

SEStran Business Plan 2021-22 to 2023-24

1. INTRODUCTION

- 1.1** The purpose of this report is to seek the Board's in principle approval of a proposed three year Business Plan, subject to a finalised version being brought to the June cycle of Performance and Audit Committee and Board for further consideration.

2.0 BACKGROUND AND CONTEXT

- 2.1** The global pandemic has left the transport sector, in common with most other sectors, in a state of flux. Whilst much good work has been done by the Regional Transport Transition Group of which SEStran is a member, as the country emerges out of lockdown, many issues remain about the future of transport in the region and the so-called 'new normal.'
- 2.2** It is unlikely that these issues will all have worked their way through by April next year. Indeed, even if the pandemic is brought under control by this summer, considerations such as the future of air travel, and how public transport can return to pre-pandemic levels and beyond, will take a long time to resolve.
- 2.3** Another issue which is likely to impact most on the movement of freight is the impact of Brexit. Again, the full implications of the European Withdrawal Agreement remain unknown, and will only become clearer in the next few years. What is clear from the point of view of SEStran's own projects is that EU collaborations will not take the same shape as previously – although, as has been set out in the Projects Report, existing projects will still take place, and in some cases may be extended.
- 2.4** Even prior to the Covid-19 outbreak, the governance landscape posed challenges which would require a considered response from SEStran's point of view. The future of regional transport partnerships (RTPs) is the subject of a review, stalled by the pandemic, but now ongoing again. The Transport (Scotland) Act 2019 gave new powers, principally to local authorities, but with some potential for involvement from RTPs, particularly around Bus Service Improvement Partnerships (BSIPs).
- 2.5** In related sectors, regional land use planning is still awaiting the full implementation of the legislation that brought in Regional Spatial Strategies (RSS), and there is clearly an opportunity to better align land use and transport planning. The creation of the City Deal governance structure should help to strengthen collaboration amongst those SEStran authorities involved, and there is evidence of good joint working between SEStran and the City Deal authority as part of the Regional Transport Transition Group.

- 2.6** In many ways therefore the emerging policy framework is well timed to address all of these challenges. The latest iteration of the National Transport Strategy (NTS2) is now in place. The Government's Strategic Transport Projects Review (STPR) has reached the first sift stage, and will help to direct Transport Scotland's investment decisions on transport infrastructure. As Members will be aware, SEStran's Regional Transport Strategy (RTS) is entering the consultation stage, and will inform SEStran's activities for the coming years.
- 2.7** The availability or otherwise of funding for SEStran's activities remains a matter for consideration beyond a one year horizon. There will be a need to attract more funding to allow the organisation to achieve its goals going forward, particularly as EU sources reduce. However, replacement funding for similar projects is anticipated. Further, in the post-pandemic landscape, it is likely that opportunities for investment in the active travel, and bus, networks may start to emerge.

3.0 TOWARDS A THREE YEAR BUSINESS PLAN

- 3.1** In that context, it makes sense to put forward a Business Plan that has a longer event horizon than a single financial year. Accordingly, the Business Plan appended is a draft three year Plan for approval.
- 3.2** Of necessity, some of the parts of the Plan are in incomplete form. Although the annual budget is being presented to the Board at this meeting, the final outturn for year 2020/21 will not be known until June. Other 'known unknowns,' such as the outcome of funding bids and the future of EU projects and their successors, may be clearer by then.
- 3.3** Accordingly, it is proposed that, subject to approval by Members today, a finalised version will be brought back to the Performance and Audit Committee at its June meeting, for onward transmission to the Board that month.

4.0 KEY FEATURES

- 4.1** The Business Plan follows in the main the format set out in last year's one-year Plan. However, in the projects section longer-term developments are set out where known; the three year budget, again in draft form, is set out in the Annexes; and the impact of Covid on operational matters forms another Annex.

5.0 RECOMMENDATIONS

- 4.1** It is accordingly recommended that the Board:
- (a) Note the terms of the report;
 - (b) Agree the initial draft Business Plan appended, with a final version taking into account the budget outturn and other developments being

brought back to the Performance and Audit Committee for further scrutiny and onward transmission to the Board in June.

Jim Grieve
Partnership Director

Andrew Ferguson
SEStran Consultant

12th March 2021

Appendix 1: Draft Business Plan 2021-2023

Policy Implications	The Business Plan will align with SEStran's established and emerging policies
Financial Implications	The Business Plan will be subject to formal Board approval of proposed budgets in year 2021 – 22 and subsequent years.
Equalities Implications	No separate EqIA will be carried out as the Business Plan does not propose a change to SEStran's policies and procedures.
Climate Change Implications	The implications for Climate Change issues will be assessed at project level.



SEStran

Draft Business Plan

2021/24

March 2021

Foreword

The South East of Scotland Transport Partnership (SEStran) is the statutory Regional Transport Partnership for the South East of Scotland. It encompasses eight local authorities: The City of Edinburgh, Clackmannanshire, East Lothian, Falkirk, Fife, Midlothian, the Scottish Borders and West Lothian.

Within the SEStran area there are diverse transport challenges, ranging from urban congestion to rural public transport and declining bus patronage, and from the need to deliver more integrated mobility, to sustainable logistics and freight hubs. The region is highly diverse from both a geographic and socio-economic perspective. While Edinburgh is expected to lead the economic recovery post-Covid, even before the pandemic other communities in the region were severely affected by social and economic deprivation, further impacted by limited access to sustainable and affordable travel choices.

Inevitably the short-term challenges are centred round the region's recovery from the societal, behavioural and economic impact of Covid-19 on its transport system, and in particular its public transport. Going forward, projected increases in population and households will put additional pressures on transport in the area, and integrated land use and transport planning will be essential if increased car dependency is to be avoided.

Last but not least, the full implications of Brexit on the region, its economy, and what impact there will be on, for example, the transport of freight in and out of the area, are still to be fully understood.

All of these factors have contributed to the need for a three year, rather than a one year, Business Plan.

NTS2 (the review of Scotland's National Transport Strategy) was presented to Scottish Parliament on 5 February 2020. The Scottish Government's vision is to have a sustainable, inclusive, safe and accessible transport system helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors which will reduce inequalities, take climate action, help deliver inclusive economic growth and improve health and wellbeing.

Linked to NTS2 is STPR2 (Second Strategic Transport Projects Review) being taken forward by Transport Scotland. Three STPR regional areas exist across the SEStran geography, with SEStran represented on the Regional Transport Working Groups established for each STPR2 area, and chairing the Regional Transport Working Group encompassed by the Edinburgh and South East Scotland city deal geography.

