The Community Flywheel: How Cycling Can Power a Healthier, Wealthier, and More Connected Perth

Executive Summary

Strategic investment in cycling infrastructure is not merely a transport initiative but a powerful catalyst for a virtuous cycle of community improvement. This report presents a comprehensive, evidence-based case that embracing cycling can unlock profound and interconnected benefits for communities like Perth, Scotland. By creating a city where cycling is a safe, convenient, and attractive option for all, Perth can simultaneously improve public health, stimulate economic prosperity, meet its environmental goals, and strengthen its social fabric.

The analysis is structured around four key pillars of benefit, each supported by extensive global and local research.

The Public Health Dividend: Regular cycling is a potent form of preventative medicine. The evidence is overwhelming: it dramatically reduces the risk of chronic diseases such as heart disease, cancer, and diabetes, while significantly boosting mental well-being. Investing in safe cycling infrastructure is a high-return public health strategy that can generate more healthy life years per pound spent than some direct medical treatments.
The Economic Engine: Far from being a cost, cycling infrastructure is an economic driver. It boosts retail sales in local business districts, increases property values, attracts high-spending cycle tourists, and offers significant cost savings to both individuals and the public purse. This creates a self-reinforcing flywheel of prosperity that benefits residents, businesses, and the local government.
The Environmental Imperative: As Scotland's largest source of greenhouse gas emissions, transport is a critical area for climate action. Cycling offers a readily available, zero-emission solution. The greatest environmental gains are realized when safe infrastructure enables a direct substitution of short car journeys with cycling, creating a multiplier effect on carbon reduction and improving local air and noise quality.
The Social Fabric: A city designed for people, not just cars, is a more connected and equitable city. Cycling breaks down the isolation of vehicle travel, fostering spontaneous social interaction and building community cohesion. It provides an affordable and accessible mobility option, promoting social equity and granting autonomy to residents of all ages and abilities.
The opportunity for Perth is particularly compelling. The city already possesses foundational assets, including its integration into the National Cycle Network and pioneering inclusivity programs like "All Ability Cycling." The upcoming active travel network associated with the Cross Tay Link Road project provides a once-in-a-generation opportunity to create a spine for a future city-wide system. Furthermore, local data reveals a powerful public mandate for change. The 2023 Sustrans *Walking and Cycling Index* for Perth shows that **66% of residents support building more protected cycle paths**, even at the expense of road space for cars. This desire is currently held back by a significant "Safety Deficit," with a majority of residents feeling that cycling is not safe enough. Closing this gap is the key to unlocking the vast, latent demand for cycling in the city.

This report concludes with a series of actionable recommendations for a phased, evidence-led implementation. It calls for the adoption of a formal "Complete Streets" policy by Perth & Kinross Council to ensure all future projects prioritize safe access for all users. It outlines a blueprint for robust community engagement and provides a toolkit for building a connected network of protected bike lanes and secure parking. By following this roadmap, Perth can harness the power of the pedal to start a community flywheel, creating a healthier, wealthier, and more connected future for all its residents.

Part I: The Transformative Power of the Pedal: A Global Evidence Review

The decision to invest in cycling is a decision to invest in a cascade of positive outcomes that ripple through every facet of community life. The benefits are not isolated; they are deeply interconnected, creating a powerful momentum for change. This section establishes the universal, evidence-based argument for cycling by reviewing a vast body of research from academic institutions, government bodies, and non-profit organizations across the globe. It demonstrates that the dividends paid by promoting cycling—in health, wealth, environmental quality, and social connection—are both substantial and achievable.

Section 1: The Public Health Dividend: A Prescription for Prevention

In an era of strained healthcare systems and rising rates of chronic illness, cycling emerges not merely as a form of recreation or transport, but as one of the most effective and efficient public health interventions available to a modern city. The simple act of incorporating cycling into daily life offers a powerful prescription for preventing disease, extending lifespans, and bolstering the mental resilience of the population.

1.1. Combating Chronic Disease and Extending Lifespans

The evidence linking regular cycling to a dramatic reduction in the risk of major non-communicable diseases is overwhelming and conclusive. A substantial body of research shows that active commuting, particularly by bike, is one of the most practical ways to integrate the physical activity needed to fend off illness into daily routines.[1] A landmark meta-analysis of 17 different studies found that cyclists benefit from a 21% lower risk of death from any cause and an even more significant 33% lower risk of death from cardiovascular disease.[3]

The protective effects are specific and profound across a range of conditions.

Cardiovascular Disease: Regular cycling stimulates and improves the heart, lungs, and circulation, strengthening heart muscles, lowering resting pulse, and reducing blood fat levels.[4] A large-scale UK study involving over 260,000 participants found that commuting by cycle was associated with a 46% lower risk of developing heart disease.[5] This is corroborated by numerous other studies, including a large Swedish study that followed over 23,000 people for a decade and found that bicycle commuters had a decreased risk of obesity, high blood pressure, and high triglycerides.[3] A Danish study of 30,000 people over 14 years came to a similar conclusion: regular cycling protects people from heart disease.[4] The benefits are not limited to prevention; for adults with diabetes, cycling was associated with a 35% lower risk of death from any cause.[3]

Cancer: The link between physical activity and reduced cancer risk is well-established, and cycling is a key contributor. The same large UK study found that cycling commuters had a 45% lower risk of developing cancer at all.[5] Other research has shown that regular cycling reduces the chance of bowel cancer and provides some evidence for a reduced risk of breast cancer.[4]

Diabetes and Obesity: Type 2 diabetes is a major public health challenge, and cycling is a powerful preventative tool. Large-scale research in Finland discovered that individuals who cycled for more than 30 minutes per day had a 40% lower risk of developing diabetes.[4] Cycling is also highly effective for weight management. A study of over 18,000 premenopausal women over 16 years found that those who cycled gained significantly less weight. Crucially, the study showed a clear dose-response relationship: women who did not cycle at the start but increased their activity by as little as 5 minutes a day gained less weight than those who never cycled at all.[3] Steady cycling can burn around 1,200 kilojoules (about 300 calories) per hour, and a daily half-hour bike ride can burn nearly five kilograms of fat over a year.[4]

Importantly, the immense health benefits of increased physical activity from cycling substantially outweigh the potential risks, such as increased exposure to air pollution or traffic accidents. A comprehensive study calculated that for individuals who shift from driving to cycling, the life-altering benefits are far greater than the harms. The analysis estimated that the months of life gained from physical activity (3 to 14 months) are orders of magnitude larger than the days of life lost from increased inhaled pollution (0.8 to 40 days) and traffic accidents (5 to 9 days).[7]

