



# Business Plan 2016/17

SEStran is a Regional Transport Partnership, comprised of eight local authorities:



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## 1. Foreword by Senior Vice-Chair and Partnership Director

This is the Business Plan for the South East of Scotland Transport Partnership and it sets out our proposals for transport investment and activity for 2016/17.

The first SEStran Regional Transport Strategy was approved by the SEStran Board on 18th April 2008 and by the Scottish Government on 24th June 2008. In the light of major changes that have taken place in the economy since the approval of the RTS in 2008, SEStran revised the RTS which was agreed by the SEStran Board on 20th March 2015 and by Scottish Ministers on 31st July 2015. It is a requirement of the RTS that SEStran publish an annual Business Plan identifying how it proposes to implement the RTS and an annual monitoring report identifying progress against the RTS.

The Government's funding for SEStran in 2016/17 has been confirmed at the same cash level as last year although Scottish Government grant funding has reduced from £920,000 to £782,000 (15%) since 2009/10, with council requisitions reduced from £315,000 to £200,000 (36.5%) during the same period. Council requisitions have remained fixed since 2012/13 with Scottish Government grant remaining fixed since 2011/12.

SEStran has continued to be successful in attracting major extra funding from external sources, which has offset these cuts to a large degree.

This business plan sets out for 2016/17 the levels of capital and revenue expenditure approved by the Board, the projects and activities that will be taken forward and the alternative sources of funding that have been attracted.



*Russell Imrie, SEStran Senior Vice-Chair*



*Alex Macaulay, SEStran Director*

## 2. Guidance

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

This Business Plan provides the annual update for 2016/17 and will be submitted to Scottish Ministers for approval. The business plan defines the delivery programmes of SEStran and those areas where it seeks to influence the actions of others. It also provides an update on those areas of governance that are due for review and defines the current level of staff and other resources deployed.

### 3. Period covered by the Business Plan

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This SEStran Business Plan covers the financial year of 2016/17. The plan will be updated annually.

## 4. The SEStran Board

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SEStran was established by the Transport (Scotland) Act 2005 (“the Act”) and subordinate legislation, namely the Regional Transport Partnership (Establishment, Constitution and Membership) (Scotland) Order 2005 (“the Order”). The Order came into effect – and SEStran came into existence – on 1st December, 2005. The Partnership operates in terms of the Act and the Order.

Although “the Board” is not a statutory term for Regional Transport Partnerships, it is a useful term for distinguishing between SEStran’s main decision making body, i.e. the members meeting together, from the Partnership as a corporate entity comprised of members, officials and so on.

### Membership

In terms of the Order which set SEStran up, members consist of a total of 20 councillor members from the constituent councils; 5 City of Edinburgh Council members; 3 from Fife Council; and 2 from each remaining constituent authority. In addition, SEStran is entitled to have between 7 and 9 non-councillor members (paragraph 1(2) of Schedule 2 of the Order). SEStran currently has a full complement of Board members and meets every 3 months.

At the SEStran Board meeting on 29th June 2012, Councillor Russell Imrie was re-elected as chair until December 2015, the last date when he can perform as chair under the legislation. Three vice chairs were elected to serve till the next Local Authority elections. These are Councillors Lesley Hinds, Pat Callaghan and Gordon Edgar.

At the Board meeting of 4th December 2015, the Board considered a report by the Legal Adviser presenting options for appointing a new Chair now or deferring such an appointment until after the next Local Authority elections. The board resolved to appoint Councillor Imrie as an additional Vice-Chair, and that, as Senior Vice-Chair, he should normally preside when present at meetings.

### Performance/Audit Committee

Good governance of any corporate body involves three elements of a constant cycle: planning, performance and scrutiny. Proper scrutiny, which reviews performance and informs the next phase of planning of an organisation’s activities, is often most difficult to achieve. However, for organisations such as SEStran, it is essential that there are appropriate mechanisms for review of all the Partnership’s activities. Whilst the burden of auditing SEStran’s performance falls in the first instance on its officials, and internal/external auditors, it was considered by the Partnership good practice to have a Performance and Audit Committee which can scrutinise the running of the Partnership and suggest improvements.

Accordingly, at its meeting of 16th February 2007, the Board agreed to set up a Performance and Audit Committee to meet at least twice yearly composed of one member from each Authority and two non-councillor members to ensure appropriate representation of geographical and other interests. The Committee meets two weeks before each Board meeting unless there is no business to transact in that cycle.



Good governance is essential to any public body and SEStran is no exception. The essential building blocks for governance are set out below. These require to be kept under regular review, and a review exercise on the key governance documents has been carried out in the last year.

### Framework Agreements

Framework agreements are in place with Fife Council for provision of clerking and legal services, The City of Edinburgh Council for financial services and Falkirk Council for human resources services.

### Standing Orders

The Standing Orders have used best practice from those of other organisations and are designed to meet the needs of the Partnership. They comprise not only procedural rules regarding meetings but also financial rules which dovetail with the financial regulations as well as the tendering and contractual rules which require to be followed for all contracts entered into by SEStran. As with the Scheme of Delegation, these may require to adapt to any new functional change, as well as the normal requirement for periodic review. Standing Orders were reviewed during spring 2014 and reported to the June Board. At the September 2014 Board, the Standing Orders were amended to enable attendance at Committee or Board by remote means.

