high / severe / extreme levels of noise annoyance.

2.31 This has led to the identification of Candidate Noise Management Areas (CNMA). The following number of CNMA – all as a consequence of road traffic noise - have been identified in the Region:

Dundee	8	5 on the inner ring road (Marketgait), 2 on Albert St and 1 on Dens Rd
Perth and Kinross	1	Location not identified in the draft Plan
Stirling	2	Location not identified in the draft Plan

2.32 The draft plans set out proposed actions for Transport Scotland and stakeholders. Those actions are included as Appendix B.

2.33 Officers were unaware of the consultation of the Draft Agglomerations Noise Action Plan for Scotland and were unable to respond to the Draft Transport Noise Action Plan. Officers have been in discussion with Transport Scotland to understand what support can be provided to the process of reducing noise to help reduce the impact of noise on health and to make our places better. Initial discussions have highlighted the following opportunities:

- Identification of infrastructure/service projects which Transport Scotland's noise team could consider whether there are any opportunities to also introduce noise reduction/mitigation measures (e.g. sustainable transport corridors)
- Identification of infrastructure/service projects which offer an opportunity to monitor the before and after impacts of an intervention on noise (e.g. traffic calming / speed reduction schemes)
- Ensuring Transport Scotland's noise team are involved in appraisals (whether transport or local development plan appraisals) which should consider the impact of noise
- Due consideration of noise in the forthcoming transport appraisals for the respective constituent authorities Local Development Plans
- Investigating whether noise, and other environmental factors, can be built into the next update of the Tay Cities Regional Transport Model.

2.34 Officers will report back any actions to the Partnership as is appropriate.

#### Transport Just Transition Plan: Consultation Analysis

2.35 Members will be aware Tactran responded to the Scottish Government's 'A Draft Just Transition Plan for Transport in Scotland'. Report RTP/25/23 refers.

2.36 Consultation analysis, [Transport Just Transition Plan: Consultation Analysis - gov.scot](#), has recently been published. This was undertaken by an independent research company. The analysis concluded:

- That the Plan should be much more action focused, outlining how change will be achieved, lines of responsibility, and timescales;
- The need to improve public transport to make this a viable, accessible and attractive option;
- The need to improve active travel opportunities and infrastructure, as well as ensuring better integration between active travel and public transport;
- More focus was needed on the sustainable transport hierarchy;
- More detailed consideration was needed of different vulnerable groups and those in rural areas;
- Greater support was expressed for 'carrot' rather than 'stick' approaches, although a few did support the use of disincentives and traffic management approaches;
- Ensuring that policies provide targeted support and mitigations where needed to avoid any unintended consequences;
- Ongoing meaningful engagement with stakeholders and collaborative working approaches as being key to successful design and delivery;
- That other policy areas and economic sectors will need to be considered and included for the Plan to be successful; and
- The need for financial and other support for individuals, communities, and businesses, as well as the public sector, third sector, and education providers to deliver the required changes.

- 2.37 This feedback will inform future just transition planning in the transport sector, as opposed to a revision of the Plan.
- 2.38 Issues raised in Tactran's response are broadly picked up, specifically in relation to points made regarding impacts/mitigation measures only being properly identified in the detailed delivery plans of the interventions. Our concerns related to timescales is also brought out, and the idea that public transport (and to a lesser extent active travel) needs to be improved to avoid negative impacts such as increased costs, reduced travel opportunities, or disproportionate effects of disincentives.

#### Draft Climate Change Plan 2026-2040: Consultation Analysis

- 2.39 Members will be aware Tactran responded to the Scottish Government's draft Climate Change Plan 2026-2040.(Report [RTP/25/47](#) refers).
- 2.40 Consultation analysis, [Public Consultation Analysis on Scotland's Draft Climate Change Plan 2026-2040 - gov.scot](#), has recently been published. This was undertaken by an independent company. The analysis concluded:
- Respondents were generally supportive of the Plan and welcomed it as a step in the right direction, however concern was raised around the need for better connected, affordable, and accessible public transport was particularly prominent, amongst other aspects
  - Just transition considerations featured prominently - particularly in relation to residents in rural areas and vulnerable groups, amongst others
  - Respondents noted outcomes will vary across geographies and a place-based approach would assist in delivery of climate change obligations. Local authorities and regional partners were seen as critical to successful implementation, but respondents highlighted the need for adequate resourcing, clear roles, and strong coordination across levels of government
  - The need for a robust and transparent monitoring and evaluation framework was emphasised
- 2.41 Tactran's response focused on car km reduction given our work to date on this subject. Some of the themes of the response are picked up, for example:
- A frequently discussed theme suggested that the Government should invest in public transport, especially in rural areas, to incentivise reduced car use
  - Respondents discussed the introduction of restrictive measures aimed at discouraging carbon-intensive behaviours, including direct restrictions on car usage
  - Concerns surrounding clarity of the plan's implementation, delivery requirements and expectations

### **3 CONSULTATION**

- 3.1 Elements of the report have been the subject of consultation with partner Councils, and other partners/stakeholders (Transport Scotland, Network Rail and ScotRail), as appropriate.