1.2. Bolstering Mental Well-being

The benefits of cycling extend far beyond physical health, playing a crucial role in fostering mental resilience and well-being. In communities grappling with rising levels of stress, anxiety, and depression, cycling offers an accessible and effective remedy. The physical activity itself stimulates the release of endorphins, the body's natural "feel-good" chemicals, which counteract stress hormones and improve mood.[3] This physiological response is complemented by the psychological benefits of the activity: cycling fosters a sense of enjoyment, accomplishment, and freedom.[4]

Multiple studies confirm these effects. Research has consistently shown that active commuters who bicycle to work experience greater stress reduction than those who drive or use other modes of transport.[3] A comprehensive UK study using a large, representative sample followed for 18 years provided robust evidence that active commuters, including cyclists, had a lower risk of requiring prescriptions for mental health conditions like anxiety and depression.[2] This suggests that the mental health benefits are not just subjective feelings but translate into measurable reductions in the burden of mental illness on the healthcare system. The act of

cycling, particularly through green spaces, can also provide opportunities for mindfulness and relaxation, increasing blood flow to the brain and enhancing mental clarity.[8]

1.3. Inclusive Health: Cycling for All Ages and Abilities

A key strength of cycling as a public health tool is its inherent inclusivity. Unlike many other forms of exercise, it is a low-impact activity that causes significantly less strain and injury to joints, making it an ideal choice for a wide range of people across all ages and fitness levels.[4] For individuals with conditions like osteoarthritis, cycling provides an excellent workout without placing heavy stress on joints.[4]

Furthermore, the world of cycling extends beyond the traditional two-wheeled bicycle, ensuring its benefits can be accessed by nearly everyone in the community. The field of adaptive cycling has developed a range of specialized cycles—including hand cycles, tricycles, and recumbent bikes—that empower individuals with disabilities to participate fully. These adaptive cycles are a vital tool for promoting physical and mental health among people with spinal injuries, amputees, and those recovering from conditions such as strokes.[4] A comprehensive review of existing research highlights the positive impacts of adaptive cycling on cardiovascular fitness, muscle strength, and overall physical well-being, alongside marked improvements in mental health and quality of life for individuals with disabilities.[6] This commitment to inclusivity ensures that the profound health dividend of cycling can be shared across the entire community, leaving no one behind.

This body of evidence positions investment in cycling infrastructure not as a simple transportation or leisure expense, but as a highly efficient, preventative public health expenditure. The return on this investment can be measured not only in reduced healthcare costs but, more importantly, in longer, healthier, and happier lives for residents. Some analyses have found that building protected bike lanes can provide a better societal return on investment than certain direct medical treatments, such as dialysis.[5] A striking study from New York City quantified this relationship, calculating that for every £1,000 the city spent on bike lanes, all city residents combined gained the equivalent of one full year of life at full health.[11] This reframes the entire debate. The question for civic leaders is not whether they can afford to build the infrastructure that encourages this profoundly healthy activity, but whether they can afford not to.

Section 2: The Economic Engine: Fuelling Local Prosperity

The misconception that reallocating road space from cars to bicycles is detrimental to local economies is one of the most persistent barriers to progress. A wealth of evidence from cities around the world proves the opposite is true. Investing in high-quality cycling infrastructure is not a cost to be borne but an economic development strategy that fuels local prosperity, enhances property values, attracts tourism, and generates system-wide savings. This investment creates a self-reinforcing economic flywheel, where initial spending triggers a cascade of positive financial outcomes that benefit residents, businesses, and local government simultaneously.

2.1. Boosting Local Retail and Business Vitality

The most common fear among merchants—that replacing on-street parking with bike lanes will drive away customers—is consistently proven to be unfounded by real-world data. In fact, streets that are safer and more pleasant for people on bikes and on foot become more attractive commercial destinations, leading to increased footfall and higher sales.

Case studies from major cities provide compelling evidence. After a protected bike lane was installed on 9th Avenue in New York City, local businesses saw a remarkable 49% increase in retail sales, dwarfing the 3% average increase seen across the rest of the borough.[12] In another NYC example, the redesign of Union Square to include a protected bike lane was followed by a 49% reduction in commercial vacancies, at a time when vacancies in the wider borough of Manhattan actually rose by 5%.[12] Similar positive or neutral economic impacts have been observed in numerous studies across the US, Canada, and Europe.[13]

The logic behind this economic boost is twofold. First, while drivers may spend more per individual trip, people who arrive by bike or on foot visit more frequently, ultimately spending more money per month at local businesses.[14] A study in London found that cyclists spent 40% more in their local shops over the course of a month than drivers did.[11] This is partly because cycling facilitates smaller, more frequent shopping trips and encourages spontaneous stops, as cyclists are not burdened by the search for a parking space.[11] Second, bike parking is vastly more space-efficient. A single car parking space can be converted to accommodate up to 10 bicycles,

dramatically increasing the potential customer capacity for a business district.[17] This efficiency can translate directly into higher revenue; one analysis found that replacing a car parking space with bike parking could increase retail revenue by as much as 78%.[16]

2.2. The "Bike Premium": Enhancing Property Values

The economic benefits of cycling infrastructure extend directly to the real estate market. Proximity to safe and attractive walking and cycling routes has a measurable positive impact on property values, creating what is often termed a "bike premium." This effect has been documented across numerous markets. In Indianapolis, for example, houses located near the Monon Trail, a popular multi-use path, sell for an average of 11% more than similar homes located further away.[14] This is not an isolated case; a national study in the US found that homes in walkable neighborhoods with good bike access were valued at £6,500 more than those in car-dependent areas.[15]

This "bike premium" is not limited to residential properties; commercial properties near bike paths and greenways also benefit from increased value.[11] The Indianapolis Cultural Trail, a world-class urban bike and pedestrian path, cost £63 million to build but has been credited with generating a staggering £1 billion increase in adjacent property values since its completion.[12] This enhancement of property values is a direct financial benefit to property owners and simultaneously strengthens the local government's tax base, creating a sustainable revenue stream that can be reinvested into further community improvements.