### Scheme of Delegation

In any corporate body, day to day operational decisions need to be taken by officials rather than awaiting a formal decision making process. A clear distinction can be drawn between policy making and operational decisions and this is the purpose of a scheme of delegation which allows officers to keep the Partnership's activities running whilst leaving the main policy decisions to the Board itself.

The amended Scheme of Delegation was put in place on 18th October 2008 and represents a robust set of powers tailored specifically for the workings of SEStran as they currently stand. Clearly, should the staff complement significantly change, then the Scheme of Delegation is one of the building blocks of governance that will require to be reviewed. It is in any event subject to regular review. The Scheme of Delegation was reviewed during 2015 at officer level with no changes being found necessary.

### Financial Regulations

As part of the Partnership's commitment to the development of its corporate governance arrangements, a Financial Rules Manual has been developed. The manual reflects the Partnership's approved financial regulations and arrangements with the City of Edinburgh Council. The rules were adopted by the Partnership at their meeting on 10th May 2006 and provide a useful reference tool for all staff that have financial responsibilities and interests. The Financial Rules were reviewed during spring 2014 and reported to the June Board.

### Fraud Policy/Action Plan

The Partnership has arrangements in place to prevent and detect fraud, inappropriate conduct and corruption. These arrangements include standing orders and financial regulations, a whistle blowing policy and codes of conduct for elected members and an Anti-Fraud and Corruption Policy and Fraud Response Plan. The Anti-Fraud and Corruption Policy and Fraud Response Plan were reviewed during spring 2014 and reported to the June Board.

### Human Resources Policies/Procedures

Falkirk Council and SEStran in house staff has developed a range of HR policies and procedures to comply with the relevant legislation and provide clarity on HR management.

All policies are revised in line with legislation changes and are subject to regular review. The following policies were updated and approved by the Board in September 2015:

- Data Protection
- Family Leave
- Fire and Emergency Action Plan
- Accident and Incident Reporting Policy

### Equalities

SEStran, as a Regional Transport Partnership, has a statutory requirement to comply with requirements associated with Equality legislation and also tackle discrimination on age, religious and sexuality grounds.

The SEStran Equalities Outcome Report and Mainstreaming the Equality Duty Report have been published on the website. The reports have been updated to reflect the implications of the revised RTS and Delivery Plan. These reports along with our previous Equality Schemes provide a clear cross referencing to other approved and published SEStran documents so that anyone wishing to establish our position on equalities issues can find it. A key element of the recommendations was the establishment of an Equalities Forum which meets on a three monthly basis, involving local equalities groups, to discuss the work that SEStran is doing and how it operates, to get feedback and suggestions on how we can usefully improve on equalities issues. However the Equalities Forum is not just for discussion, it also focuses on solving practical issues e.g. introducing the SEStran Thistle card and station access issues.

The implementation of equalities policies is an ongoing process rather than simply the requirement to publish a specific report. Equal Opportunities are at the heart of the SEStran ethos and we intend to meet our statutory duties in this regard.

### Liaison Groups

SEStran has established a series of liaison groups with stakeholders. The Liaison Groups serve as forums for officers of the Partnership's constituent Councils to discuss issues relating to policy, strategy and operations, and to form a consensus view (or otherwise) to inform the Partnership Board's deliberations. The Groups have no delegated powers and are not Sub-Committees of the Partnership. As such their meetings are not regulated by SEStran's Standing Orders. These groups have proven to be invaluable in ensuring close working relationships with our partners. The groups with their respective remits are described below.

### Liaison Group Names, Remits and Composition

The following Liaison Groups are in operation:

- Chief Officer Liaison Group
- Strategy Liaison Group
- Bus Liaison Group
- Access to Healthcare Liaison Group

#### Chief Officer Liaison Group Remit:

- To provide a forum for discussion of transport matters between officers of the constituent Councils and officers of SEStran;
- To consider transport matters relating to the functions, strategy and operations of SEStran and provide advice to the Partnership Board;
- To consider transport matters arising through reports and meeting notes from the other Liaison Groups and provide advice to the Partnership Board;
- To consider and provide advice on any transport matters referred to the Group by the Partnership Board or by the Partnership Director;
- To inform and advise the Partnership Director on transport matters as affecting the SEStran constituent Councils.

#### Chief Officer Liaison Group Membership:

- The Head of Transportation (or equivalent post or nominee) from each SEStran constituent Council (8)
- Chairs of other Liaison Groups. (Maximum 5).
- SEStran Partnership Director (1)

#### Other Liaison Groups Remits are identical:

- To provide a forum for discussion of matters relating to the Liaison Group topic between officers of the constituent Councils and officers of SEStran
- To consider matters relating to the Liaison Group topic as they may affect the functions, strategy and operations of SEStran and provide advice to the Partnership Board and/or the Chief Officer Liaison Group
- To consider and provide advice on any matters relating to the Liaison Group topic referred to the Group by the Partnership Board or by the Partnership Director
- To inform and advise the Partnership Director on matters relating to the Liaison Group topic as they affect the SEStran constituent Councils.

#### Other Liaison Groups Membership:

- One appropriate nominated officer from each SEStran constituent Council (8)
- SEStran Partnership Director or Officer (1)

### SEStran Forums: Liaison including other bodies

SEStran Forums act as forums between SEStran, the partner authorities and outside stakeholders, including, as relevant, special interest groups and organisations, relevant industries and Transport Scotland. The forums involve all SEStran board members as well as officers from the partnership constituent Councils and are usually chaired by non elected members.