Ultimately, the STPR process will identify a series of interventions consistent with the aims of NTS2 to be delivered at national regional levels over the next 20 years. The first sift of proposed projects was published in February this year, and we look forward to engaging with Transport Scotland on the proposals for the SEStran region in the coming months.

There is an ever-increasing focus on the climate crisis we are currently facing and working towards a net zero carbon future will be a major influence on transport and its infrastructure in the decades to come. It is of note that this country is hosting the next international climate change conference ("COP26"), in November this year and therefore we can expect a great deal of attention being focussed on this country and what we are doing to help address the climate situation, particularly in respect of transport.

SEStran is now in the process of preparing a new Regional Transport Strategy (RTS) which will reflect the vision and aims of NTS 2 and will also take into account the rapid economic growth taking place in the south east region, and respond to initiatives being pursued by our partner councils, such as Edinburgh's proposed Low Emission Zone. Consultation on the draft RTS will start in the coming months.

The longer-term future of regional governance remains under consideration by Transport Scotland and the Scottish Government. Scotland's seven RTPs will continue to support the case for statutory Regional Partnerships with the potential to augment current transport functions with planning and economic development expertise, as an effective and efficient way to develop holistic regional strategies and visions – such as new Regional Spatial Strategies which have been introduced under the new Planning (Scotland) Act 2019. There are lessons to be learned from successful collaborations with central and local government as part of the South East Scotland Transport Transition Group.

It is my firm belief that it is only by taking this more coordinated, statutory regional approach that the aims of NTS2 and the new RTS will be delivered. It is also my view that SEStran may need to again review and reassess its model 1 RTP status, to enable it to take a more effective role in working with bus companies to make a real contribution to our most disadvantaged communities, and towards reversing declining patronage and in so doing helping to deliver NTS2. SEStran is taking an active role, for example, in the Bus Service Improvement Partnerships (BSIPs) emerging in the region in terms of the Transport (Scotland) Act 2019.

SEStran also continues to be very much involved in EU projects, with five currently under way. All of SEStran's current EU projects are very relevant to the NTS2 and to the Regional Transport Strategy and will provide valuable knowledge to assist all SEStran partners in the future. SEStran will look to future arrangements to succeed those currently in place, to enable continued partnership working with the EU. It is hoped that replacement funding for projects of this nature will be made available, but at time of writing this remains unclear.

A range of active travel projects will be completed in the coming year, having been delayed by the pandemic. These will include work with Sustrans Scotland and for Transport Scotland's Active Travel Team, in addition to funding the delivery of new e-bike hubs in the region.

There is a great deal to take up SEStran's attention in the years ahead, as it consults on its own RTS, and contributes to such matters as STPR2 development, and the development of bids to the Bus Partnership Fund as part of the region's emerging BSIPs. This is in addition to significant project work and strategy development to be progressed over the year. However, the impacts of the pandemic, Brexit, and continuing economic uncertainty arising from both, indicates that planning for a longer horizon than just 12 months is prudent. Despite all the challenges, SEStran's staff have delivered and will continue to deliver a long term vision for the future of transport in the region.

With that in mind, I am delighted to present our Business Plan for 2021/24.

Councillor Gordon Edgar

Chair of the South East of Scotland Transport Partnership

Table of Contents






1. Introduction	4
2. Strategic Objectives	5
3. Strategy	6
Regional Transport Strategy	6
4. Planned Activities 2021-24	7
4.1 <i>Current Programmes and Projects</i>	7
GO e-Bike	7
Regional Cycle Network Grant Scheme	7
Regional Active Travel Development Fund – Transport Scotland	8
Cycle Training & Development – Cycling Scotland	9
Thistle Assistance Programme	9
Real Time Passenger Information (RTPI)	10
Newburgh Train Station Study	11
Forth Freight Study	12
4.2 <i>European-funded Projects</i>	12
SHARE-North	12
SURFLOGH	13
BLING	14
PriMaaS	15
CONNECT	16
4.3 <i>Regional Partnership Working</i>	16
South East Scotland Transport Transition Group	16
Bus Service Improvement Partnerships	17
SEStran Forum Meetings	18
5. Annexes	20
Annex 5.1 – Key Performance Indicators	20
Annex 5.2 – Budget Summary	25
Annex 5.3 – Staff and Organisational Chart	26
Annex 5.4 - Operational plans related to Covid-19 pandemic recovery	27
Annex 5.5 – Glossary	29

1. Introduction

SEStran presents its 2021 -2024 Business Plan, which outlines the plans for the next three years to deliver its vision:

The South East of Scotland is a dynamic and growing area which aspires to become one of Northern Europe's leading economic regions. Essential to this aspiration is the development of a transport system that enables the economy 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 a healthier population.

In 2021-24, SEStran will work across its five established core strategic themes to deliver on its vision. The first four of these fully align with the four priorities in Scotland's new National Transport Strategy (NTS2), published in February 2020. The following table shows this alignment:

NTS2 priorities	SEStran core strategic themes	Theme graphic
Reduce inequalities	Accessibility – To improve accessibility for those with limited transport choice, mobility difficulties, or no access to a car	
Take climate action	Environment – To ensure that development is achieved in an environmentally sustainable manner	
Help deliver inclusive economic growth	Economy – To ensure transport facilitates economic growth, regional prosperity and vitality in a sustainable manner	
Improve our health and wellbeing	Safety and health – To promote a healthier and more active SEStran area population	
Governance and partnership working	To continually improve performance to achieve greater efficiency and effectiveness in SEStran service delivery	

2. Strategic Objectives

Economy

To ensure transport facilitates economic growth, regional prosperity and vitality in a sustainable manner

- To maintain and improve access to the labour market and key business locations, particularly by sustainable travel modes - public transport and active travel;
- To maintain and improve connectivity to the rest of Scotland, the UK and beyond;
- To guide and support other strategies with a transport dimension, particularly land-use planning and economic development;
- To reduce the negative impacts of congestion, by supporting interventions that improve journey time reliability for passengers and freight



Accessibility

To improve accessibility for those with limited transport choice, mobility difficulties, or no access to a car

- To improve access to employment and health facilities for all, through safe, affordable and sustainable travel options including active and public and shared modes of travel;
- 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 ensure SEStran contributes to achieving Scotland's target of 'net zero' carbon emissions by 2045, and meet intervening targets, and UK obligations regarding greenhouse gas emissions;
- To minimise the negative impacts of transport on natural and cultural resources;
- To promote more sustainable travel;
- To reduce the need for travel;
- To increase transport choices, reducing dependency on private cars;
- To reduce car dependency for commuting purposes, particularly single occupancy cars



Safety and Health

To promote a healthier and more active SEStran area population

- To increase the proportion of trips by foot/bicycle;
- To meet or improve all statutory air quality requirements;
- To improve road safety and personal security, particularly regarding active travel and public transport;
- To reduce the impacts of transport noise



Governance

To continually improve performance to achieve greater efficiency and effectiveness in SEStran service delivery

- To deliver best value and promote partnership working;
- To seek to reduce our carbon emissions & positively influence other regional stakeholders;
- To deliver robust data governance and practice;
- To promote the delivery, monitoring and mainstreaming of our Equality Outcomes;
- To explore and assess the potential benefits of enhanced RTP operating models to deliver better bus / public transport services in the region.



