

**DRAFT BUSINESS PLAN 2017-18**

**1. INTRODUCTION**

1.1 The purpose of this report is to outline the changes to the format of the forthcoming year's Business Plan for SEStran.

**2. BUSINESS PLAN**

2.1 SEStran officers have reviewed the structure and contents of the Business Plan 2016-17<sup>1</sup>. The general view was that the format was due a refresh, and that, therefore, it would be beneficial to produce a more concise document that clearly outlined and highlighted SEStran's proposed work programme for next year to all stakeholders and identified relevant monitoring indicators.

**3. CONCLUSION**

3.1 The Board are asked to approve the contents of the draft Business Plan 17/18.

Jim Grieve  
 Head of Programmes  
 23<sup>rd</sup> February 2017

**Appendix 1 – Draft Business Plan 17/18**

Policy Implications	The Business Plan proposes to further develop a monitoring base for the delivery of key RTS policy statements and key business priorities.
Financial Implications	The proposed priorities are identified within the 17/18 Budget.
Equalities Implications	The Business Plan seeks to mainstream the continuous improvement of SEStran's Public Sector Equality duties within our Business Planning process.
Climate Change Implications	The priorities seek to promote SEStran's responsibilities as a major player under the Climate Change Act legislation and our associated duties.

<sup>1</sup> [http://www.sestran.gov.uk/uploads/SEStran\\_Business\\_Plan\\_2016-17\\_v2.pdf](http://www.sestran.gov.uk/uploads/SEStran_Business_Plan_2016-17_v2.pdf)

## Annual Business Plan 2017/18

The South East of Scotland Transport Partnership (SESTRAN) presents our Business Plan for the next twelve months, outlining how we plan to achieve even more during 2017/18 towards our Vision:

*“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 we have 4 comprehensive objectives and one new corporate objective.

### Strategic Objectives:

- 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 not 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
- **Corporate** – to continually improve performance to achieve greater efficiency, effectiveness in SEStran service delivery.

## **Key Priorities for 2017/18**

SEStran's key priorities for the year include targeting governance reform, contributing to the debate on the future of regional planning as well as continuing to strengthen our projects involvement. We will also seek proactively emerging opportunities to deliver our Strategic Objectives and seek to support our local government partners to achieve mutual beneficial outcomes.

### **1. Explore opportunities with partners for greater sharing of services via a regional partnership approach.**

The Board has previously highlighted the increasing disaggregation of strategic transport planning across Scotland. Identifying that, with the expected growth of Edinburgh City Region up to 2050 there should be active consideration and evaluation of some form of strategic integrated authority involving service aggregation from more local tiers of governance currently.

Currently SEStran is a Model 1 RTP, with a primary duty to produce a regional transport strategy. A Model 3 is an enhanced method of partnership delivery as described in previous paragraphs. In the light of the City Region Deal proposals relating to transport and infrastructure, active consideration has been given in 2016/17 to utilising the provision in the Transport (Scotland) Act 2005 for the Regional Transport Authority to become a Model 3 authority. In effect this would mean assuming the powers of a Passenger Transport Executive. The outcome of the consultation process will be known by March 2017 and the decision will affect how SEStran will operate during 2017/18 and will be a key work priority especially given the Scottish Government's White Paper on Planning and consultative proposals for Regional Partnerships.

SEStran will also continue to work closely with SESplan on the region's strategic development plan to ensure that sustainable growth is achieved by carefully managing the region's assets that provide the most benefits and by making well designed, successful places where people can thrive with cross boundary transport projects that will make travel by public transport easier and facilitate walking and cycling to work

### **2. Ensuring a sustainable strategy for Real Time Passenger Information in the South East of Scotland**

Independent studies, carried out in recent years, have confirmed that the availability of real time passenger information for public transport does encourage people to use

the various modes. Reliability of these services is a key factor in the decision making process when making travel choices. RTPI not only provides an expected time of arrival but more fundamentally also reassure the potential user that the bus (tram or train) will arrive.

The introduction of SEStran's RTPI system began in 2010, in partnership with First Scotland East and Stagecoach Fife bus companies. In 2014 Stagecoach made a decision to install their own system which is connected to BustrackerSEStran by means of a Siri interface, the net effect of which is that the full operating fleets of these two companies throughout the SEStran region are operating with RTPI.