The five Forums currently in place are:

- **Rail Forum:** membership of this includes Transport Scotland, all the six rail franchise operators in the SEStran area, Network Rail, the Rail Freight Group and Passenger Focus.

- **Bus Forum:** membership of this includes Transport Scotland, all the three main and many of the smaller bus operators in the SEStran area, Confederation of Passenger Transport (CPT), Community Transport Association (CTA), Traveline and Bus Users Scotland.
- **Air Forum:** this forum has just been established and the first meeting took place during 2015/16. A key participant is of course Edinburgh Airport and other relevant bodies/organisations are invited.
- **Sustainable Transport Forum:** membership of this includes Health Boards, relevant universities and colleges, Cycling Scotland, Sustrans, Energy Saving Trust, Living Streets Scotland, City Car Club and a number of Community Groups.
- **Equality Forum:** involves representatives from various equality and disability groups and assists us in meeting our statutory duties with regard to equalities. The focus of the forum is to address practical issues to remove barriers to the use of transport.

In addition to the above, a further area of external liaison is the Freight Quality Partnership designed to assist us in facilitating freight movement to, from and through the SEStran area.

The above forums and external liaison groups have proved to be very effective and invaluable in ensuring close working relationships between outside bodies and organisations, SEStran and the constituent councils and in promoting and resolving issues relevant to the SEStran area.

### Review Period for Key Governance Documentation

To ensure the good governance of SEStran, it is essential not just that the relevant documentation containing the key policies is in place, but also that the documentation is subject to regular review. SEStran, like all public bodies, operates in a changing environment and will evolve partly from its own internal policy decisions but also in response to the evolving landscape of transportation in South East Scotland, changes to legislation, government policy, etc. Accordingly, its governance building blocks cannot be set in tablets of stone and need to be kept under appropriate review timescales. The following governance documentation is subject to review as shown:

Governance Document	Timetable for Review
Standing Orders	Every Second Year (Due spring 2016)
Financial Regulations	Every Second Year (Due spring 2016)
Scheme of Delegation	Yearly (Due spring 2016)
Committee Structure	Eighteen Monthly (Due spring 2016 as part of Standing Orders review)
HR Policies/Procedures	Yearly (Due summer 2016)
Liaison Group Structures	Eighteen Monthly (Due spring 2016)
Anti-Fraud and Corruption Policy	Every Second Year (Due spring 2016)

### Powers and Functions

A distinction can be drawn between the *powers, functions and duties* of SEStran.

Dealing briefly with its **duties**, these are, principally, in two categories. The first category relates to regional transport strategies; SEStran, like the other transport partnerships, is under an obligation to produce a Regional Transport Strategy and to monitor and, wherever possible,

ensure its implementation (sections 5, 9 and 12 of the 2005 Act). The second category is in relation to a more general raft of duties to comply with various regulatory matters both under the 2005 Act and other pieces of legislation including auditing requirements; Ethical Standards in Public Life, etc. (Scotland) Act 2000; Freedom of Information (Scotland) Act 2002; Scottish Public Services Ombudsman Act 2002.

### SEStran's Powers

In common with all transport partnerships, SEStran's powers are set out by the 2005 Act. In summary, these powers are to (references being to sections of the 2005 Act):

- Require funding from its constituent councils (section 3)
- Give grants and loans in implementation of the RTS (section 3)
- Borrow money for specific capital expenditure (section 3)
- Employ staff (para. 1 of Schedule 1)
- Acquire land by agreement or compulsorily and dispose of it (paras. 6 and 9 of Schedule 1)
- Develop land for its own purposes – or if surplus for other persons' use (paras. 6 and 7)
- Promote or oppose private legislation (para. 10)
- Participate in community planning (para. 11)
- Form or promote companies (para. 12); and
- Erect buildings, provide offices, entering into building contracts etc. (para. 16).

### SEStran's Functions

The legislative framework setting up SEStran recognises that transport functions are currently carried out by other bodies and makes provision for transfer of some or all of these functions in certain circumstances. Section 10 of the 2005 Act provides that transport partnerships such as SEStran can carry out transport functions either instead of the previous function provider (usually the constituent council); or concurrently with that party.

To exercise further transportation functions, SEStran has two options. The first would be for SEStran to reach agreement with all or any of the constituent councils and/or the Scottish Ministers that it delivers certain of the transport functions which the councils are currently providing on their behalf. This route is provided by section 14 of the 2005 Act. The second, as outlined above, is to apply to the Scottish Government under section 10 for additional functions.

### Section 10 Application for Additional Functions – Process

Section 10 of the Act sets out the procedure which will require to be followed, should SEStran resolve to seek additional functional capability. The precise functions would require being the subject of Board approval. Thereafter SEStran would require to consult with its constituent authorities for additional functions (s.10(6)). It would be prudent to report to the Board on the results of that consultation before finalising the request, to the Scottish Ministers.

In terms of s.10 (8), the Scottish Ministers would again consult the local authorities on any request for additional functions. In considering the request, the Scottish Ministers have to have regard to SEStran's RTS.

## 6. The Regional Transport Strategy (RTS)

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The SEStran Regional Transport Strategy was initially approved by the Scottish Government in June 2008 and a revised RTS was approved by the Scottish Government in July 2015. This provides the statutory basis for SEStran activities moving forward and partner authorities are required to take account of the content of the RTS when developing their own Local Transport Strategies and Regional and Local Land Use Development Plans.