3. Strategy

Regional Transport Strategy



A new Regional Transport Strategy (RTS) for the SEStran region is under development. This is proposed to cover the period up to 2035, and it will respond to and allow for alignment to new national level policies and strategies including the National Transport Strategy 2, the National Planning Framework 4, the Climate Change (Scotland) Act 2019, as well as regional spatial and economic strategies under development across the SEStran area.

SEStran's current RTS is in effect until 2025.

Objectives

- *Develop a new Regional Transport Strategy for the South East of Scotland that aligns to national transport policy and objectives*

Forward Plan:

RTS Development

- The development of the RTS is being delivered through consultancy support. The development will involve consulting key stakeholders, establishing of a case for change, appraising preliminary options and carrying out statutory assessments including a Strategic Environmental Assessment and Equalities Impact Assessment.
- Stantec were appointed to develop the new RTS in December 2020 and the new RTS will be completed in 2022.
- The development timescales for the RTS are aligned to the development of other, linked strategies such as the Second Strategic Transport Projects Review (STPR2).

4. Planned Activities 2021-24

4.1 Current Programmes and Projects

GO e-Bike



GO e-Bike is a regional bike-sharing scheme funded by SEStran, with a contribution from the SHARE-North project. It comprises eleven hubs operating throughout the SEStran area.

Objectives

- To promote more active and healthier lifestyles by increasing usage and awareness of power-assisted cycling.
- Reduce road congestion and transport emissions.
- Increase accessibility of active travel by introducing e-trike at GO e-Bike hubs.

Forward Plan:

GO e-Bike expansion with LCTT & TS funding

- Cargo bikes that have been transferred to Cargo Bike Movement will be utilised in a series of projects in Edinburgh that reduce the vehicle movement and promote community sustainability.
- The “[Do The Ride Thing](#)” campaign and website¹ that were launched at the end of January 2021 will be promoted throughout the life of the Go e-Bike project and beyond.

Future developments 2021 – 24:

- Subject to available funding this is likely to be an area of further development over the next three years.

Regional Cycle Network Grant Scheme



The Regional Cycle Network Grant Scheme continues the partnership between Sustrans Scotland and SEStran’s commitment to delivering improvements to the cross-boundary utility routes.

Objectives

Forward Plan:

¹ <https://www.dotheridething.co.uk/>

- *To promote a more active and healthier lifestyle through active travel with a focus on delivering cross-boundary routes between communities*

Strategic Cycle Network

- SEStran will support partners with funding for feasibility and design work for priority routes within the Strategic Network, and early discussions on routes for 2021/22 have commenced.

Future developments 2021 – 24:

- Subject to confirmed funding this is likely to be an area of further development over the next three years.

Regional Active Travel Development Fund – Transport Scotland



Objectives

- *To promote a more active and healthier lifestyle by encouraging cycling and supporting cycling infrastructure*

The Regional Active Travel Development Fund was established between Transport Scotland and the Regional Transport Partnerships to advance cross-boundary Active Travel projects.

Forward Plan:

Project 1: Attitudinal Survey & Data Collection

- A longitudinal survey that commenced in 2020, being undertaken by “The Lines Between” will be carried out throughout 2021/22.

Project 2: Mobility Hubs feasibility study

- SEStran has proposed to allocate £80,000 in 2021/22 to carry out a feasibility study and develop a business case for the addition of Mobility Hubs alongside new rail station locations in Fife, including Cameron Bridge, Leven, as well as at St Andrews and Leuchars

Project 3: Active Travel Projects

- SEStran and partners will investigate a number of potential active travel links within the region.

Project 4: Project Resource

- SEStran has again bid for resource funding to support the breadth of active travel projects that happen across the partnership.

Future developments 2021 – 24:

- Subject to available funding this is likely to be an area of further development over the next three years.

Cycle Training & Development – Cycling Scotland



This workstream supports and develops the delivery of Bikeability Scotland National Standard cycle training delivered by local authority Bikeability coordinators. It promotes, encourages and develops cycle training opportunities across SEStran projects.

Objectives

- To increase awareness of safer cycling and cycling road safety for young people in particular, and for the general public.
- Promote cycle training opportunities within SEStran projects.
- Support Local Authorities to increase delivery of Bikeability Scotland training

Forward Plan:

Bikeability Scotland

- The current Covid-19 guidance on delivery of Bikeability and staff training means that there is currently little or no delivery across the region.
- An access to bikes fund was made available for local authorities to apply for bike fleets to support Bikeability Scotland delivery. This was open to applications until mid-February.

GO e-Bike cycle training

- Training is offered to all hubs as they are completed and as part of ongoing development plans.

Adult and Family Cycle Training

- The Essential Cycling Skills course has been adapted in order to make the purpose of the sessions clearer. This has also involved development of new promotional materials. A trial and evaluation will be carried out with employers and individuals to determine the effectiveness of this approach once restrictions allow in the SEStran region.
- A Cargo Bike training course has been developed, three sessions were delivered for volunteers collecting and delivering food for Edinburgh based charities before Christmas, and more sessions will be delivered in the coming months.

Future developments 2021 – 24:

- Subject to available funding this is likely to be an area of further development over the next three years.

Thistle Assistance Programme



SEStran has developed the Thistle Assistance Card and App to make public transport easier to use for older people and those with disabilities, illness or mobility issues.

Objectives

Forward Plan:

- *To encourage the use of public transport by making it easier and more accessible for disabled and older people.*

Journey Planner App - Phase Two

- SEStran will receive £150,000 to deliver a working prototype App in 2021/22.
- Bids will be invited from individual developers or consortiums, through a mini competition between five app developers or consortia.
- The successful developer(s) will be announced April with work commencing in May 2021.