In addition, through a similar interface, Lothian buses are connected to the system and First and Stagecoach RTPI, on relevant routes, is available on the fixed signs at bus stops throughout the city and parts of the Lothians.

SEStran's focus for now and throughout 2017/18 is on the region's smaller operators, to bring them in to the system. In January 2017 SEStran won an ERDF 40% contribution towards equipping 5 of these smaller operators with GPS enabled ticket machines which are capable of providing RTPI. SEStran's aim is to have these 5 operators, plus a number of others in the region who have invested in the kit themselves, within Bustracker SEStran early in 2017/18. This will also require Ineo, the system provider, to complete work to be able to receive other operators' schedule data and RTPI. This work is currently underway. A key priority for 2017/18 is the need to ensure that the RTPI network is resilient and maintained for the long-term.

SEStran will pursue bus facility improvements with local authorities and bus companies, not least in respect of RTPI. It is also SEStran's intention to complete the upgrade of the Routewise system to Novus FX which will ensure that entering data into the Traveline system is streamlined.

### **3. Continuing to contribute to the appraisal and analysis of transport infrastructure projects within City and Growth Deals across the SEStran area.**

SEStran is represented on the Infrastructure Group associated with the Edinburgh and East of Scotland City Region Deal and is joint chair (along with Transport Scotland) of the Transport Appraisal Group looking at the detail and justification for the various projects associated with the bid. The bid involves the 6 local authorities associated with SESplan and is being led by a Council Joint Committee and a Chief Executive's group. SEStran will assist the local authorities in seeking to optimise investment in the region's infrastructure that will ease congestion, encourage economic development and get people in to work.

SEStran has also made the offer of data and resource to Clackmannshire as part of their City Deal bid with Stirling and seeks to continue to engage with and resource the work in Falkirk Council area around the Grangemouth Investment Zone.

There will also be a general appraisal as part of this Strategic Priority to measure progress towards the corporate SEStran target that will contribute towards reducing

traffic congestion and carbon emissions and encouraging the use of sustainable modes of transportation, which is:

*"By 2022, to reduce the percentage of people commuting to Edinburgh by single occupant car from each local authority area in South East Scotland by 10% compared to a 2001 base. For Edinburgh residents working outwith the City Council area, to reduce their reliance on the single occupant car for commuting by 10% also over the same period."*

#### **4. Contribute to the NTS2, associated review of transport governance and all relevant aspects of Programme for Government 16-17 & 17-18**

In the last year, SEStran's Partnership Director has been involved in Working Group for Planning Review. The publication of the Planning White Paper in January 2017 precedes a busy year for policy and strategy work. The Scottish Government has outlined its intention to review the National Transport Strategy including a Review of Transport Governance. This will have clear strategic and corporate implications for SEStran and we will work with other RTPs to lobby on proposals as they emerge.

Alongside the NTS review, there is also related review of Enterprise Agencies, Planning, as well as Strategic Transport Projects Review. There are relevant and emerging proposals for Roads Collaboration Programme as well as emerging specific proposals on subjects such as Low Emission Zones, Responsible Parking and Active Travel.

We have contributed to the Scottish Government's Rail Freight Strategy, Science and Engineering Strategy and also Planning White Paper in 2016/17 and will continue to engage post consultation in the development of these proposals. We have also responded with evidence and representation to the Scottish Government's draft Climate Change Plan.

SEStran has also sought to engage with Office of Rail Regulation on its proposals for Strategic Business Planning. We will continue to proactively seek to respond to all relevant consultations throughout 2017/18.

There may also be further consultation on primary legislation for Planning, Transport and Climate Change Bills during 2017/18, as well as a review of Scotland's National Outcomes. SEStran will seek to respond and provide evidence to any consultation or Parliamentary scrutiny.

SEStran has also contributed in the past year to the Royal Society of the Arts Inclusive Growth Commission and also the Scottish Cities Knowledge Centre and will seek to respond to relevant external research reports in 2017/18.

#### **5. Deliver and monitor our new Equality Outcomes 2017 – 2021**

SEStran have developed a new set of Equality Outcomes to cover the period 2017 – 2021, a requirement under the Equality Act 2012 (Scotland) Specific Duties Regulations to further our achievement of our Public Sector Equality Duty. Our Outcomes for the next 4 years were developed by engaging both with the SEStran Equalities Forum and through a wider consultative process. The two outcomes are:

- An equitable, diverse and representative organisation
- A safe, accessible and equitable regional transport network.