2.3. The Value of Cycle Tourism

For regions with scenic landscapes and appealing destinations, cycle tourism represents a significant and growing economic opportunity. Cyclists who travel for leisure are valuable tourists, spending money on accommodation, food, drink, and local attractions. This injects external revenue directly into the local economy.

Scotland has already capitalized on this trend, with cycle tourism (including mountain biking) estimated to contribute between £241 million and £362 million to the national economy each year.[18] Even excluding the significant mountain biking sector, which adds around £119 million annually, leisure cycling tourism accounts for a contribution of up to £239.3 million per year.[18] Case studies from other regions underscore this potential. North Carolina's Outer Banks, for instance, generates an estimated £60 million in annual economic activity from bicycle tourism alone.[14] A study for the NCDOT found that the average bike tourist spends £190 every day they are in an area.[11] By developing and promoting a high-quality network of cycling routes, communities like Perth can attract these high-value visitors, supporting local jobs and businesses in the hospitality sector.

2.4. System-Wide Cost Savings

The economic case for cycling is further strengthened by the significant cost savings it offers at every level. For the public purse, the cost of building cycling infrastructure is a fraction of that required for new roads for motor vehicles. It costs approximately £60 million to construct a single mile of urban freeway, whereas a mile of protected, on-street bike lane can be built for less than £250,000.[11] In some cases, improvements can be made even more cheaply; simple projects that involve removing old lane markings and restriping a road to create buffered bike lanes can cost as little as £4 per linear foot.[19] Furthermore, infrastructure designed for cycling creates more employment per pound spent than traditional road-only projects.[11]

For individuals, the savings are equally compelling. The cost of owning and operating a car is a major household expense, with AAA statistics showing an average cost of over £1,000 per month.[5] By enabling residents to replace car trips with cycling, a community frees up significant disposable income that can then be spent at local businesses, further stimulating the economy.[14]

The initial investment in cycling infrastructure thus triggers a virtuous economic cycle. It begins with a comparatively low-cost capital project. This investment immediately enhances nearby property values, strengthening the municipal tax base. It enables residents to save money on transport, increasing their disposable income and improving their health, which in turn reduces both personal and public healthcare expenditures. This healthier, wealthier populace, along with an influx of cycle tourists, spends more money at local businesses, boosting revenue and reducing commercial vacancies. The resulting economic vitality and increased tax revenue then provide the local government with more resources and the political will to further expand the network, starting the flywheel spinning

again with even greater force. This demonstrates that investing in cycling is not just a transport policy; it is a comprehensive and highly effective strategy for holistic economic development.

Section 3: The Environmental Imperative: A Breath of Fresh Air

In the face of a global climate crisis, cities are on the front lines of the battle to reduce carbon emissions and create more sustainable, resilient communities. Cycling is not a peripheral concern in this effort; it is a critical, powerful, and readily available tool for achieving meaningful environmental progress. By promoting a shift from motorized transport to human-powered mobility, cities can slash their carbon footprint, clean their air, and create more tranquil and livable public spaces for all residents.

3.1. Slashing Carbon Emissions

Transport is the single largest contributor to greenhouse gas emissions in Scotland, making it an essential target for climate action.[20] The bicycle, a zero-emission vehicle at the point of use, offers a direct and effective solution. The impact of choosing a bike over a car is immediate and significant. Research shows that making just one trip by bike instead of by car each day can reduce an average person's carbon emissions from transportation by a remarkable 67%.[21] The Intergovernmental Panel on Climate Change (IPCC), the world's leading authority on climate science, has explicitly identified bicycling as a key solution for ensuring a sustainable future.[21]

The true environmental power of cycling lies in its ability to directly substitute for high-impact car journeys. A huge proportion of car trips are short and therefore easily replaceable by cycling. In the UK, three out of every five car trips are under 8 km (5 miles), and these short journeys are responsible for a disproportionate 21% of all car-related CO2 emissions.[22] A major longitudinal study across seven European cities confirmed that active travel directly substitutes for motorized travel, with profound climate mitigation effects.[23] The study quantified this impact precisely:

For every additional daily trip made by bicycle, a person's lifecycle CO2 emissions decreased by 0.52 kg.
The effect was even greater when viewed through the lens of avoided car trips. For every car trip that was replaced, emissions fell by 2.11 kg.
The most dramatic impact was seen in individuals who made a wholesale shift. Those who changed their primary mode of transport from a car, van, or motorbike to active travel saw their daily mobility-related CO2 emissions plummet by an average of 9.28 kg.[23]

Extrapolated over a year, an average person who cycles one more trip per day and drives one less trip per day for 200 days would reduce their mobility-related CO2 emissions by approximately half a metric ton.[23] When scaled across a city, the potential is enormous. Global simulations indicate that if every city increased its bicycle network to the level of Copenhagen, it would result in a reduction of private vehicle emissions by approximately 6%.[1] While the manufacturing of a bicycle does have a small carbon footprint, it is marginal compared to that of a car, and once in use, the bicycle is a paragon of sustainable transport.[24] This evidence makes it clear that the most effective environmental policy is one that focuses on enabling a modal shift from cars to cycles for short journeys, which can only be achieved by providing safe and convenient infrastructure.

3.2. Improving Local Air and Noise Quality

Beyond the global impact on climate change, promoting cycling delivers immediate and tangible improvements to the local environment. Motor vehicles are a primary source of harmful local air pollutants, such as nitrogen oxides (NOx) and particulate matter (PM2.5), which are linked to a host of health problems, including asthma, heart disease, and other respiratory illnesses.[1] Bicycles, by contrast, emit none of these pollutants from a tailpipe, contributing directly to cleaner, healthier air in urban centers and residential neighborhoods.[1]

A common concern is that cyclists, due to increased breathing rates, might inhale more pollution. However, multiple studies have debunked this as a significant net negative. In fact, research consistently shows that commuters inside cars, buses, and taxis are often exposed to *higher* concentrations of traffic-related air pollution than cyclists on the same routes.[4] This is because they are trapped within a vehicle cabin where pollutants from surrounding traffic accumulate, while cyclists benefit from greater air circulation. A Danish study even found that due to this effect, the lung function of people who cycle to work is improved compared to car commuters.[4]

In addition to cleaner air, a city with more cyclists is a quieter city. The constant clamor of car engines, horns, and traffic creates noise pollution, a pervasive environmental stressor that can negatively affect ecosystems and human health.[21] Replacing the noise of motor

vehicles with the relative silence of bicycles helps to create more tranquil, pleasant, and people-friendly public spaces, enhancing the overall quality of urban life.[21]

Section 4: Weaving the Social Fabric: Connecting Communities

The benefits of a cycling-friendly city extend beyond the quantifiable metrics of health, economics, and the environment. Investing in infrastructure that prioritizes people over vehicles fundamentally changes the character of a place, weaving a stronger social fabric by fostering interaction, promoting equity, and creating a more profound sense of community. This infrastructure is not merely a set of transport corridors; it is a social platform that actively generates opportunities for connection and belonging.