Thistle Assistance Programme Update

- SEStran will continue to promote the Thistle card and App with an exemption message for those that cannot use a face covering when using public transport. Messaging has been developed for print, social media and on the website².
- We will continue to distribute the Thistle Assistance cards (with mask exemption stickers) following their success and high demand in 2020/21.

SEStran Website

- The development of the new SEStran website functionality was delayed in 2020/21 and will be completed in 2021/22.

Future developments 2021 – 24:

- The integration the proposed MaaS tech solution with the Thistle Assistance Journey Planner App is planned to take place over the next year and beyond.
- Subject to available funding this is likely to be an area of further development over the next three years.

Real Time Passenger Information (RTPI)



SEStran has, since 2010, coordinated a region wide, comprehensive network of information screens at key travel hubs, shopping centres, hospitals etc, and supported the coordination of travel and real time public transport information. Successful support of a common Content Management System was achieved in 2019/20 which will improve the information provided in the public facing regional screen network incorporating real time bus information from April 2021.

Objectives

- *To tackle declining bus patronage by providing*

Forward Plan:

New Content Management System and hardware upgrades

The new system, once operating successfully, will be handed to CEC and SEStran with an estimated handover date of April 2021.

² <https://www.thistleassistance.com/travel-safety/>

real-time information about bus arrivals

- *Encourage sustainable transport by making public transport journeys safer and more accessible*
- *Encourage multi-modal transport choices*

Public Transport Capacity Information

- Bus capacity information on public transport for use by Traveline Scotland is a new information feed that will be integrated into the new SEStran regional RTPI system and seen on screens and displays from spring 2021.

RTPI Screens Network

- Plans for expansion and enhancement of the screens network will be coordinated by SEStran throughout 2021.

Future developments 2021 – 24:

- Subject to available funding this is likely to be an area of further development over the next three years. The RTPI project continues to add value by giving bus passengers greater certainty on arrival and departure times. There is also the potential to integrate RTPI with emerging tech solutions like MaaS and DRT.

Newburgh Train Station Study



SEStran is carrying out an options study for Newburgh, with work being delivered by consultants Systra appointed to work on behalf of SEStran. This study is funded by the [Local Rail Development Fund](#) with the aim of providing funding to develop community led options to improve local rail connections.

Objectives

- *To work in partnership with the Newburgh Train Station Group and Fife Council to develop community led options to improve local rail connections*

Forward Plan:

Options Appraisal

- The 'Detailed Options Appraisal', Phase 3 of the project, will be carried out during 2021 (work commenced in February 2021) and is expected to take approximately six months, before its submission to Transport Scotland.

Future developments 2021 – 24:

- Subject to available funding and the outcome of the Detailed Options Appraisal this is likely to be an area of further development over the next three years.

Forth Freight Study



SEStran, in partnership with Forth Ports, has commissioned a study to explore the potential to develop sustainable, multimodal freight gateways in the region and around the Forth. It aims to identify key locations for potential freight consolidation centres. The study being carried out by Aecom, is funded by the [Local Rail Development Fund](#).

Objectives

- To investigate existing freight movements, the barriers faced by multimodal freight terminals when trying to target and encourage customers to make the switch to more sustainable modes (sea and rail)
- To evaluate the potential environmental benefits and commercial viability of sustainable freight/goods movements.

Forward Plan:

Initial Options Appraisal

- Phase 2 of the study, the 'Initial Options Appraisal' will commence in 2021, once final approval for the 'Case for Change' Phase One report is received from Transport Scotland.

Future developments 2021 – 24:

- The delivery timescale for LRDF funded projects was extended in 2020 by Transport Scotland, in recognition of the impacts of Covid-19. The revised completion date for the Forth Freight Study is now June 2022, and the project is likely to continue until at least June 2022.

4.2 European-funded Projects

SHARE-North Interreg North Sea Region – Jan 2016 to June 2022

Shared Mobility Solutions for a Liveable and Low-Carbon North Sea Region



Objectives

- To reduce the number of single occupancy cars and increase efficiency of the existing road infrastructure


SHARE-North focuses on shared mobility and its potential to address sustainable transport challenges in the North Sea region. Mobility Hubs raise the profile of shared mobility (car club, bike-sharing, carsharing), by integrating these modes of transport with existing public transport provision. Following the completion of the Mobility Hub Strategic Study in 2020 SEStran has been working with partners to identify potential opportunities to plan for Mobility Hubs.

Forward Plan:

Mobility Hubs

- SEStran has committed funding to the region's first mobility hub in Musselburgh, East Lothian, to be called a 'Journey Hub' and this hub is nearing completion.
- SEStran is supported Fife Council in identifying funding to carry out feasibility and business case development for Mobility Hubs

<ul style="list-style-type: none"> • To promote bike sharing, car sharing, ride sharing and other forms of shared mobility • To reduce congestion due to parked and moving cars • To achieve emission reductions through shared mobility • To raise the profile of shared mobility as viable component of integrated transport strategies 	<p>at east Fife railway stations at Leven, Cameron Bridge, St Andrews and Leuchars. An application to Sustrans Scotland is on hold along with other applications to the Places for Everyone fund.</p> <p>Tripshare SEStran</p> <ul style="list-style-type: none"> • Due to the ongoing impacts of Covid-19 and Scottish Government guidance on carsharing, SEStran is not actively promoting the Tripshare SEStran platform. A reduced level award to Liftshare provides for a one-year contract to maintain the platform and retain existing members, until late 2021. • Further decisions on how trip sharing opportunities are to be procured and provided will be taken in 2021, subject to a review of national policies on public health and car sharing and other trip-sharing approaches within Scotland. <p><u>Future developments 2021 – 24:</u></p> <ul style="list-style-type: none"> • SHARE-North has been extended to the end of June 2022 to allow its completion. The potential for rolling out the Mobility/Journey Hub concept across the region will be explored during this three year period, as will the role of car sharing in achieving modal shift.
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<p>SURFLOGH Interreg North Sea Region – Jun 2017 to Oct 2020</p> <p><i>Case studies for sustainable Urban Logistics Hubs</i></p>  <p><u>Objectives</u></p> <ul style="list-style-type: none"> • To encourage the adoption of green innovative solutions in urban freight logistics • To increase efficiency in urban distribution via urban logistics hubs 	<p>SURFLOGH aims to enhance the role of sustainable logistics in urban logistics networks in the North Sea Region. SURFLOGH has created a trans-national network of ‘city hubs’ promoting innovation in city logistics. They bring partners together to exchange knowledge and work on innovative pilot projects and business models that can work in real world urban logistics systems. SEStran’s Edinburgh pilot operating near Haymarket has been running successfully since 2018, delivering a pallet worth of small package deliveries by cargo bike weekly.</p> <p><u>Forward Plan:</u></p> <p>Development of business case with Edinburgh Napier University</p> <ul style="list-style-type: none"> • SEStran will continue to lead on the project’s work package to develop business models for urban freight hubs along with Edinburgh Napier University Transport Research Institute (TRI) • An application to extend the project has been submitted to the EU Joint Secretariat and if successful will provide a further 18 months’ work. <p>Edinburgh Pilot ZEDIFY – hub expansion</p>
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- *To stimulate green transport in an urban environment*
- *To stimulate innovations in urban logistics*

- The expansion to the initial pilot project will become fully operational, operating from the new ZEDIFY site in Leith, Edinburgh will test the expanded Edinburgh logistics hub from 2021.