If SEStran was in the future to receive further powers, functions and resources, we would seek to develop further relevant outcomes.

We are committed to promoting equality, equity and diversity. We want an open and inclusive South East of Scotland and SEStran in terms of opportunity to provide accessible transport infrastructure and information, making services inclusive and also reflecting this within our organisational workforce and governance. We will continue to engage and consult through our Equalities/Healthcare forum promoting projects such as RTP1 and Thistle App as actions to address issues which disproportionately affect some customers more than others. As a public body and employer we will also seek to continue to work with Equate Scotland and Changing the Chemistry to address workforce and organisational diversity. We will also seek to continue to promote inclusive working practices encouraging flexible hours and reasonable adjustments and engage in other initiatives such as Work Shadowing to give as much opportunity as resources allow to all to engage in work experience. We will also strive to increase diversity and reduce the gender pay gap with SEStran, concluding a review and job evaluation of all posts with SEStran in 2017/18.

In addition to working towards increased diversity for SEStran employees, SEStran are also committed to working towards a more diverse governance structure. A Board Diversity Succession Plan has been developed to help us work towards this goal. The main actions of this plan are to:

- Communicate with constituent local authorities that we would encourage them to appoint Board members in line with the Equality Act duties for Public Bodies
- Appoint observers to the Board to provide development opportunities
- Appoint a diverse range of Non-Councillor Board members in 2018.

SEStran will work with the SEStran Equalities & Healthcare Forum and Changing the Chemistry in order to give opportunities to a wide range of people to act as observers on the Board.

## **6. Implement and continuously improve our performance of corporate processes with specific focus on our Records Management, Procurement, Climate Change and Public Reform duties**

SEStran in January 2017 submitted their first Records Management Plan to the Keeper of the Records. A priority for next year will be to improve our current Business Classification scheme, Data Protection and Information Security policies and practices.

We have also during 2016/17 evolved the manner we have analysed and reported our duties under the Procurement Reform Act 2014, Climate Change Act 2009 and Public Sector Reform Act 2011. We will continue to seek to continuously improve our application of these duties to deliver best value from SEStran resource and produce

transparency of the information and services we deliver to contribute to wider national outcomes.

## **7. Continue to maximise revenue and knowledge transfer through engagement in EU projects and other forms of funding.**

While the EU exit process, under Article 50, will be underway by the end of March 2017, SEStran has been assured by the EU and by the Scottish Government that existing projects will be funded through to completion and that it is “business as usual” in respect of applying for new projects.

SEStran is currently involved in two live European projects; REGIO-MOB and SHARE-North, each briefly described below.

REGIO-MOB 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.” Accordingly 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. The project will attract 85% funding from Europe.

SHARE-North addresses the concept of Shared Mobility and looks at the development, implementation and promotion of Car Clubs, Bike Sharing and Car Sharing. The planned living labs will integrate modern technology with activities to support changes in mobility behaviour. The objectives are: resource efficiency, improving accessibility (incl. non-traditional target groups), increased efficiency in the use of transport infrastructure, reduction of space consumption for transport, improving quality of life and low carbon transport.

In addition, SEStran is a partner in each of the following bids (fund in brackets) to be submitted during the coming year:

### *SURFLOGH Interreg North Sea Region (NSE)*

This proposal is aiming at improving the role of logistic hubs in the network of urban logistics in the North Sea Region. Many urban regions in Europe face huge challenges regarding the optimisation of urban freight distribution, both in terms of efficiency and sustainability. Connecting long-distance freight transport and last-mile distribution in strategically located urban freight centres is perceived as one of the possible solutions brought forward by scholars and experts in the field, as they contribute to reducing individual transport movements in urban areas by creating opportunities for bundling of goods flows. In addition, these logistics consolidation centres might also be stepping stone for creating new value-adding services in the region fostering regional economic growth.

SEStran is a partner, along with Napier TRI, for Surflogh, which is being led by the Dutch province of Drenthe. A second application was submitted in early February 2017 and a result is expected in June.

#### SCRIPT Interreg North West Europe (NWE)

It is well understood that transport, in general, is a major contributor to carbon emissions totals and freight transport's contribution is significant; with a particular concentration around ports and their hinterland as a result of the necessary traffic required to transfer goods to and from the ports.