The last few years have seen a level of progress on delivery of the RTS that is less than was anticipated as a direct result of limited resources and funding within local authorities being focused on other higher priority services. A refreshed RTS Delivery Plan was approved by the SEStran Board on 4th December 2015 which reflects current limited resources available to SEStran and Local Authorities. However the basic principles and objectives within the RTS remain largely unchanged.

### Vision

The RTS created a vision as a basis for developing the strategy:

*“South East Scotland is a dynamic and growing area which aspires to become one of northern Europe’s leading economic regions. Essential to this is the development of a transport system which enables businesses to function effectively, allows all groups in society to share in the region’s success through high quality access to services and opportunities, respects the environment, and contributes to better health”*

To achieve this vision, four comprehensive objectives were developed.

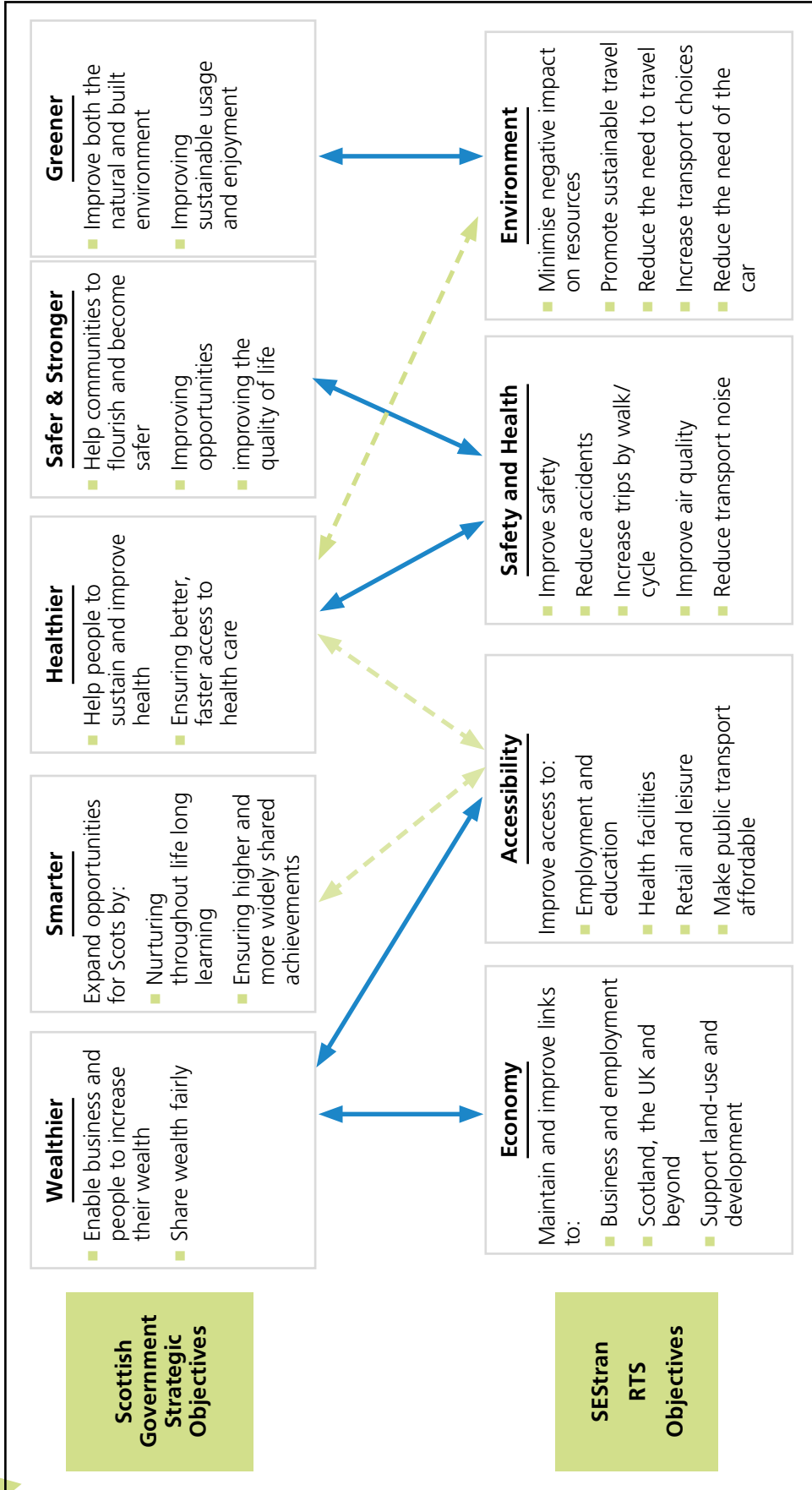
### Objectives

The objectives of the RTS are as follows:

- **Economy – to ensure transport facilitates economic growth, regional prosperity and vitality in a sustainable manner:**
  - To maintain and improve labour market accessibility to key business/ employment locations, from all localities and communities
  - To maintain and improve connectivity to the rest of Scotland, the UK and beyond
  - To support other strategies, particularly land-use planning, and economic development
  - To reduce the negative impacts of congestion, in particular to improve journey time reliability for passengers and freight.
- **Accessibility – to improve accessibility for those with limited transport choice (including those with mobility difficulties) or no access to a car, particularly those living in rural areas:**
  - To improve access to employment
  - To improve access to health facilities
  - To improve access to other services, such as retailing, leisure/social and education
  - To influence decisions on the provision of public transport to make it more affordable and socially inclusive.