Expansion of Edinburgh Cargo-Bike delivery

- SEStran, in a joint arrangement with Transport Scotland, will support Cargo Bike Movement (CBM) and their new community hub in Edinburgh, launching in May 2021. CBM promotes the use of cargo bikes as a fairer, healthier and greener alternative to carbon-emitting vehicles in the delivery of goods and for individuals and families.
- Information from this new community hub approach will contribute to SURFLOGH research.

Future developments 2021 – 24:

- Subject to available funding, the extension of the Interreg project, the Zedify logistics hub and the cargo bike initiatives are all likely to be areas of further development over the next three years.

BLING

Interreg North Sea Region
– Jan 2019 to June 2022

Blockchain in Government



The BLockchain IN Government (BLING) project focuses on providing one of the first dedicated platforms to test and bring the application of distributed ledger technology into local and regional services. SEStran’s role in the project is to develop a pilot, called ‘GeoPact’³ with the University of Edinburgh, to showcase innovative use of the technology in a transport environment.

Objectives

- *Stimulate the public sector to generate innovation demand and innovative solutions for improving public service delivery*

Forward Plan:

Development of Edinburgh Pilot

- The University of Edinburgh and SEStran will jointly present a full paper on the joint work package to the Conference on Human Factors in Computing Systems (CHI)⁴ in May 2021.
- The paper will set discuss the creation of Location Based Smart Contracts – agreements about the location and relations of smart objects in space that allow conditions such as proximity or co-location to trigger actions like financial transfers or opening physical locks. These systems are backed with blockchains, to

³ <https://northsearegion.eu/media/14062/geopact-pictorial-tallyn-2020.pdf>

⁴ <https://dl.acm.org/conference/chi>

explore new techniques to make location data secure without being invasive.

Future developments 2021 – 24:

- Likely to continue to June 2022 at least.

PriMaaS

Interreg Europe – Aug 2019 to Jan 2023

Advancing MaaS through policy development



Objectives

- *Create a knowledge hub to support regions in promoting the MaaS concept and meeting citizens' transport needs*
- *Incorporate MaaS as key mobiliser of sustainable transport solutions in the development of the new Regional Transport Strategy*

Mobility-as-a-Service (MaaS) is a concept that changes the way people travel and pay for mobility services. The main vision of PriMaaS is to promote MaaS and incorporate wider societal goals through interregional collaboration, sharing best practices, and policy development.

Forward Plan:

Baseline Assessment and MaaS Action Plan

- SEStran is working with partners to establish a baseline of MaaS levels in each of the partners' regions. This will help identify best practices and develop an Action Plan to progress MaaS in the SEStran region.

Project activities and partner meetings

- PriMaaS project activities and meetings have moved online due to Covid-19. Depending on ongoing restrictions, SEStran will host a physical or online event during phase 1 of the project.
- The consortium will seek a 6-month extension to the project to mitigate the impacts of Covid-19, subject to formal agreement by the Joint Secretariat of the funding programme.

Maas/DRT in the SEStran region

- Subject to confirmed funding, in 2021/22, SEStran will act as lead partner in a consortium of tech providers and East Lothian and Fife Councils, in an ambitious project exploring potential uses of MaaS and DRT throughout the region. A bid of c. £600K to an overall project of £1.6m was submitted to the MaaS Investment Fund in February 2021.
- The first phase of the project will focus on developing a region-wide MaaS app for public use, to enable planning, booking and payment for many modes of travel (bus, rail, bike hire, car club, taxi). This aspect of the project first focuses around the Journey Hub being developed in Musselburgh.
- The project will seek to test integrating commercial and community transport DRT, in Fife and other parts of the region.

Future developments 2021 – 24:

- As technology solutions to making public and community transport options become more attractive to develop, it is likely that MaaS and DRT concepts will be areas of expansion over the next three years and beyond. The MaaS/DRT project is likely to be a three to five year project.

CONNECT

Interreg North Sea Region – Oct 2019 to Mar 2023

Smart intermodal freight



Objectives

- *Implement new smart processes and working tools (for smart intermodal transport),*
- *Developing strategies for smart efficiency enhancements (smart partnership working)*

CONNECT's overall objective is to support the growth of 'smart inter-modality' in the North Sea Region, through smart efficiency enhancements within freight movement. It looks at connecting the North Sea Region's TEN-T nodes, focusing on implementing new smart processes and working tools (smart inter-modality) and development of strategies for smart efficiency enhancements (smart involvement). <https://northsearegion.eu/north-sea-connect>

Forward Plan:

Project kick-off

- SEStran will be leading on a work package based (WP5) focussed on sharing of best practice and dissemination of key learnings.
- Pilot projects being explored are as follows:
 1. Brussels – centre for smart city port distribution
 2. Oostende: Autonomous loading/unloading of vessels in the port.
 3. Smart seaport terminal accessibility at the port of Gothenburg.
 4. Port of Vordingborg: New smart system for logistics connecting remote nodes in a peripheral region to the TEN-T network

Future developments 2021 – 24:

- The project will run up to end March 2023.

4.3 Regional Partnership Working

South East Scotland Transport Transition Group



The South East Scotland Transport Transition Group (established in June 2020) is a temporary grouping, to develop and oversee a Regional Transport Transition Plan for the transition period following Covid-19 lockdown restrictions. The Group includes local, regional and national partners.

Objectives

- To develop and oversee the Regional Transport Transition Plan for the response to and transition out of emergency lockdown measures implemented to deal with the COVID-19 crisis
- To identify and develop urgent and temporary transport interventions based on an assessment of what is appropriate, and deliverable, for deployment during the period of the Transition Plan.

Forward Plan:

Development of South East Scotland Transport Transition Plan

- SEStran will continue in its role coordinating the development and updating of the South East of Scotland Transport Transition Plan.