SEStran and partners' objective is to engage with ports and freight transport operators and their supply chains in selected estuarine and inland waterway locations within the NWE area to effect large-scale behavioural change with respect to the use of low carbon logistics and transportation and the implementation of different low carbon solutions. Work continues towards a stage 1 submission in the Spring this year.

#### I-MASS – Inclusive Mobility As A Service (Horizon 2020)

To develop and deliver innovative ways to provide inclusive mobility and accessibility solutions to all young people aged 16-25 years living in the South East of Scotland based on co-produced identification of needs and innovative solutions.

The project will specifically aim to explore the diversity of young people's needs and multiple vulnerabilities in relation to transport and travel experiences and how to overcome these in innovative ways in the context of the increasingly privatised model of public transport delivery within the UK context.

#### INSTINCT – Land use planning with public transport planning (Horizon 2020).

This project will address the long-standing problem of the integration of transport infrastructure and urban development policies. It will focus on the development and take-up of practical measures by municipal, regional and national governments, and public transport companies and organisations, to improve this integration and so deliver more sustainable transport and spatial development on the ground.

If successful these projects will assist in funding progress towards SEStran's strategic objectives in 2017/18 beyond, until the EU exit process is concluded.

### **8. More people cycling and walking, and working with more stakeholders on this issues through our joint working with Sustrans Scotland and Cycling Scotland**

SEStran will continue its work in the region to aid the CAPS vision that "by 2020, 10% of all journeys taken in Scotland will be by bike." To achieve this we will continue our partnership working with Sustrans Scotland, Cycling Scotland and Local Authorities to offer grant funding and support to look at infrastructure, behavioural



change and development to increase the levels of walking and cycling across the region.

SEStran actively encourages the development of cross-boundary utility cycling through the Regional Cycle Network Grant Scheme which is used to invest in strategic links between local authorities to encourage modal shift for commuter journeys by ensuring better connectivity along routes that link population with employment centres and services. The grant funding is provided by Sustrans Scotland who we will continue to work jointly with on active travel infrastructure in the SEStran area.

In partnership with Cycling Scotland, SEStran will seek to enable access to training opportunities at all life stages through promotion and support of Play on Pedals Training in the early years setting, Essential Cycling Skills for adults, and Practical Cycle Awareness Training for professionals in and around the SEStran region. Complementing these training opportunities, SEStran will promote 'Cycle Friendly' behaviour change packages for workplaces, campuses, communities and schools. Additionally through programmes such as Make Cycling Mainstream, promote to local authorities and other agencies a nationally accredited programme on cycling design and best practice.

## **9. Promote Travel Planning, Inclusion and Shared Mobility**

Travel Planning and Car Sharing are both identified as a high priority for SEStran within the Regional Transport Strategy. SEStran will offer support and guidance to Local Authorities and Large Employers with travel planning and help to implement travel planning measures. The 2017/18 Sustainable and Active Travel Grants (SATGS) will be used again this year to assist the facilitation of workplace travel plans and their measures across the SEStran Region. SATGS offers matched grants from £500 to £25,000 for the establishment and promotion of Travel Plans and their measures.

Shared mobility can drastically reduce the environmental impact of transport, and help to achieve the emissions targets set out by the Scottish Government. Shared mobility such as car club cars, car sharing (sometimes referred to as car pooling or ride sharing), shared bikes are a suitable and environmentally way to compliment public transport, and is an alternative to the privately owned, single occupancy car.

One way in which SEStran hopes to address this is through car sharing. In 2017/18, SEStran will continue to promote its car sharing website [TripshareSEStran.com](http://TripshareSEStran.com). At the time of writing, Tripshare membership totals at around 8,500, and members have saved 8,846,342 miles and 1,738 tonnes of CO<sub>2</sub> (since 2007). In 2017/18, TripshareSEStran.com members are forecast to save an additional 3,257,136 miles and 639.83 tonnes of CO<sub>2</sub> emissions. SEStran aim to exceed this target through the promotion of TripshareSEStran.com through its European Projects (Social Car and SHARE-North) and working in partnership with Regional Car Share Stakeholders Including; Local Authorities, Health Boards, Colleges, Universities and Private Sector Organisations (such as Edinburgh Airport, and Edinburgh Park).