- **Environment – to ensure that development is achieved in an environmentally sustainable manner:**
  - To contribute to the achievement of the UK’s national targets and obligations on greenhouse gas emissions
  - To minimise the negative impacts of transport on natural and cultural resources
  - To promote more sustainable travel
  - To reduce the need to travel
  - To increase transport choices, reducing dependency on the private car.
- **Safety and Health – to promote a healthier and more active SEStran area population:**
  - To improve safety (accidents) and personal security
  - To increase the proportion of trips by walk/cycle
  - To meet or better all statutory air quality requirements
  - To reduce the impacts of transport noise.

The above objectives were mapped to the high level objectives of the Scottish Government. That mapping is shown opposite and confirms the continuing relevance of the RTS objectives.





## RTS Approach

The implementation strategy comprises three themes based on a comprehensive set of policies and objectives.

- **Connectivity** – to reflect the SEStran area as a key driver in the Scottish Economy
- **Region wide measures** – those interventions affecting the whole of the SEStran area
- **Regional Transport Corridors** – mainly targeting public transport projects in the main commuting corridors.

## Delivery plan interventions

Connectivity: Key priorities

- **Edinburgh Airport Gateway**
- **Rail links for passengers**
- **Freight logistics and gateways**

Regional Movement Corridors: Key priorities

- **Edinburgh orbital movements**
- **Cross Forth and movements to and from the west**
- **Movement in the region's larger towns**
- **Achieving more active travel**

**Region wide measure** – a range of measures to support the overall objectives of the strategy

The Delivery Plan is aimed at addressing these priorities recognising the resources and opportunities that are available to SEStran.

## Monitoring

It is important that SEStran can demonstrate that it is achieving its aims and objectives. The RTS provides a basis for monitoring but this needs to be detailed and implemented on a regular basis. The results of the annual monitoring are reported in the Annual Report. This requires an annual data gathering exercise, the cost of which is included in the revenue budget.

The monitoring has identified areas where we are not achieving our targets and highlights where our priorities for further action should be focused:

- Improving access to employment, health care facilities and leisure facilities
- Reducing the dependence on the car for travel
- Meeting air quality targets.

It has to be recognised that the reasons for not achieving our targets in these areas may not be totally under the control of SEStran.

## Input to Single Outcome Agreements

SEStran continues to participate in Community Planning with our partner authorities and provide input to Single Outcome Agreements as required. A recent staffing review has allowed greater involvement in Community Planning Partnerships, promoting sustainable accessibility to jobs, health, education and leisure facilities as an input into achieving Councils' Single Outcome Agreements.

### Real Time Passenger Information (RTPI)

Work funded by the 2014 Bus Investment Fund (BIF) award to expand the RTPI project will be complete by the end of March 2016.

When complete Bustracker SEStran will provide live bus times for all of the services operated by both First Scotland East and Stagecoach Fife, within the SEStran region.

In addition, also funded by BIF, a substantial number of public premises throughout the Region are displaying, or have committed to displaying live bus times on digital screens alongside public information and news bulletins.

After acquiring the relevant equipment for the digital signage in public premises and spending the full £500,000 awarded through the last BIF, SEStran will invest in continuing to distribute and market the SEStran digital signage kit past the end of the financial year. SEStran has currently committed circa.140 screens in public buildings within the SEStran area. Throughout the following financial year, SEStran will distribute the remaining circa.140 screens, aiming for a total 260 screens. One year after installation, SEStran will receive £250 per screen per annum, thereby providing a significant funding stream in the following years.

Furthermore, SEStran are continuing to identify suitable locations for a trial of the real-time system in commercial premises (such as shopping centres, offices and cafes). Princes Mall and RBS Headquarters at Gogarburn are significant high profile trials currently on-going. SEStran are actively pursuing other businesses, including The Gyle Shopping Centre and Tune Hotel, regarding the trial, in order to increase the exposure of RTPI and generate income to help support the RTPI scheme in the long term.

Again thanks to BIF 2014 funding, the system is now equipped to handle real time data provided by on-board ticket machines which, it is anticipated, will be attractive to the many smaller bus companies operating within the region. Essentially, this option is less elaborate in not including a fleet management component within the system which is not required to manage a small number of vehicles.

Transport Scotland have now advised that there will not be a BIF for the coming year, and at this point in time there is no other source of available funding for further expansion of the RTPI project. However, SEStran will continue to explore any emerging funding opportunities that may arise in the future.

Consistent with SEStran's overall aim, which is to have all bus services operating in the region on RTPI, should further funding become available, it is likely that SEStran will direct it towards bringing these smaller operators into the system.

## Sustainable Transport

Sustainable transport is central to the Regional Transport Strategy. As well as the specific objectives of promoting more sustainable travel and increasing the proportion of trips by walk/cycle, sustainable transport will have a central role in meeting our Environmental objectives.

There are five main strands of SEStran work in sustainable transport:

- Travel plans
- Car sharing
- Walking
- Cycling
- Sustainable transport policy.

Two grant schemes will be offered in 2016/17, the Sustainable and Active Travel Grant Scheme (SATGS) and the Regional Cycle Network Grant Scheme (RCNGS). For both schemes, matched grants of up to £25,000 will be made available on a pound for pound basis to Public, Private and Third Sector organisations in the South East of Scotland. The SATGS grants will be for the promotion of Sustainable and Active Travel to employees and visitors. The RCNGS grants will be for capital works targeted at improving cycling connectivity throughout the region. Guidance for applicants and application forms are available on the SEStran website. Links to the grant schemes will also be made available through the SEStran Forums, and distributed through the Environmental Association for Universities and Colleges (EAUC) and Scottish Council for Voluntary Organisations (SCVO) networks.