4.1. Fostering Social Interaction and Cohesion

The modern car, while a marvel of private mobility, is also an instrument of isolation. It seals individuals inside a private "metal box," disconnected from the city and the people around them.[26] Cycling does the opposite. It is an open and interactive experience that immerses the rider in their environment. Moving at a human pace, cyclists can greet pedestrians, chat with fellow riders at a traffic light, and make spontaneous stops to talk to a neighbor or pop into a local shop. This dynamic interaction makes cycling a "glue between the realms of the sidewalk and the street," blending the speed of transport with the social engagement of walking.[26]

This increased potential for casual interaction has a cumulative effect on community life. A substantial body of research indicates that neighborhoods designed to be more walkable and bikeable are associated with higher levels of social capital and community cohesion.[25] Studies have found that bike-friendly cities tend to have higher levels of overall community engagement.[27] Organized cycling events and group rides provide structured opportunities for social connection, helping to combat feelings of loneliness and isolation by building new social networks.[8] The shared experience of riding and advocating for safer streets helps to build a distinct "bike culture" that fosters a sense of shared identity and belonging among residents.[26]

4.2. Promoting Social Equity and Accessibility

A commitment to cycling is a commitment to social equity. In a society where mobility is often tied to the significant expense of car ownership and operation, cycling provides a low-cost, reliable, and accessible transportation option for everyone.[25] This is particularly critical for lower-income households, who may not be able to afford a car, as well as for young people who are not yet old enough to drive and older adults who may no longer be able to. By creating a safe and comprehensive cycling network, a city can reduce transportation inequalities and ensure that all residents have fair access to jobs, education, healthcare, and other essential services.[27]

The design of the infrastructure itself is an act of equity. For children and teenagers, a bicycle is often their first taste of autonomy and freedom, allowing them to independently explore their community and visit friends without relying on parents for transportation.[26] For older adults, safe cycling routes can be a lifeline, helping them to retain their mobility, independence, and social lives in their later years.[26] Furthermore, addressing barriers like the lack of secure bicycle parking is a direct equity issue, as research shows that this problem disproportionately deters people of color and those in low-income communities from cycling.[17] Building inclusive infrastructure, therefore, is about ensuring the benefits of mobility are distributed fairly across the entire population.

4.3. Creating a "Sense of Place"

Ultimately, the goal of urban design should be to create places where people want to live, work, and spend their time—not just pass through as quickly as possible. A city that embraces cycling is inherently a more human-scale, vibrant, and attractive place. Cyclists and pedestrians move at a pace that allows them to see, smell, and hear their surroundings, appreciating local architecture, public art, and the unique character of different neighborhoods.[11]

The very presence of people cycling and walking enhances the energy and vibrancy of a street, transforming it from a mere traffic conduit into a lively public space. This improved "sense of place" makes communities more desirable, which in turn supports local businesses and strengthens community pride. By designing streets for people, cities create a culture that enriches urban life, not just for those on bikes, but for everyone who shares the public realm.[26]

Table 1: The Multi-Faceted Benefits of Cycling: A Global Evidence Summary

Benefit Category	Key Finding	Statistic / Evidence	Source Snippet(s)
Public Health	Reduced Mortality Risk	Cyclists have a 47% lower risk of all-cause mortality compared to non-active commuters.	2
	Reduced Cancer Risk	Cycling commuters have a 45% lower risk of developing cancer.	5
	Reduced Heart Disease Risk	Cycling commuters have a 46% lower risk of developing heart disease.	5
	Mental Health Improvement	Active commuters have a lower risk of mental health prescriptions and report less stress.	2
Economic	Boost to Local Retail	Businesses on streets with protected bike lanes saw retail sales increase by up to 49%.	12
	Increased Property Values	Homes near bike trails sell for up to 11% more.	14
	Cycle Tourism Value	Cycle tourism contributes up to £362 million annually to the Scottish economy.	18
	Infrastructure ROI	Building an entire city's bike network can cost the same as one mile of urban freeway.	15
Environmental	CO2 Reduction (Individual)	Switching one car trip to a bike trip per day can cut an individual's annual transport CO2 by 0.5 tonnes.	23
	CO2 Reduction (System)	If every city had Copenhagen's bike network, global private vehicle emissions would drop ~6%.	1
	Air & Noise Pollution	Cycling emits virtually no local air or noise pollutants.	1
Social	Community Cohesion	Bikeable neighbourhoods are associated with increased social capital and community engagement.	25
	Social Equity	Provides low-cost, accessible mobility, crucial as 25% of some city households lack a car.	28
	Safety for All	Protected bike lanes reduce injuries for *all* road users (drivers, pedestrians, cyclists) by 30-50%.	12

Part II: The Perth Opportunity: A Localised Blueprint for Success

The global evidence presents a compelling case for the transformative power of cycling. However, for this vision to become a reality, it must be grounded in the unique context of a specific community. This section translates the global case into a localized blueprint for Perth, Scotland. It demonstrates that Perth is not starting from a blank slate but possesses a strong foundation of existing assets, a clear public mandate for change, and strategic alignment with its own policy ambitions. By understanding and leveraging these local factors, Perth can move confidently from vision to implementation.

Section 5: Perth's Current Landscape: Assets and Opportunities

Perth is well-positioned to become a leading cycling city in Scotland. The city and its surrounding region already boast a number of significant assets that provide a solid foundation for a more ambitious, city-centric active travel network. Recognizing and building upon these existing successes is the logical first step. This approach reframes the conversation from "Should we try this new thing?" to "How can we expand upon what already works and connect these valuable but disparate assets into a cohesive network that serves everyone, every day?"