Bus Priority Rapid Deployment Fund bid

- SEStran will remain involved in the group as it evaluates the various temporary bus infrastructure measures that were funded by the Bus Priority Rapid Deployment Fund, to help inform plans for future, permanent bus priority measures.

Region-wide sub-group

- SEStran will continue to lead on the related region-wide interventions including previously mentioned work strands - trialling public transport capacity information as part of RTPI, exploring the feasibility of improved public transport through an expanded DRT approach, and Thistle Assistance mask exemption.

Future developments 2021 – 24:

- It is likely that the specific grouping set up to manage the pandemic will be wound down as the country emerges from the effects of Covid-19.

Bus Service Improvement Partnerships



The Bus Partnership Fund (BPF) is a £0.5Bn fund announced by Transport Scotland in November 2020, to fund the development of permanent bus priority infrastructure. Bids can be made by partnerships, led by a local authority, that are working towards Bus Service Improvement Partnership (BSIP) status. BSIPs must be collaborative partnerships involving bus operators and other relevant partners. SEStran actively assists and partners Councils where there are emerging and potentially further new BSIPs in order to maximise investment in bus priority infrastructure into the SEStran region, and ensure that bids within the region are complementary.

Objectives

- To develop permanent bus priority infrastructure to help

Forward Plan:

Fife Bus Partnership and BPF bid development

encourage more sustainable transport and tackle a declining bus patronage

- A bid to the BPF addressing serious, localised congestion issues that affect the performance of bus services within and across Fife is finalised for submission in April, led by Fife Council.
- A partnership grouping with Fife Council, SEStran and bus operators was established in 2020, with Terms of Reference agreed, in advance of a formalised Bus Improvement Partnership.
- SEStran is providing initial secretariat support for this partnership, and has made a contribution of £5,000 towards the analysis of evidence for a Bus Partnership Fund bid.

Edinburgh and south east of Scotland BPF bid development

- A bid growing out of the Bus Priority Rapid Deployment Fund award for temporary bus priority interventions focusses on Edinburgh-bound corridors. The bid, led by City of Edinburgh Council, will be submitted in April and involves six local authorities and operators with services on key city bound corridors.
- SEStran is involved in discussions at all levels of this grouping to help identify and prioritise a range of permanent bus-supportive measures.

Forth Valley Bus Alliance and BPF development

- A bid to the BPF is planned, to address some of the more challenging congestion issues affecting the performance of bus services and affecting commuters travelling within the Forth Valley and central area of Scotland.
- An alliance comprising key bus operators and three Councils agreed both membership and terms of reference in autumn 2020.
- SEStran is providing secretariat support for the Alliance and has made a contribution of £5,000 towards the analysis of evidence for a Bus Partnership Fund bid.

Future developments 2021 – 24:

- SEStran will assist all emerging BSIPs in its area with a view to attracting extra funding for bus priority measures as well as improving bus services generally across the region. The Bus Partnership Fund is likely to have a 5 year timescale.

SEStran Forum Meetings



Objectives



SEStran hosts three different forum groups, the Integrated Mobility Forum, the Equalities and Access to Healthcare Forum and the Logistics and Freight Forum. The aim of the forums is to provide a platform for interested parties to come together and to formulate a regional voice in various transport-related matters.









Forward Plan:



- *Bring together interested parties and provide a regional voice in transport-related matters*
 - *Provide a platform for organisations to connect with each other and have meaningful discussions*
- In partnership with Forum membership, forward work programmes will be developed during 2020/21.
- Logistics and Freight Forum**
- The forum will meet in Spring and Autumn in 2021, and forum members will have input into the development of the RTS and other key areas of SEStran work.
- Equalities and Access to Healthcare Forum**
- The forum will meet in Spring and Autumn in 2021, and forum members will have input into the development of the RTS and other key areas of SEStran work.
- Integrated Mobility Forum**
- The forum will meet in Spring and Autumn in 2021, and forum members will have input into the development of the RTS and other key areas of SEStran work.
- Future developments 2021 – 24:
- SEStran will continue to host the existing forum groups, whilst keeping the structure and nature of all partnership working under review.

5. Annexes

Annex 5.1 – Key Performance Indicators



GO e-Bike				
Impact	Strategic objective	Key focus areas	Key performance indicators	Critical Success Factor
GO e-Bike will add to the region's active travel facilities, delivering more sustainable and healthier transport solutions for people.		Support GO e-Bike Hubs	User numbers and monitoring impact from hubs	Cooperation from hub partners
		Increase programme reach and awareness in region	Website promotion and user campaign "Do the Ride Thing"	Availability of funding
		Promotion of all forms of e-bikes across region`	Seek additional funding opportunities for further e-bike hubs	Availability of funding
Thistle Assistance Card & App				
Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
<p>The Thistle Card App will provide a door-to-door journey planner making public transport more accessible for disabled and older people.</p> <p>Develop awareness of Thistle Assistance Programme</p>		<p>Create an app-based door-to-door journey planner with the aim of making public transport more accessible to all.</p> <p>Develop new training tool for operators</p> <p>Utilise new branding, website and social media</p>	<p>Work with 5 Can Do competition winners to develop phase 2 concepts.</p> <p>Work with transport operators</p>	<p>Development of a working journey planning tool.</p> <p>Increased usage of website/social media</p> <p>Increased awareness amongst public</p> <p>Increased awareness/use amongst transport operators.</p>
Real Time Passenger Information (RTPI)				

Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
RTPI makes public transport more accessible and reliable. The provision of real-time information contributes to tackling a declining bus patronage in the SEStran region.	 	SEStran will be working with City of Edinburgh Council to develop a new content management system that will improve the public facing regional screen network.	Work with CEC and developers to design a new CMS interface. Integrate key regional operators into the new system. Test new system and role across the region via the digital screen network and other interfaces.	Cooperation from CEC, CMS procurement process and integration of regional operators. More screens operational in SEStran region.
Active Travel Programmes				
Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
The active travel projects contribute to the development of a regional cycle network, with a particular focus on cross-boundary routes	  	Coordinate new strategic cross-boundary study	Identify plan for prioritised routes throughout region	Partnerships with Local Authorities
		Design Projects 100% funded	Deliver project within budget	Collaboration with consultants
		Support sustainable cross boundary projects	Deliver project within budget	Collaboration with consultants
		Increase Active Travel reach	Utilise funding opportunities from SG for further project opportunities	Availability of funding
Cycle Training and Development				
Impact	Strategic objective	Key focus areas	Key performance indicators	Critical Success Factor
The cycle training supports the Local Authority Bikeability Co-ordinators and expands cycle training	  	Support the coordination of Bikeability Scotland Level 2 delivery. Develop and support pilots for new delivery models.	Cooperation and engagement from Bikeability Scotland Co-ordinators. Capacity of co-ordinators.	Bikeability Scotland Coordinators are well supported and engaged and have access to the required knowledge and resources.