We will continue to engage and consult through our Equalities/Healthcare forum promoting projects such as RTPI and the Thistle Card/App as actions to address inclusion issues which disproportionately affect some customers more than others within the regional transport network.

#### **10. To increase recognition of SEStran among our key audiences and support wider engagement to build our reputation**

The proposal for 2017/18 is that the priority for Communications is to strengthen our brand identity and the key communication methods we use to engage our key audiences. Strong brands take considerable effort and SEStran has to be proportionate in its approach to Communications and Engagement. Our prime method of engagement is our staff who work with partners and whilst we need to be positive in promoting SEStran, we also need to carefully balance perception and reality in terms of the scale of our resources currently, which may not match the desire and enthusiasm of our staff and partners to deliver the outcomes of the Regional Transport Strategy. We need to continue to move away from a Brand focussed approach to marketing, our brand is not our name and logo, it's our reputation for delivery quality outcomes and we need to balance the perception of scale equalling resources with our desire to engage as many partners as possible. We need to invest in our website making it more user focussed and relevant for present day, we need to engage in proportionate social media to build our recognition and reputation and utilise all our engagement opportunities to promote positively the organisation key objectives of the Regional Transport Strategy. Developing SEStran's strategic narrative and communications with external stakeholders in a useable, engaging and concise format. We also need to consider how we engage with our stakeholders such as Councils and wider organisations out with the formal methods of Chief Officers meeting and formal reports to the SEStran Board. Options will be explored for a regular e bulletin to our internal and external stakeholders on general news, development, Board decisions. The publication will be main directly produced channel of external engagement alongside targeted engagement of certain groups dependent on policy or project priorities.

#### **Co-operation in Delivery**

Whilst, the Business Plan sets out our current key priorities, as a public body we are committed to participatory design approach to service delivery and will seek to actively involving all communities, citizens and partners in a co-design approach to deliver positive outcomes from an equitable and efficient transport system now and in the future for South East Scotland.

Annex 1 outlines a summary of the proposed budget for the forthcoming financial year for SEStran and Annex 2 outlines the current staff of SEStran available to implement the proposed actions for the 2017-18 Business Plan. Annex 3 outlines a proposed performance management framework to measure the achievement of the proposed key priorities over the course of 2017-18.

## Annex 1

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Core	467	461	463	465	550	545	515
Projects	791	709	504	1,076	2,384	785	479
RTPI	110	117	222	286	230	402	323
<b>Total Budget</b>	<b>1,368</b>	<b>1,287</b>	<b>1,189</b>	<b>1,827</b>	<b>3,164</b>	<b>1,732</b>	<b>1,317</b>
<b>External Funding</b>							
EU Grants	313	245	146	233	131	64	95
Other income	48	60	61	266	1,051	686	250
Bus Investment Fund				346	1,000	0	0
<b>Total External Funding</b>	<b>361</b>	<b>305</b>	<b>207</b>	<b>845</b>	<b>2,182</b>	<b>750</b>	<b>345</b>
Scottish Government	782	782	782	782	782	782	782
Council Requisition	225	200	200	200	200	200	190
<b>Total Funding</b>	<b>1,368</b>	<b>1,287</b>	<b>1,189</b>	<b>1,827</b>	<b>3,164</b>	<b>1,732</b>	<b>1,317</b>

## Annex 2

### Staff list

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Annex 3 – Performance Monitoring Framework