## Cross Boundary Cycle Development

Following approval at the December 2013 Partnership Board an embedded Sustrans Graduate Active Travel Officer was employed in August 2014. The post holder is employed by SEStran and supported by a grant of £100,000 pa from Sustrans to improve active travel provision in the region. This grant now forms the RCNGS offering.

In 2015 the Partnership Board approved the SEStran Strategic Cross boundary Cycle Development Strategy. The study report highlights the key barriers and missing links within the cycling network in proximity to Local Authority boundaries, and provides a strategic context for the development of interventions to improve cross boundary linkages. An action plan with indicative levels of investment is broken down by RTS Corridors. It is intended that the recommendations be taken forward to direct investment for the RCNGS and development of strategic cross boundary cycling infrastructure throughout the region.

## Smarter Choice Smarter Places

Between 2008 and 2012, Transport Scotland together with COSLA delivered the Smarter Choices Smarter Places (SCSP) Pilot Programme. This programme aimed to encourage travel behaviour change through various soft measures (including personalised travel plans) and infrastructure investment in seven selected Local Authority areas. Within the SEStran region this included the 'Take Another Route' pilot project in Falkirk.

The findings from these pilots have led to the availability of matched funding in 2016/17 to each Local Authority. Transport Scotland in partnership with Paths for All invited each Local Authority to bid for an individually allocated amount, based on each Local Authorities size and population

(with a floor of £50,000). It was encouraged that Local Authorities, as part of their bid, work in partnership with Regional Transport Partnerships, NHS Boards and other public bodies or voluntary organisations.

During the 2016/17 SCSP budget, funding is available for strategy development, soft measures and integration with public transport. However, this does not include infrastructure, land negotiation or repairs.

Local Authorities will be required to provide match funding for the SCSP award by at least 50%. In-kind contributions of up to 25% of total project costs are acceptable. SEStran will offer letters of support to partner authorities who express interest in using the SEStran Sustainable and Active Travel Grants (SATG) in 2016/17. Guidance for SATG applicants will be made available in late March 2016.

### Integrated Ticketing

Integrated ticketing can act as an incentive for current car users to switch to public transport. The ability to buy a ticket that can be used on a number of different operators increases the relative accessibility and attractiveness of public transport by simplifying the transaction. In addition, when such a ticket is used for a journey involving more than one operator it can and in most cases does provide a more cost effective solution when compared to buying a ticket from each operator in the journey separately.

One Ticket Limited provides an integrated ticket for both bus+bus and rail+bus in East Central Scotland that involves 35+ bus and rail providers in the area. The company is jointly owned by participating operators and the local authorities and income generated by the company from ticket sales is distributed to the participating operators after deducting costs. Turnover is currently £1m pa with all products being paper based. Bus tickets are purchased in the main via PayPoint outlets and from the company's website; rail products from rail stations. The company is looking to launch a SMARTphone App during the first quarter of 2016, in both iOS and Android formats, which would allow customers to move away from paper-based products and use a visually recognised product on their handset. This "product launch" and the marketing in support of this is underway. Paper based products will also continue to be offered.

Since October 2011, SEStran has assumed the role of administrator for One Ticket at the request of the One Ticket Board and approval by the SEStran board. To assist with this, the One Ticket board insisted that we continue to use the same consultant that has been providing services to One Ticket for a number of years and this has been done. The impact of this is neutral on the SEStran budget with the exception of an administration charge to One Ticket to cover for SEStran staff support. This shows up as income in the SEStran core budget.

### Bus and Rail Public Transport

SEStran is representing and also providing direct support to the eight constituent member councils in respect of Bus and Rail public transport services.

Most rail issues affecting the SEStran area and involving Transport Scotland, Network Rail and the individual rail operators are dealt with through various meetings and working groups involving the above parties although on a number of issues these external bodies deal directly with individual councils.

Some of the current rail issues that are subject to discussions between SEStran and the rail industry would include Rail Franchising (in particular the early part of Abellio's ScotRail franchise

and Virgin's East Coast franchise, the commencement of a new TransPennine franchise (First Group) and the consultation on the next West Coast franchise), Rail timetabling, Investment in stations, Station car parking strategy, High Speed Rail (covering both proposed Anglo-Scottish and internal Scottish services), the provision of new services and the establishing of and providing advice to Community Rail Partnerships.

SEStran has combined with member Authorities and has applied for, and will consider further applications for, funds from the £30m station fund and will pursue these applications. We have acted as a client on behalf of East Lothian and the Scottish Borders taking proposals for new stations at East Linton and Reston to National Rail's 'Grip 3' Stage, which includes detailed design, and will act in partnership with the two Councils to seek the implementation of the two stations. Other key rail issues that will most likely be pursued would include the potential construction of a station in Winchburgh in West Lothian, working in partnership with relevant Councils to explore expansion of the Borders railway beyond Tweedbank, the provision of a rail service in West Fife, and a service to Levenmouth.

SEStran will be involved in the work leading up to the Network Rail (NR) investment programme for CP6 (2019-24) with input to the NR Scotland Route Strategy and the discussions with Transport Scotland regarding future projects.