opportunities across the region.		Identify opportunities for delivering adult cycle training in conjunction with SEStran projects and partners. Developing and supporting opportunities for cycle training at any age across the region.	Training sessions made available through SEStran projects and partners. Training sessions delivered in the region.	Publication of training sessions and ensuring engagement.
SHARE-North				
Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
SHARE-North raises the potential for shared mobility to address transport challenges. Mobility hubs will integrate different modes of shared mobility and SHARE-North will contribute to reviewing Tripshare SEStran.		Collaborate with CoMoUK and WYCA to introduce Mobility hubs to the SEStran region, building on experiences from Bremen, Germany and Bergen, Norway.	Work collaboratively to introduce 1 Mobility hub to the SEStran region Identification of a suitable location for a Mobility hub.	Successful implementation of Mobility Hub ('Journey Hub') pilot in Musselburgh, in partnership with East Lothian Council
		Use SHARE-North funding to update and redesign the Tripshare SEStran car-sharing platform	Take learnings from Taxistop, Belgium to promote car-sharing through Tripshare SEStran.	Cooperation from SHARE-North partners
SURFLOGH				
Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
SURFLOGH promotes sustainable solutions for urban freight logistics. The pilot with Zedify informs the development of a		Work with Zedify to expand Edinburgh hub	Increase customer base and number of deliveries for first and last mile deliveries. Cooperation from Zedify	Development of the new Edinburgh hub in Leith
		Measure impact of Edinburgh hub	Measure the equivalent CO ₂ emission volumes reduced or saved as a result of the trial	Sufficient journey and emissions data from partners

business case for e-cargo bike deliveries in Edinburgh.		Explore how sustainable logistics can be integrated further	Conduct a hackathon in Edinburgh	Cooperation from participants
		Interview key stakeholders in pilot countries, Netherlands, Sweden and Belgium	Conduct 4 interview visits with Edinburgh Napier University	Cooperation from stakeholders
		Share and disseminate information about sustainable logistics to a wider audience.	Present new research paper at 2020 STAR Conference in Glasgow and at SURFLOGH final conference in Belgium.	Cooperation from audience

BLING

Impact	Strategic objective	Key focus areas	Key performance indicators	Critical Success Factor
The BLING project will deliver a trial that explores opportunities for the integration of Blockchain in transport.	 	Work with project partners, including the University of Edinburgh, to develop and implement a transport focused trial pilot that aims to deliver Blockchain in government. Share and disseminate information about Blockchain technology in Transport.	Build on successful pilot with University of Edinburgh. Present key research papers	Cooperation from stakeholders to deliver pilot trial

Forum & Liaison Groups

Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
The Forums facilitate discussion and provide a platform for interested parties to formulate a regional voice in transport-related matters	    	Bring together interested parties and provide a regional voice in transport related matters	Organise three different forums that bring together various stakeholders to address transport related issues.	Involvement of key stakeholders

Regional Partnership working				
Impact	Strategic objective	Key focus areas	Key performance indicators	Critical Success Factor
Partnership working ensures that SEStran is able to represent the region as a whole in addressing transport related issues.		Continue to be involved in pressing transport issues and represent a regional voice in transport related matters in the South East of Scotland	Continue to be involved in transport related policy developments and respond to relevant consultations	Resource availability
		Continue to lead by example and deliver sustainability and climate change objectives as an organisation	Organise stakeholder meetings to address various transport related issues	Cooperation from stakeholders
			Provide the Sustainable and Active Travel Fund to help organisations adopt sustainable transport solutions	Involvement of organisations
Regional Transport Strategy (RTS)				
Impact	Strategic objective	Key focus areas	Key Performance Indicators	Critical Success Factor
It is SEStran's statutory duty to create and maintain a Regional Transport Strategy. The strategy must be kept up to date to reflect the pace of the changes affecting the transport of people and goods. The RTS provides a regional framework for future developments and interventions.		Following the successful procurement of consultancy services to develop a new RTS, carry out consultation including statutory elements and appraisal, and the drafting of a new RTS report.	Development of engagement strategy	Stakeholder engagement
			Completion of consultation stages	Stakeholder engagement
			Delivery of appraisal work	Cooperation from stakeholders

SEStran Annual Report 2018/19:

<https://www.sestran.gov.uk/wp-content/uploads/2020/02/SEStran-201819-Annual-Report.pdf>

Annex 5.2 – Budget Summary

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Budget				
Core	581	663	747	768
Projects	1,030	786	582	503
RTPI	50	23	25	25
Total budget	1,661	1,472	1,354	1,296

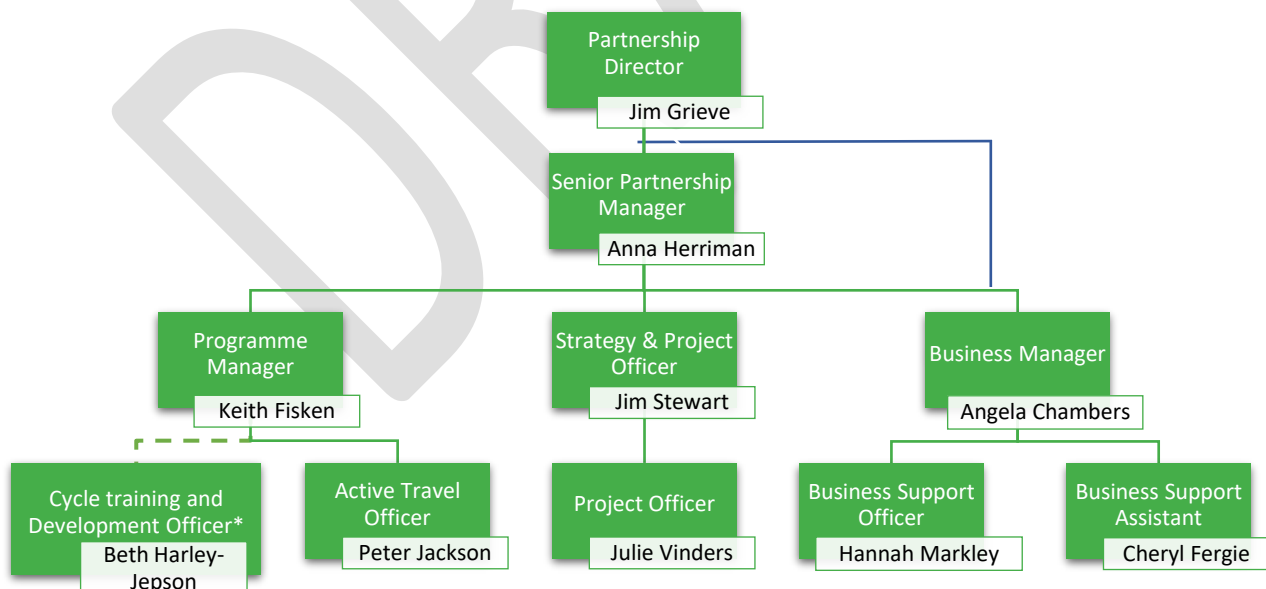
External funding				
EU grants	142	106	38	0
Other income	547	394	344	324
Bus Investment Fund				
Total external funding	689	500	382	324
Core funding				
Scottish Government	782	782	782	782
Council Requisition	190	190	190	190
Total funding	1,661	1,472	1,354	1,296