5.1. Existing Network and Infrastructure

Perth's geography and existing infrastructure give it a strategic advantage. The city serves as a key gateway to some of Scotland's most popular and scenic long-distance cycle routes, which are part of the National Cycle Network (NCN).[30] NCN Route 77, also known as "The Salmon Run," follows the River Tay for 54 miles, while NCN Route 7 connects Perth to the heart of the Cairngorms National Park, forming part of the long-distance Lochs and Glens Way between Glasgow and Inverness.[30] These routes already draw cycling enthusiasts and tourists to the area and establish Perth's identity as a hub for cycling.

Locally, the Perth & Kinross Council already promotes several paths and routes, including the Perth Lade, which provides a valuable green corridor and a convenient walking and cycling route from the city centre, and a series of "Green Routes" on narrow country roads with reduced speed limits designed to encourage leisure trips and connect local communities.[20] The city is also supported by a mature cycling ecosystem, including long-standing family-run businesses like J.M. Richards Cycle Shop, which has operated from the

same location since 1906 and provides sales, extensive repairs, and expert knowledge to the local community.[30] This combination of established routes and a supportive local culture provides a strong starting point.

5.2. Pioneering Inclusivity: Perth's "All Ability Cycling"

One of Perth's most significant assets is the "All Ability Cycling" program based at the Bell's Sports Centre.[30] This initiative stands as a local case study in best practice for social inclusion. With a fleet of adapted bicycles, including tricycles and other specialized models, the program is specifically aimed at adults with disabilities, balance or coordination issues, vision impairment, or other mobility challenges that can make riding a standard bike difficult. It enables carers to bring friends and family, and it is also used by retired individuals and local groups.[30]

This program is more than just a recreational activity; it is a tangible, local demonstration of cycling's power to foster inclusion, improve well-being, and combat social isolation. It brings the abstract social equity arguments to life in a way that is immediately relatable to Perth residents. It serves as powerful proof of concept that the benefits of cycling can and should be extended to every member of the community, providing a strong moral and practical foundation for demanding that all new infrastructure be designed with universal accessibility in mind.

5.3. The Game Changer: The Cross Tay Link Road (CTLR) Project

Perhaps the single greatest opportunity on the horizon for Perth is the major active travel network being constructed as part of the Cross Tay Link Road (CTLR) project. Scheduled to open in Spring 2025, this is not a minor addition but a transformative piece of infrastructure that will redefine active travel possibilities in and around the city.[32]

The scale of the project is substantial, featuring over 12 kilometers of new or upgraded paths suitable for walking, wheeling, and cycling.[32] Key elements include 7 km of new, 3-meter-wide shared-use path along the entire project route, an iconic Green Bridge providing a safe crossing and connecting to new paths in Highfield Woods, and seven new signalized toucan crossings to facilitate safe passage along the New Kingsway.[32] A central feature will be a new Park-and-Choose hub at the old A9 site, complete with car parking, EV charging points, and secure cycle shelters, explicitly designed to encourage motorists to switch to active travel for the final leg of their journey into town.[32]

This project should be viewed as far more than just a peripheral road. It is the future spine of a comprehensive city-wide active travel network. The challenge and opportunity for Perth & Kinross Council is to now plan and build the "ribs" that will connect this spine to the city centre, residential neighborhoods, schools, and major employment hubs, transforming it from a bypass route into the central artery of a fully integrated system.

Section 6: The Voice of the Community: Public Perceptions in Perth

Any successful public project requires a clear mandate from the people it serves. In Perth, the case for investing in cycling infrastructure is powerfully reinforced by the city's own residents. The *Walking and Cycling Index 2023*, a comprehensive report for Perth produced by Sustrans in collaboration with the council, provides an undeniable evidence base showing that there is both a strong desire for change and a clear understanding of the barriers preventing it. This data reveals a significant "Safety Deficit"—a large gap between the number of people who *want* to cycle and the number who feel *safe* enough to do so. Closing this deficit with high-quality, protected infrastructure is the single most effective way to unlock the latent potential for active travel in the city.

6.1. The Strong Public Mandate for Better Infrastructure

The findings from the Sustrans survey, which polled over 1,100 Perth residents, are unequivocal. There is widespread, majority support for reallocating space to make walking and cycling safer and more appealing. The headline statistic is a powerful call to action: **66% of Perth residents support building more cycle paths along roads that are physically separated from traffic and pedestrians**, even if it means less room for other road traffic. A mere 15% of residents oppose this vision.[33]

This strong support for cycling-specific infrastructure is part of a broader public appetite for creating more people-friendly neighborhoods. The survey also found that:

72% support the creation of more 20-minute neighbourhoods, where daily needs can be met within a short walk or cycle.
63% support the creation of more low-traffic neighbourhoods.
79% support banning vehicles from parking on the pavement, a measure that directly improves safety and accessibility for pedestrians and wheelers.[33]
This data provides a clear and powerful mandate for political leaders. The public is not just passively accepting of change; they are actively calling for the very policies and infrastructure projects that are proven to increase active travel.

6.2. Identifying the Barriers: The Perception of Safety

The public's desire to cycle is being actively suppressed by the current state of the city's infrastructure. The Sustrans report reveals a significant latent demand for cycling, with **45% of all residents stating they would like to cycle more in the future**.[33] This represents a huge, untapped potential for shifting journeys from cars to bikes.

The primary barrier holding this demand back is the perception of danger. A majority of residents do not feel the current environment is safe enough for cycling. Only **40% of residents think the level of safety for cycling in their local area is good**, a figure that has declined from 45% in 2021.[33] The perception is even worse when it comes to the safety of the most vulnerable: only

34% of residents believe the level of safety for children cycling is good.[33]

This data creates a direct and compelling causal link. A large portion of the community is ready and willing to cycle more, but they are being held back by a lack of safe infrastructure. The public has already identified the solution they want—protected bike lanes. This transforms the argument for investment from one of imposing a niche interest onto the city to one of responding to a clearly expressed public need and unlocking the potential of the mainstream majority.

6.3. The Equity Gap in Participation

The Sustrans data also provides a stark, localized picture of the inequities in the current system. The lack of safe infrastructure does not affect all residents equally; it disproportionately excludes women and people with disabilities from the benefits of cycling.

A significant gender gap exists in cycling participation in Perth. While **23% of men cycle at least once a week, only 9% of women do so**.[33] This disparity is a common feature in cities with underdeveloped cycling networks, where the perception of risk deters less confident or more risk-averse individuals. Global research confirms that the installation of safe, protected bike lanes is one of the most effective ways to close this gender gap and encourage more women to cycle.[5]

Similarly, barriers exist for disabled residents. While 18% of non-disabled people in Perth cycle at least once a week, that figure drops to 13% for disabled residents.[33] The perception of safety for walking and wheeling is also lower among disabled people (58% rate it as good) compared to non-disabled people (71%).[33] This local, quantitative data reinforces the moral and social imperative to build an inclusive network that serves everyone, framing infrastructure investment as a direct tool for promoting fairness and equity in Perth.