On the bus side, the local authorities act directly with the bus industry, in particular on issues of tendering for services and the provision of relevant infrastructure, and the main involvement of SEStran is primarily directed towards national strategic issues.

However, SEStran provides a direct service to the Councils in respect of bus service and bus infrastructure data management. Until 2007, each council managed this service on their own through separate contracts with relevant specialist companies that provided necessary software. This was then rationalised into one SEStran contract for software provision and maintenance (managed and paid for by SEStran) at an estimated total annual saving to the Councils of more than £100,000 but at an annual cost to SEStran of around £50,000. All data input and the manipulation of data are still a matter for the Councils and it is the case that this merging of the individual council contracts and the creation of a joint database has enabled a degree of shared services between SEStran Councils, reduced service duplication and has simplified contract management.

SEStran will explore the opportunities to further rationalise this service through joint agreements with other RTPs and external local authorities as relevant. Stirling Council is already part of the SEStran scheme. The current software will also be upgraded during 2016/17.

SEStran will also pursue the provision of a new bus Park & Ride on the landfall site on the south side of the Tay Road Bridge. Agreement to lease the land has been reached and financing and tendering for the project will be taken forward through the Steering Group, which along with SEStran, also includes Transport Scotland, Fife Council, Tactran and Dundee City Council. SEStran will also liaise closely with the bus operators and other relevant bodies through the implementation process for this new facility.

### Other European Funded Projects

Project	Description	Delivery Model	Benefits achieved
<b>SocialCar</b>	Project was approved in January 2015 and €188,450 has been awarded to SEStran over 3 years. SocialCar aims to integrate public transport information, car pooling and crowd sourced data in order to provide a single source of information for the traveller to compare multiple options/services. Interaction between users and Social Car system will be managed through selected social media channels.	Partnership with other European partners and direct staff input. 125% EU funding	Seeks to encourage more sustainable travel through car sharing and public transport patronage. Through joint working with our partners at Traveline Scotland and Liftshare UK, a demonstration of the platform will be trialled in Edinburgh.
<b>CHUMS</b>	A project under the umbrella of Intelligent Energy Europe (IEE) which includes SEStran as a partner. The enormous potential of carpooling strategies has been frustrated by the traditional behavioural, social and cultural barriers people have to sharing cars – this is the challenge of CHUMS'. The aim of the project is to apply a composite CHUMS behavioural change strategy, developed by the consortium and to transfer the proven methods to the rest of Europe.	Partnership with other European partners and direct staff input. Collaboration with Liftshare. 75% EU funding	Seeks to address the energy challenge of low car occupancy and the 50% of journeys in cities that cannot be accommodated by conventional public transport modes.
<b>SHARE-North</b>	In SHARE-North, the focus will be on shared mobility strategies which are complementary to public transport, cycling and walking, instead of means that compete with such modes. Examples of the high impact shared mobility modes include station-based car clubs, (last-mile) bike-sharing and corporate ride-sharing.	Partnership with other European partners and direct staff input. Collaboration with Liftshare. City Car Club and HE/FE organisations 50% EU funding	The project will allow SEStran to promote existing schemes such as Tripshare, the Edinburgh College EV Project, The HE/FE E-Bike project and Edinburgh City Car Club.
<b>Regio-mob</b>	The project aims to promote "learning, sharing of knowledge and transferring best practices between the participating regional and local authorities to design and implement regional mobility plans (or Regional Transport Strategies) bearing in mind the stakeholders with regional relevance and contributing to the sustainable growth of Europe."	Partnership with other European partners and direct staff input. The project will attract 85% funding from Europe.	This project provides an opportunity for SEStran to attract European funding towards the necessary development of the RTS and to learn and share knowledge with other cities throughout Europe

## Core Budget

The approved core revenue budget for 2015/16 is contained in the table below along with the proposed budget for 2016/17.

### Proposed Core Revenue Budget 2016/17

	Approved 2015/16 £000	Proposed 2016/17 £000
<b>Employee Costs</b>		
Salaries, National Insurance and Pension Fund	418	460
Premises Costs	40	16
Staff Travel	9	9
<b>Supplies and Services</b>		
Marketing	20	20
Communications & Computing	31	31
Hosted Service – Routewise	53	53
Printing/Stationery/Supplies	10	10
Insurance	4	4
Equipment/Furniture/Materials	1	1
Training/Conferences	10	10
Interview Expenses/Advertising	2	2
Miscellaneous Expenses	11	11
<b>Support Services</b>		
Finance	25	25
Legal Services/HR	7	7
<b>Corporate and Democratic</b>		
Clerks Fees	15	15
External Audit Fees	10	10
Members Expenses	3	3
Interest	4	1
<b>Funding</b>		
Recharges:		
EU Projects/RTPI/Sustainable Transport	(20)	(137)
Bus Investment Fund	(100)	–
Scottish Government Grant	(350)	(351)
<b>Net Core Expenditure</b>	<b>200</b>	<b>200</b>