Strategic Priority	Activities	Targets	Outcomes	Outcome indicators	SEStran Strategic Objective
1) Explore opportunities with partners for greater sharing of services via a regional partnership approach	<p>Complete Transport (Scotland) Act 2005 consultation</p> <p>Seek Scottish Ministers consent for a further consultation</p> <p>Discussions with Regional Partners about joint working</p>	<p>Initial Outline Business Case to the September 2017 Board</p> <p>Agree new Governance framework for SEStran and other regional partners by March 2018</p>	<p>Councils agreed to number and type of Functions to be transferred</p> <p>Support of Scottish Ministers received for Order</p>	<p>Level of Involvement across councils and partners</p> <p>Number of Functions transferred or concurrent</p> <p>Number of Hosted Joint Services</p>	<p>Economy</p> <p>Accessibility</p> <p>Safety</p> <p>Environment</p> <p>Corporate</p>
2) Ensuring a sustainable strategy for Real Time Passenger Information in the South East of Scotland	<p>Continue to promote RTPI (including screens, apps and website)</p> <p>Attract more bus operators to join the RTPI system</p>	<p>Install all RTPI Screens</p> <p>Secure best value contracts for maintenance and consultant support</p>	<p>Users are more aware of RTPI services</p> <p>Increased reliability and confidence</p> <p>Increased usage</p>	<p>Number of App downloads</p> <p>Number of RTPI Scheme operators</p>	<p>Economy</p> <p>Accessibility</p> <p>Corporate</p>
3) Continuing to contribute to the appraisal and analysis of transport infrastructure projects within City and Growth Deals across the SEStran area.	<p>Co-chair Edinburgh City Region Transport Appraisal Group</p> <p>Supporting the justification of selected transport projects</p> <p>Contribute resource to support Clackmannanshire in their City Deal</p>	<p>Establish programme for early projects in the City Deal in association with partner councils.</p>	<p>Delivery of data to partners</p> <p>Review progress with SEStran target for modal share of modal share</p>	<p>Level of investment secured for City Deals</p> <p>Monitoring of targets</p>	<p>Economy</p> <p>Accessibility</p> <p>Environment</p>
4) Contribute to	Respond to all relevant	Respond to all	Increased Awareness	Number of	Economy

Strategic Priority	Activities	Targets	Outcomes	Outcome indicators	SEStran Strategic Objective
the NTS2, associated review of transport governance and all relevant aspects of Programme for Government 16-17 & 17-18	<p>Consultations</p> <p>Proactive engagement in events and working groups</p> <p>Develop SEStran positions for External Lobbying</p>	<p>Committee Bill Scrutiny opportunities</p> <p>Attend all relevant Strategic Events on Core Strategic Priorities</p> <p>SEStran positions influence final legislative or policy proposals</p>	<p>and impact of SEStran agreed policy/positions</p> <p>Contribute or Lead on relevant collective policy submissions e.g. SCOTS, RTP Chairs</p>	<p>Consultation responses</p> <p>Level of Influence on Final proposals</p> <p>Board Reports</p>	<p>Accessibility</p> <p>Safety</p> <p>Environment</p> <p>Corporate</p>
5 Meet the Public Sector Equality Duties & Become a more Inclusive Organisation	<p>Publish Equality Outcomes 2017 – 2021 as part of an Equalities Mainstreaming Report</p> <p>Publish and Monitor a Board Diversity Succession Plan</p> <p>Promote inclusive working practices encouraging flexible hours and reasonable adjustments.</p> <p>Complete the DWP Disability Confident Committed Scheme</p>	<p>Publish both the Equality Outcomes &amp; Mainstreaming Report by April 2017.</p> <p>Evolve the current Board Diversity Working Group to a Succession Planning Group.</p> <p>Continually review policies to achieve inclusive working.</p> <p>Achieve the requirements of the committed outcomes.</p>	<p>Implementation of Equality Outcomes, helping SEStran contribute to a more equal and diverse society.</p> <p>A more diverse Board.</p> <p>Reduce barriers to employment.</p> <p>Progress to Employer Status of the Scheme</p>	<p>Number of Thistle Cards or App distributed.</p> <p>Progress monitored through biennial mainstreaming report</p> <p>Annual survey carried out by Scottish Government on Board Diversity.</p> <p>Awarded Employer status</p>	<p>Accessibility</p> <p>Safety</p> <p>Corporate</p>