Table 2: Perth's Active Travel Snapshot: A Community Mandate for Change (Sustrans 2023)

Metric	Finding for Perth	Implication / Key Takeaway
Public Support for Protected Bike Lanes	**66% Support** (vs. 15% Oppose)	An overwhelming public mandate exists for building safe, separated infrastructure.
Desire to Cycle More	**45% of residents** would like to cycle more.	There is significant latent demand for cycling that is currently unmet.
Perception of Cycling Safety	Only **40% of residents** think cycling safety is good.	Lack of safety is the primary barrier preventing the 45% from cycling more.
Weekly Cycling Participation (Gender)	**23% of Men** vs. **9% of Women**	The current environment is inequitable and disproportionately excludes women.
Weekly Cycling Participation (Disability)	**18% of Non-disabled** vs. **13% of Disabled**	Barriers exist that prevent disabled residents from participating fully.
Economic Benefit (Current)	Current walking, wheeling & cycling creates **£42.7 million** in economic benefit for Perth annually.	This is the baseline. Unlocking latent demand will significantly increase this economic return.

Section 7: Aligning with Ambition: Policy and Strategy in Perth & Kinross

A critical component of any successful advocacy effort is demonstrating that the proposed action is not a new or divergent priority, but rather a direct and highly efficient means of achieving an organization's existing strategic goals. For Perth & Kinross Council, investing in a comprehensive cycling network is not an additional burden; it is a "golden thread" that runs through and supports its most important policy commitments, from public health and climate action to economic growth and social equity.

7.1. The Mobility Strategy

The Perth & Kinross Council's Mobility Strategy sets the overarching direction for the future of transport in the region.[34] This strategy is explicitly designed to support the four key priorities of Scotland's National Transport Strategy 2 (NTS2):

Reduces Inequalities
Takes Climate Action
Helps Deliver Inclusive Economic Growth
Improves our Health and Wellbeing.[34]

The evidence presented in this report demonstrates that investment in cycling infrastructure is arguably the single most effective policy lever for delivering on all four of these priorities simultaneously. Every benefit detailed in Part I maps directly onto the council's adopted strategic framework. Promoting cycling reduces health inequalities by providing accessible exercise; it takes climate action by cutting transport emissions; it delivers inclusive economic growth by boosting local retail and tourism; and it improves health and wellbeing by preventing chronic disease and reducing stress. Therefore, championing cycling is a direct implementation of the council's own Mobility Strategy.

7.2. The Climate Change Action Plan

The council's Climate Change Strategy and Action Plan identifies tackling climate change and achieving a net-zero Perth & Kinross as a core priority.[34] Given that transport is the largest source of greenhouse gas emissions in Scotland, any credible climate plan must address how people move.[20]

As established in Section 3, enabling a modal shift away from cars for short journeys offers the most significant potential for reducing transport emissions. The "substitution multiplier" effect—whereby replacing a single car trip with a cycle trip yields a dramatic reduction in an individual's carbon footprint—makes investment in safe cycling infrastructure a cornerstone of any effective climate strategy.[23] By making cycling a safe and logical choice, the council can actively deliver on its net-zero commitments while reaping numerous co-benefits for public health and urban quality of life.

7.3. Economic and Tourism Strategies

The council's corporate plan includes the priority of delivering a "stronger and greener economy".[34] Simultaneously, the overarching Tay Cities Region Tourism Strategy identifies the development of "outdoor adventures" as a key objective to grow the visitor economy.[35]

Investing in cycling infrastructure directly serves both of these economic goals. As detailed in Section 2, bike-friendly commercial districts are more vibrant and profitable, and proximity to cycling infrastructure boosts property values, strengthening the local tax base.[11] On the tourism front, the data is clear: cycle tourism is a major economic contributor to Scotland, generating up to £362 million annually.[18] By enhancing its network and promoting itself as a premier cycling destination—building on its existing status as a gateway to the NCN—Perth can attract more of these high-value tourists, supporting local hotels, restaurants, and shops, and directly fulfilling the aims of its regional tourism strategy.

Part III: From Vision to Reality: An Actionable Roadmap for Perth and Beyond

The evidence is clear and the local mandate is strong. The final step is to translate this compelling vision into a practical reality on the streets of Perth. This requires a two-pronged approach: a commitment to building the right physical infrastructure based on global best

practices, and a sophisticated strategy for building political and social consensus. This section provides an actionable roadmap for implementation, outlining the essential tools for infrastructure development and a playbook for overcoming the inevitable hurdles, ensuring that Perth can move confidently from ambition to achievement.

Section 8: The Infrastructure Toolkit: Building for All Ages and Abilities

Effective cycling infrastructure is not about painting a few white lines on the road. It is about fundamentally rethinking streets to be safe, convenient, and welcoming for users of all ages and abilities. This requires a systems-based approach, combining a connected network of protected routes with essential supporting facilities and a strong underlying policy framework.

8.1. The Cornerstone: A Connected Network of Protected Bike Lanes

The single most important element of a successful cycling city is a complete, connected network of routes that allow people to get from their homes to key destinations safely and conveniently.[36] Piecemeal projects and isolated stretches of bike lane are insufficient; a "bike lane to nowhere" is a policy failure that does little to encourage new riders.[36] The goal must be a cohesive grid that connects residential areas with the city centre, schools, parks, retail hubs, and major employment sites.