### **4 RESOURCE IMPLICATIONS**

- 4.1 This report has no direct or additional financial or other resource implications.

### **5 EQUALITIES IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

**Mark Speed**  
**Director**

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#### **NOTE**

Background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report:

Report to Partnership RTP/25/23, Directors Report, 17 June 2025

Report to Partnership RTP/25/49, Directors Report, 16 December 2025

## Response to Scottish Government's Infrastructure Strategy 2027-2037

### Role of the Infrastructure Strategy

#### ***1. Do you agree with the scope and role of the Infrastructure Strategy?***

The strategy recognises many of the challenges in providing infrastructure to support inclusive sustainable growth. An opportunity could be recognised in terms of interdependencies i.e. importance of digital connectivity in reducing the pressure on transport (and other physical) infrastructure.

However, in recognising the challenge of *population change requiring different public service provision* (p14), the strategy appears to place an emphasis on providing where there is a growth in demand (as a result of growth in population), rather than tackling the tricky balance of the different challenges of:

- Providing infrastructure where there is growth
- Providing infrastructure to address decline

Without getting the balance right, there is the risk of only providing where there is growth and the biggest (numerical) demands and hence accelerating decline in the other areas. There must also be careful consideration of the type of infrastructure that will address decline in areas of depopulation.

#### ***2. Do you think the proposed framework, linking the 30-year Needs Assessment, 10-year Infrastructure Strategy, Spending Reviews and annual Budgets will support improved strategic planning and delivery? Are there any further improvements you want to suggest?***

The proposed framework should help support strategic planning, subject to strong, appropriate and linked governance at national, regional and local levels, and funding.

### Infrastructure Governance Principles

#### ***3. Do any elements of the infrastructure lifecycle need to be strengthened to promote more effective infrastructure planning and delivery?***

This section could be expanded. In terms of strategic alignment, clear objectives need to be focused on those who have the greatest need.

Need to emphasise the need for assessment of priorities in line with the Investment Hierarchy within the early stages of the infrastructure lifecycle stages of strategic alignment and collaboration. Respective partners need to co-ordinate at the start of the cycle to recognise those infrastructure priorities which fall into the different stages of the investment hierarchy.

#### ***4. In what areas could changes to governance or planning processes across the public sector improve the impact of the investment hierarchy?***

Cross sector working would be better able to identify shared opportunities. A regional prioritisation process is likely to better identify those strategic priorities.

In transport terms, the investment hierarchy is established, as set out in the National Transport Strategy 2. However, how best to put this into practice requires further exploration, for example, how best to integrate into technical appraisal or recommendations from technical appraisal, such as the Scottish Transport Appraisal Guidance process further.

### **Infrastructure Themes and Enablers**

***5. Do you agree that enabling net zero and environmental sustainability, driving economic growth, and building resilient places continue to be the right outcomes to guide infrastructure investment over the next decade?***

These are important criteria, but it is equally important to address decline (rather than growth) in those areas where there is depopulation.

***6. Are the three proposed enablers, public assets, place-making and private investment, sufficient to deliver the Strategy's outcomes? Are there other enablers we should consider instead/additionally?***

The proposed enablers are appropriate building blocks. But it would be wrong not to also recognise the importance of public sector interventions / support. The draft strategy recognises that we can not do everything. The enablers will only be sufficient if there is realism about what can, and can't, be achieved.

***7. What mechanisms or approaches should the Infrastructure Strategy adopt to ensure that critical cross-cutting priorities, such as housing delivery, regional economic development, and natural infrastructure are systematically embedded in investment planning and decision making?***

Recent national planning, economic development and transport reviews have recognised the strength of co-ordinating regional economic development, development planning and transport planning to identify, prioritise and co-ordinate strategically important infrastructure to enable growth.

However, the delivery element – to enable the best reflection of the place principle – should be led at the local level.

It is essential that these two levels work seamlessly together.

***8. Are there any findings from the SFT Needs Assessment (perhaps from drivers of change, cross-cutting themes or enablers) that we should more fully integrate into this 10-year Infrastructure Strategy?***

The SFT Needs Assessment identifies that regional transport partnerships, alongside local authorities and national agencies “will need to work collaboratively to integrate transport and infrastructure planning, ensuring that transport systems are aligned with broader public sector priorities, such as health, education, and housing.” The

existence of, and opportunities available through, Regional Transport Partnerships appears to be overlooked in the draft Infrastructure Strategy.

## **Place-Based Approach**

### ***9. Do you support the proposal that infrastructure investment is more directly driven by the priorities of places across Scotland?***

All infrastructure has the goal of improving a place. However, when there are difficult decisions to be made between places in terms of supporting growth or addressing decline, there is a danger that if the priorities were set by individual places, resources may not be directed to where they may be most needed.

There may also be other local vs national/regional tensions. e.g. in rail, a desire for frequent stopping services serving a greater proportion of communities vs a desire to reduce end-to-end travel times

### ***10. Are the proposed principles, national spatial priorities and place partnerships, the right ones to guide a place-based approach? Are there other principles we should consider?***

Place partnerships will work well at a local level to deliver improvements. Whether local partnerships are best placed to prioritise strategic investment is another matter.