Strategic Priority	Activities	Targets	Outcomes	Outcome indicators	SEStran Strategic Objective
<p>6. Implement and continuously improve our performance of corporate processes with specific focus on our Records Management, Procurement, Climate Change and Public Reform duties</p>	<p>Approve Records Management Plan and implement key actions</p> <p>Submit Carbon Emissions Report for 16/17</p> <p>Publish PSRA report</p> <p>Continuously review Procurement framework in line with EU legislation</p>	<p>RMP approved by Keeper of the Records</p> <p>Reduced spend on Consultancy</p> <p>Reduced expenditure on Corporate Travel expenses</p> <p>Reduction in transport carbon emissions</p> <p>Fully compliant procurement procedures</p>	<p>SEStran manage Records efficiently</p> <p>Achieve sustainability targets set out in RTS and previous years Carbon Emission report</p> <p>Efficient use of resources &amp; transparency.</p> <p>Increased efficiency of the procurement process</p>	<p>Review by internal audit and P&amp;A committee</p> <p>Annual monitoring of carbon emissions</p> <p>Audit report recommendations</p> <p>Level of expenditure on coded Public Sector Reform spending categories</p>	<p>Economy Corporate</p>
<p>7) Continue to maximise revenue and knowledge transfer through engagement in EU projects and other forms of funding.</p>	<p>Complete Interreg and Horizon 2020 Project Applications</p> <p>Continue to Scope out Funding opportunities from EU, UK and Scottish funds</p>	<p>Number of successful bid applications</p> <p>Number of project outcomes achieve</p>	<p>Increased investment in SEStran area</p> <p>Knowledge transferred from interdisciplinary learning</p>	<p>Level of Match Funding drawn down</p> <p>Number of EU partners engaged</p> <p>Number of UK/ Scottish partners engaged</p>	<p>Economy Accessibility Corporate</p>

Strategic Priority	Activities	Targets	Outcomes	Outcome indicators	SEStran Strategic Objective
<p>8) More people cycling and walking, and working with more stakeholders on this issues through our joint working with Sustrans Scotland and Cycling Scotland</p>	<p>Liaise with all SEStran Councils and partner authorities over use of resource</p> <p>Promote Cycle Friendly Employer status across SEStran Area</p> <p>Deliver Play on Pedals training</p> <p>Active Travel Officer resource shared amongst authorities and stakeholders</p> <p>Maintain a comprehensive list of potential funding sources for active travel schemes</p>	<p>10 Cycle Friendly employers achieved in 2017/18</p> <p>Use RCNGS to fund infrastructure improvements for cross-boundary active travel</p> <p>Work with all eight SEStran local authorities on active travel projects</p>	<p>Increased awareness of SEStran support</p>	<p>Full spend of RCNGS fund</p> <p>Continued partnership working with Sustrans Scotland, Cycling Scotland and key stakeholders</p>	<p>Accessibility Economy Environment Health</p>
<p>9. Travel Planning and Shared Mobility</p>	<ul style="list-style-type: none"> <li>• SHARE-North Project</li> <li>• Social Car Project</li> <li>• National Liftshare Week 2017</li> <li>• Working closely with car share managers/stakeholders in the Region</li> <li>• Thistle Card</li> <li>• Sustainable Travel Grant Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership to 9000 by March 2018</li> <li>• Conduct Focused Tripshare promotion during National Liftshare Week (Oct 2017)</li> <li>• 500 downloads of Thistle Card app</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of single occupancy vehicles</li> <li>• Reduction of CO2 Emissions</li> <li>• Raised awareness of TripshareSEStran.com</li> <li>• Increased awareness of Thistle Card</li> </ul>	<ul style="list-style-type: none"> <li>• Membership Numbers</li> <li>• CO2 Emissions reduction calculation from Liftshare Monitoring</li> <li>• Full spend of Sustainable Travel Grant Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Economy</li> <li>• Accessibility</li> <li>• Environment</li> </ul>



Strategic Priority	Activities	Targets	Outcomes	Outcome indicators	SEStran Strategic Objective
10. To increase recognition of SEStran among our key audiences and support our wider engagement to build our reputation	<ul style="list-style-type: none"> <li>• Twitter/LinkedIn</li> <li>• New Website</li> <li>• Marketing Campaigns</li> <li>• Sponsorship / Attendance at Events</li> <li>• Thistle Card</li> <li>• Develop Core Set of Marketing Materials</li> <li>• RTPI</li> <li>• Consultation responses</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Twitter followers by 300 &amp; relaunch LinkedIn page</li> <li>• Increase traffic through website [insert unique visits stats</li> <li>• Also could reference targets from other priorities</li> <li>• New SEStran Quarterly newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of SEStran as an organisation</li> <li>• Raised awareness of Regional Transport Strategy</li> <li>• Enhanced interest in working with SEStran</li> </ul>	<ul style="list-style-type: none"> <li>• Greater number of partners directly engage with SEStran</li> <li>• Invitations to contribute to projects</li> <li>• Level of Enquiries about Regional Transport Strategy</li> </ul>	Economy Accessibility Environment Safety Corporate