Global best practice, supported by overwhelming safety data, dictates that these core routes must be physically protected from motor vehicle traffic. Simple painted lanes are not enough to make the majority of potential cyclists—including women, children, and older adults—feel safe.[38] True protection requires vertical physical separation, using elements such as concrete curbs, planters, or bollards to create a dedicated and secure space for cycling.[12] The safety benefits of this approach are dramatic and extend to everyone on the street. Studies consistently show that installing protected bike lanes reduces all collisions and injuries—for drivers, pedestrians, and cyclists alike—by 30% to 50%.[12] Converting traditional bike lanes to separated lanes can reduce crashes between bikes and vehicles by up to 53%.[39]

Special attention must be paid to intersections, which are the most common sites of conflict. Best-practice designs include protected intersections that maintain physical separation through the junction, as well as traffic signal innovations like "early start" signals that give cyclists a few seconds head start over turning traffic, a technique that has been successfully trialed in UK cities like York.[36]

8.2. The Missing Link: Secure Bicycle Parking

A safe journey is of little use if there is no safe place to leave your bicycle at the destination. The lack of secure bicycle parking is a critical and often overlooked barrier to cycling uptake. For many potential riders, it is the second most important factor after on-road safety in their decision to cycle.[17] The fear of bicycle theft is a significant deterrent that prevents people from riding, particularly if they own a more expensive bike.[42]

A comprehensive cycling strategy must therefore include the provision of ample, secure, and convenient bike parking at key destinations throughout the city. This includes transit hubs like the train and bus stations, major workplaces, schools, retail areas, and public buildings. This goes beyond simple on-street racks (though these are also necessary) to include more secure options like individual bike lockers or attended, access-controlled parking facilities.[42] Research from Montréal shows that cyclists value facilities that are low-cost, have secured access, and are close to their destination.[42] Perth & Kinross Council has already acknowledged this need by initiating a secure bicycle parking trial.[33] The crucial next step is to use the findings from this trial to rapidly scale up the provision of secure parking across the entire city.

8.3. Expanding Access: Bike-Sharing Schemes

Once a foundational network of safe routes and secure parking is in place, a city can further expand access to cycling through a public bike-sharing scheme. These systems, which allow users to rent bikes for short, one-way trips, are a powerful tool for increasing cycling participation, reducing traffic congestion, and improving public health.[44] They are particularly effective at attracting new or occasional cyclists and solving the "last mile" problem for public transport users.

Case studies from major European cities have demonstrated their net positive impact. An analysis of London's scheme found that, even after accounting for potential injury risks, the program produced a net positive health effect, equivalent to averting between 3 and

11 deaths annually per million users.[47] A similar study in Barcelona found an even larger health benefit.[47] For a city like Perth, launching a bike-share scheme would be a logical medium-term goal, building upon the network of infrastructure to make cycling an even more convenient and integrated part of the urban transport system.

8.4. The Policy Foundation: Adopting a "Complete Streets" Policy

To ensure that these infrastructure improvements are systematic and sustainable, they must be underpinned by a strong policy foundation. The most effective approach is for the council to formally adopt a "Complete Streets" policy. This is a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel for *all* users, regardless of their age, ability, or mode of transportation.[49]

A strong Complete Streets policy moves beyond piecemeal projects and establishes a new default for all road works. It ensures that every time a street is reconstructed, repaved, or redesigned, it is an opportunity to make it safer and more accessible for pedestrians, cyclists, and public transport users, not just for drivers. Key elements of a robust policy include a clear vision statement that prioritizes vulnerable users, the adoption of specific design guidelines (such as those from NACTO), a requirement for inclusive community engagement, and the establishment of clear performance metrics to track progress.[37] By adopting such a policy, Perth & Kinross Council would formalize its commitment, providing clear direction to its staff and ensuring that the entire transport network evolves over time to become safer, more equitable, and more sustainable.

Section 9: Building Consensus and Overcoming Hurdles

Building a cycling-friendly city is as much a political and social challenge as it is an engineering one. Even with strong evidence and public support, projects can be derailed by vocal opposition and institutional inertia. A successful strategy must therefore include a sophisticated plan for community engagement, a proactive approach to addressing criticism, and a clear-eyed understanding of the available funding mechanisms.

9.1. A Blueprint for Community Engagement

Effective and inclusive community engagement is not a box-ticking exercise; it is essential for designing projects that meet local needs and for building the broad-based support necessary for success.[50] A multi-layered strategy is required to reach all segments of the community [52]:

In-Person Events: Traditional town hall meetings and workshops remain valuable, particularly for reaching residents who may be less tech-savvy. To ensure accessibility, these events should be held in a variety of neighborhood locations and at different times of day to accommodate working patterns.[52]

Interactive Digital Tools: The engagement process should be anchored by a central online portal. This platform should use modern, interactive tools like geospatial maps, which allow residents to click on specific streets or intersections and leave place-based comments. This provides planners with highly specific, actionable feedback and makes the plans more intuitive for the public to understand.[52]

Prioritizing Vulnerable Users: The engagement process must proactively seek out the voices of those who are often underrepresented in transport planning, but who stand to benefit most from improved infrastructure. This includes reaching out to community groups representing disabled people, the elderly, women, children, and residents in low-income neighborhoods to understand their specific needs and barriers.[27] This ensures the final design is truly equitable and inclusive.

A crucial tactic for overcoming localized opposition is to adopt an "inevitability frame." This approach was used successfully in Cambridge, Massachusetts, where the city passed a law *mandating* the construction of a protected bike lane network.[53] This fundamentally changed the nature of public consultation. The conversation shifted from a contentious debate about

if a bike lane should be built, to a collaborative discussion about *how* it should be designed to best serve the community. This provided political cover for officials, empowered the supportive majority, and reframed the project as a legal requirement to be fulfilled, not a proposal to be vetoed. By adopting a strong Complete Streets policy, Perth & Kinross Council can create its own version of this mandate, shifting the focus of public engagement towards productive, design-focused collaboration.

9.2. Addressing Common Criticisms with Evidence

Advocates and officials must be prepared to counter a predictable set of criticisms with clear, evidence-based responses. This report provides the data to address the most common arguments [54]:

"No one uses bike lanes!" The correct response is to point to the significant latent demand (45% of Perth residents want to cycle more) and the massive ridership increases (up to 171%) seen in other cities after safe infrastructure is installed. The reason lanes may seem empty is that they are highly efficient at moving people.[5]

"They're bad for business!" This myth can be debunked with data showing a neutral-to-positive economic impact, with retail sales on streets with new bike lanes increasing by as much as 49% in some case studies.[12]

"They cause traffic congestion!" The response should explain that bike lanes are often part of "road diet" projects that calm traffic and improve safety for *all* road users, leading to an overall reduction in crashes. Furthermore, every person who shifts from a car to a bike is one less car in the traffic queue.[12]

"Cyclists don't pay for the roads!" This can be countered by explaining that local roads are primarily funded by general and property taxes, which all residents pay, not by user fees. Most cyclists are also car owners who pay fuel and vehicle taxes, which primarily fund major highways, not the local streets where bike lanes are built.[54]