## 8. Budget

### Approved Projects Budget 2015/16

Description	Budget	Actuals @ 1/2/16	Forecast
One Ticket	–	40,525	40,525
R15 Park & Choose Sth Tay Bridge	35,000	1,065	16,065
R17 Sustainable Travel Awareness	130,000	38,466	130,000
Urban Cycle Networks	120,000	1,900	120,000
RTPI – Revenue Contribution	230,000	238,042	238,042
RTPI – Revenue Contribution		40,600	40,600
R34 Project Management Costs	–	13,550	15,000
R35 Park And Ride Strategy	–	224	224
R37 RTS Monitoring	5,000	13,135	13,135
R41 Specialist Rail Bus Advice	35,000	32,130	40,000
R42 Regional Dev Plan Input	20,000	12,300	15,000
EU2 Connecting Food Ports	–	-459	-459
EU Social Car	47,000	9,417	12,000
EU4 Lo Pinod	–	2,320	2,320
EU5 I Transfer	–	23,210	23,210
Equalities Forum Actions	10,000	–	–
EU Weastflows	–	168	168
EU NWE Ride	64,000	6,969	6,969
BIF 1	–	2,158	2,158
EU Chums	68,000	30,566	35,000
BIF 2	370,000	336,550	370,000
BIF 3	400,000	352,552	400,000
Rail Stations Development	850,000	754,201	808,000
<b>Total</b>	<b>2,384,000</b>	<b>1,949,586</b>	<b>2,327,957</b>
<b>Income</b>			
One Ticket	-13,000	-40,471	-52,971
Urban Cycle Networks	-100,000	–	-100,000
RTPI – Scottish Govt. ERDF	–	63,962	63,962
RTPI – Budget Underspend C/Fwd	–	-28,785	-28,785
RTPI – Bus Operators	-138,000	-162,359	-162,359
RTPI – WLC	–	-14,200	-14,200
Revenue Projects Grant	-432,000	-432,000	-432,000
R41 Specialist Rail Bus Advice	–	-4,446	-4,446
EU2 Connecting Food Ports	–	-2,584	-2,584
EU Social Car	-47,000	-61,368	-15,000
EU4 Lo Pinod	–	257	257
EU5 I Transfer	–	-22,039	-22,039
EU Weastflows	–	888	888
EU NWE Ride	-34,000	-4,620	-4,620
EU Chums	-50,000	-26,509	-26,509
BIF 2	-370,000	–	-370,000
BIF 3	-400,000	–	-400,000
Rail Stations Development	-800,000	-752,268	-800,000
<b>Total</b>	<b>-2,384,000</b>	<b>-1,486,542</b>	<b>-2,370,406</b>



## Proposed Project Budget 2016/17

	Approved 2015/16 £'000	Proposed 2016/17 £'000	EU/Other Grant £'000	Net Expenditure £'000
<b>Projects</b>				
RTPI-Maintenance	230	243	-173	70
RTPI-Expansion		54		54
RTPI-Resource		47		47
<b>EU</b>				
Nweride	64			
Chums	68	23	-17	6
Social Car	47	47	-47	-
Share-North		40	-20	20
Regio-mob		80	-68	12
<b>Total</b>	<b>409</b>	<b>534</b>	<b>-325</b>	<b>209</b>
Bus Investment Fund	1000	-		-
Sustainable Travel	130	130		130
Rail Stations Development	850	215	-200	15
South Tay Park and Ride	35	20		20
Rail/Bus Advice	35	15		15
SDP/LDP	20	20		20
RTS Monitoring	5	5		5
Urban Cycle Networks	120	120	-100	20
Equalities Action Forum	10	10		10
One Ticket	-13	-13		-13
<b>Total</b>	<b>2,601</b>	<b>1,056</b>	<b>-625</b>	<b>431</b>

## 8. Budget

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### Approved requisitions from partner authorities 2016/17

Clackmannanshire	£6,612
East Lothian	£13,183
Edinburgh	£63,646
Falkirk	£20,364
Fife	£47,443
Midlothian	£11,137
Scottish Borders	£14,731
West Lothian	£22,884
	<b>£200,000</b>

### Marketing and Communications Budget 2015/16 to 2016/17

Purpose	2015/16 Commitment	2016/17 Commitment
Materials	2,000	2,000
Website	1,700	1,700
Photography	–	–
Media Training	–	–
Events	3,000	3,000
Advertising	300	300
Publications	3,000	3,000
<b>Total Core Budget</b>	<b>10,000</b>	<b>10,000</b>
<b>Project related budgets covered elsewhere</b>		
Tripshare	10,000	10,000

### Establishment

As of 31st March 2016, the SEStran offices are currently home to 11 paid employees.

Alex Macaulay	–	Partnership Director
Alastair Short	–	Strategy Manager (Part time)
Jim Grieve	–	Programme Manager
Angela Chambers	–	Office Manager/PA to Director
Lisa Freeman	–	Strategy Liaison Officer
Andrew Dougal	–	Communications Officer
Emily Whitters	–	Administrator
Nicky Boath	–	Clerical Assistant (Part Time)
Catriona Macdonald	–	Project Officer (Fixed Term Contract)
Moirra Nelson	–	Marketing and Project Support Officer (Fixed Term Contract)
Hanne-Mary Higgins	–	Graduate Active Travel Officer (Fixed Term Contract)

### Accommodation

We have recently re-located to the Scottish Government Offices at Victoria Quay which, as well as facilitating close working relationships with our major funder and providing excellent staff facilities, has allowed us to deliver a saving to the core revenue budget. We are grateful to Transport Scotland staff for facilitating this new arrangement.

### Equipment

Using a budgeted allowance, the telephony equipment was upgraded in 2016. Server/IT upgrades are programmed for 2016/17.

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All SEStran publications are available in a variety of formats, including large print, braille and a range of minority languages. For further information, please contact us on 0131 524 5150.