### ***11. Do you agree with the Scottish Government's proposal to empower communities to play a more active role in infrastructure decision making? What mechanisms would best support meaningful community involvement and help to maximise local social benefits?***

Respectfully, we all are probably aware of examples where communities have stopped / hindered infrastructure proposals rather than supported them. Often this is as a result of a community feeling that something has been imposed on them at a late stage. Early involvement of communities can not guarantee support from all, but it is the right approach, and one we must continue to seek to improve.

A hurdle that needs to be addressed is that many strategic proposals have been in existence over generations and this slow pace of change may disengage as opposed to empower communities.

### ***12. Do you believe the current landscape of local and regional partnerships (e.g. Community Planning Partnerships, Regional Economic Partnerships, HubCos, Regional Adaptation Partnerships) provides an effective framework for delivering place-based infrastructure investment? Please explain your answer, including any suggestions for improvement of existing structures.***

The current landscape provides good foundations. Tactran would support further detail regarding of the role of Regional Transport Partnerships in delivering place-based infrastructure investment in the final strategy.

Current experience is that CPPs are not led by an infrastructure focus. They are – as encouraged by the local outcome improvement plan process – focused on interventions to support those most in need. It is not that CPPs would be an inappropriate vehicle, it is more that they would need to expand their remit and skills.

## **Enabling Private Infrastructure**

***13. Are there additional sectors or opportunities that should be considered for strategic investment to support economic growth and maximise opportunities for longer-term growth?***

Attracting private investment into growth areas has potential. A different (or at least a different scale of) approach is likely to be required to attract investment into areas of decline.

***14. To make the most of the strategic opportunities in renewables, housing, and natural capital, what will the economy need from our infrastructure to grow and thrive up to 2037?***

The economy needs reliability from our infrastructure to enable planning, investment and growth. This means reliability in terms of

- Reliable and resilient infrastructure
- Reliability in terms of deliverability – whether that be decision making, funding or approvals

Proposed actions within the draft Noise Action Plans

Agglomerations Noise Action Plan for Scotland

<b>Objective 1: We will improve consideration of environmental noise management in strategic planning</b>
1a. Scottish Government and Agglomerations will promote environmental noise management in strategic planning at both National and Local levels
1b. Scottish Government, working closely with local authorities will prepare for the next round of noise mapping, considering data needs and engaging with wider stakeholders.
<b>Objective 2: On a prioritised basis agglomerations will manage exposure to environmental noise</b>
2a. Agglomerations to validate and assess the Candidate Noise Management Areas (CNMA) to identify any NMAs and prioritise these areas.
2b. For NMAs in agglomerations: <ul style="list-style-type: none"> <li>• consider, and where relevant implement, specific measures to support noise management in prioritised NMAs; and</li> <li>• apply noise management interventions during existing maintenance and improvement programmes, where practical.</li> </ul>
2c. Transport Scotland will work closely with local authorities, to prioritise noise reduction measures for trunk road and rail NMAs within agglomerations.
<b>Objective 3: We will work with partners to reduce potential exposure to environmental noise and increase awareness of noise control measures and actions</b>
3a. Scottish Government to facilitate the Scottish Environmental Noise Coordination Group, with key partners, to oversee delivery of this noise action plan. The Co-ordinating Group will also: <ul style="list-style-type: none"> <li>• engage with local authorities, and other partners, across Scotland on utilising Scotland's noise maps; and</li> <li>• engage with local authorities across Scotland to support the promotion of case studies of different noise reduction measures that have been used successfully to reduce exposure to environmental noise.</li> </ul>

## Transport Noise Action Plan Actions for 2024 to 2028

Action	Description	Delivery Period
1a	Transport Scotland will promote environment noise management through the major road and rail corridors working with stakeholders to support a collaborative approach to noise management.	2024 to 2028
1b	Transport Scotland will, working closely with Trunk Road and Rail stakeholders, prepare for the next round of noise mapping, considering data needs and engaging with wider impacted groups	2025 to 2026
2a	Transport Scotland will assess all major road and rail Candidate Noise Management Areas (CNMAs) and to identify NMAs and develop appropriate interventions on a prioritised basis.	2025 to 2026
2b	Transport Scotland will work with stakeholders to implement, specific measures to support noise management in prioritised NMAs	2025 to 2028
2c	Transport Scotland will ensure that noise management interventions are built in to existing maintenance and improvement programmes where practical.	2025 to 2028
3a	Transport Scotland will continue to provide information to the public in relation to Transport noise action on the Transport Scotland webpage, signposting stakeholders and those affected by transport noise to support resources.	2024 to 2028
3b	Transport Scotland will provide guidance and advice to individuals affected by Transport Noise, working with partners agencies to advocate mitigation of impacts where possible.	2024 to 2028
3c	Transport Scotland will continue collaboration with key stakeholders across the public, private, and academic sectors to understand and utilise new methods of noise management and prevention to advocate their use with partner organisations.	2024 to 2028