9.3. Tapping into Funding Streams

A critical part of making the vision a reality is securing the necessary funding. Fortunately, the Scottish Government and its partners have made significant funding available specifically for active travel projects, demonstrating a national commitment to this agenda. Perth & Kinross Council is well-positioned to tap into these streams:

Active Travel Infrastructure Fund (ATIF): This is the primary vehicle for Scottish Government funding. Tier 1 provides direct funding to all Local Authorities, while Tier 2 is a competitive fund for larger design and construction-ready projects, open to Local Authorities, Regional Transport Partnerships, and National Park Authorities.[55] Glasgow recently secured £3.8 million from ATIF Tier 2 for four major infrastructure projects, demonstrating that these funds are accessible for ambitious schemes.[56]

Ian Findlay Path Fund: Delivered by Paths for All, this fund is designed to support community-led projects, helping to build local capacity and deliver smaller-scale but vital connections.[55]

Cycling Facilities Fund: This is an £8 million fund, supported by the Scottish Government and sportscotland, aimed at creating accessible community cycling facilities, including mountain bike trails and pump tracks. It offers awards of up to £500,000 for larger projects.[57]

By developing a clear pipeline of well-designed projects, from quick wins to major network expansions, Perth & Kinross Council can strategically and successfully apply for these funds to turn its active travel ambitions into reality.

Section 10: Recommendations: A Phased Action Plan for Perth

Synthesizing the extensive evidence and local analysis, this report concludes with a clear, tiered set of actionable recommendations for key stakeholders in Perth. This phased plan provides a roadmap to transform Perth into a leading cycling city, unlocking the full spectrum of health, economic, environmental, and social benefits for its community.

10.1. For Community Advocates (CivicPrism.org & Allies)

Short-Term (0-12 months): Launch a focused public awareness campaign, "Power Up Perth," built around the compelling findings of this report. The campaign's core message should be the "Safety Deficit" identified in Section 6, highlighting the 66% public support for protected lanes and the 45% of residents who want to cycle more but are held back by safety concerns. Utilize the data in Table 2 for social media, leaflets, and media outreach. The primary goal is to build a broad coalition of stakeholders, including public health professionals, local business owners, environmental groups, and parent associations, to demonstrate widespread support.

Medium-Term (1-3 years): Channel the momentum from the public campaign into a single, focused advocacy goal: the formal adoption of a strong "Complete Streets" policy by the Perth & Kinross Council. Use the "inevitability frame" to present this not as a radical idea, but as the logical and necessary step to implement the council's own Mobility Strategy. Actively participate in the design consultations for the routes connecting to the new Cross Tay Link Road network, ensuring they adhere to the highest standards of safety and accessibility.

10.2. For Local Businesses and Business Improvement Districts

Short-Term (0-12 months): Move from a position of apprehension to one of proactive engagement. Partner with the council and community advocates to install more high-quality, on-street bicycle parking. Use the data on cyclists' higher monthly spending and the space efficiency of bike parking (10 bikes per car space) to make the business case to fellow merchants. Formally request the installation of a bike corral to replace a single on-street car parking space in a key commercial area as a pilot project.

Medium-Term (1-3 years): Become vocal supporters of the development of a "Complete Streets" policy. Recognize that creating more vibrant, attractive, and accessible commercial streets where people feel safe to walk, wheel, and cycle is a direct investment in the long-term profitability and vitality of the city centre and neighborhood business districts.

10.3. For Perth & Kinross Council

Short-Term (0-12 months): Seize the political opportunity presented by the strong public mandate. Direct the relevant departments to draft and bring forward a formal "Complete Streets" policy for adoption by the council, establishing this as the foundational principle for all future transport and streetscape work. Simultaneously, the Traffic & Network team should immediately begin a city-wide street audit to identify critical gaps in the active

travel network and "quick win" projects that can be delivered rapidly, such as restriping oversized roads or improving dangerous intersections.[19] Aggressively pursue funding from the Active Travel Infrastructure Fund (ATIF) Tier 2 and other available streams for shovel-ready projects.

Medium-Term (1-3 years): Begin the design and construction of a "minimum grid" of high-quality, protected cycle lanes. This core network must connect the city centre with key residential areas, schools, major employers, and, crucially, the new active travel network being delivered by the CTLR project. Concurrently, scale up the successful secure bike parking trial into a permanent, city-wide program with facilities at all key destinations.

Long-Term (3-5+ years): Commit to the long-term vision of expanding the minimum grid into a comprehensive, city-wide network that reaches all neighborhoods. Commission a formal feasibility study for launching a Perth city bike-share scheme, to be implemented once the core network is sufficiently robust. Uphold the commitment to transparency and accountability by continuously monitoring and publicly reporting on the performance metrics established in the Complete Streets policy, such as cycling rates, crash data, and public perceptions of safety.

Table 3: Actionable Steps for Perth: A Phased Implementation Plan

Phase	Action	Key Objective	Potential Lead Stakeholder(s)
Short-Term (0-12 Months)	Launch "Power Up Perth" public awareness campaign.	Build a broad coalition and highlight the public mandate for change.	CivicPrism.org, Community Groups
	Adopt a formal "Complete Streets" Policy.	**Establish the policy foundation for all future work.**	**Perth & Kinross Council**
	Conduct city-wide audit for network gaps and quick wins.	Identify low-cost, high-impact initial projects.	PKC Traffic & Network Team
	Apply for ATIF Tier 2 & Ian Findlay Path Fund grants.	Secure funding for initial infrastructure projects.	Perth & Kinross Council
Medium-Term (1-3 Years)	Design and begin construction of a "minimum grid" of protected lanes.	Create a core, connected network linking key destinations.	Perth & Kinross Council
	Scale up secure bike parking program city-wide.	Remove a key barrier to cycling uptake.	PKC, Local Businesses
	Integrate active travel into all new developments.	Ensure private sector contributes to the network.	PKC Planning Department
Long-Term (3-5+ Years)	Expand the minimum grid to all neighbourhoods.	Achieve a comprehensive, city-wide network.	Perth & Kinross Council
	Commission feasibility study for a city bike-share scheme.	Expand access and provide a "last-mile" solution.	Perth & Kinross Council, SPT
	Monitor and publicly report on performance metrics.	Ensure accountability and data-driven improvements.	Perth & Kinross Council

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