Annex 5.3 – Staff and Organisational Chart

Partnership Director	Jim Grieve
Senior Partnership Manager	Anna Herriman
Programme Manager	Keith Fisken
Regional Cycle Training and Development Officer*	Beth Harley-Jepson
Active Travel Officer	Peter Jackson
Strategy & Projects Officer	Jim Stewart
Project Officer	Julie Vinders
Business Manager	Angela Chambers
Business Support Officer	Hannah Markley
Business Support Assistant	Cheryl Fergie

* Cycle Training and Development Officer is jointly funded, employed by Cycling Scotland and embedded in SEStran.

Figure 1: Organisational Chart



Annex 5.4 - Operational plans related to Covid-19 pandemic recovery

As with many other workplaces, home working measures were introduced during March 2020, to limit the spread of Covid-19, with immediate and wide-ranging impacts for transport.

All staff are still currently working from home using laptop computers and remote access. Regular formal and informal staff interaction through Microsoft Teams has enabled staff to be supported and engaged and allowed work to go on. The health, safety and wellbeing of staff is the greatest priority, and a return to office-based working will only be effected when it is permissible and safe to do so.

SEStran has continued to deliver its programme outlined in the 2020-21 Business Plan, and will continue to do so in the new Business Plan period. Through some modifications to project methodologies and by making the most of available technologies to support consultation, engagement and project meetings, it has so far been possible to progress all areas of project work and strategy development. SEStran's management will remain flexible and be prepared to adapt the work programme to account for changing circumstances as the country emerges from the latest lock-down.

Regular communications with SEStran Board members will continue to ensure that they are kept informed of any potential Covid-19 impacts on the delivery of planned projects. Attendance at SEStran Board and other meetings has been high, indeed higher than the average attendance during pre-pandemic times. This will be factored into consideration of how we manage meetings going forward: a perennial problem with meetings has been the long distances some members have had to travel to attend, with consequent impacts on productive time during the rest of the working day.

Impacts across the transport sector are very significant in the immediate-term and likely to be so in the long-term. It is still too early to know how transport plans and operations will rebound, but some changes may prove to be indefinite. Covid-19 is therefore recognised within the new SEStran Regional Transport Strategy (RTS). The RTS will remain focussed on a long-term horizon but it will also seek to account for the potential changes resulting from the potential impacts of Covid-19.

Scotland's seven RTPs have a clear role to play in supporting economic recovery and mitigating the impacts on people's ability to move and travel safely. The immediate priority across all regions is to ensure the safety of transport users and operators, primarily through physical distancing measures within every transport setting. SEStran has worked closely with regional partners and stakeholders to help coordinate temporary measures that make physical distancing possible during outdoor exercise and active travel, and will continue to do so through groupings such as the Regional Transport Transition Group for south east Scotland.

The social and economic impacts from reduced public transport capacity have been very significant, and these are issues that must be resolved at a regional level. It is likely that this area of partnership work will expand during 2020-21.

Ultimately, the challenges to the transport sector in Scotland remain unchanged; in short, the need to move many more people and goods, much more sustainably and efficiently. The scale of change we are currently experiencing brings opportunity for positive initiatives around travel demand and habits. SEStran's new RTS and current projects will undoubtedly promote positive long-term benefit for the region.

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Annex 5.5 – Glossary

SEStran aims to use clear and inclusive language in our publications and reports, but some project names or specific terms aren't commonly used, and many policies use acronyms or abbreviated titles. This glossary is a quick reference point for uncommon terms and abbreviations.

Term or abbreviation	Full title and meaning
BLING	'Blockchain in Local Government' is a project in which SEStran is a partner testing how blockchain can support the delivery and distribution of goods
Blockchain	A system of using coordinated data checks to verify online information exchange – it allows for very secure online transactions
CoMoUK	CoMoUK is the name of a Trust that promotes shared and integrated mobility
COP26	The 26th United Nations Climate Change Conference which is due to take place in Glasgow in November 2021
DRT	Demand Responsive Transport is generally used in the context of bus travel and indicates that the bus is responsive to where its passengers want to join and alight from the service. This has traditionally been the preserve of community transport providers, but is increasingly being used elsewhere by commercial bus operators to replace 'fixed-line' bus routes.
ECMA	The Consortium of East Coast Main Line Authorities (Councils, Combined Authorities and Regional Transport Partnerships) along the area served by the East Coast Main Rail Line
Interreg	Interreg North Sea Region is a European Funding programme that helps regional and local governments deliver better policy.
LEZ	Low Emission Zones - being introduced in four of Scotland's cities following provisions for local authorities contained in the Transport (Scotland) Act 2019
LRDF	Local Rail Development Fund – funding provided by Transport Scotland
MaaS	Mobility as a Service is a concept of integrating journey options, planning, ticketing and payment, allowing people to more freely choose between different modes of transport or operators
NTS2	The second National Transport Strategy for Scotland , launched in February 2020
PriMaas	PriMaas is a project in which SEStran is a partner, testing how Mobility as a Service can assist in delivering more accessible and sustainable regional transport
RTPI	Real Time Passenger Information
RTS	Regional Transport Strategy. SEStran's current RTS is on our website
RTP	Regional Transport Partnerships - there are seven established across Scotland

- SEStran** [SEStran](#) is the South East of Scotland Transport Partnership
- SHARE-North** [SHARE-North](#) is a project in which SEStran is a partner – the name reflects the ambition to achieve more use of shared mobility solutions
- STAR** [Scottish Transport Applications and Research Conference](#)
- STPR2** [Second Strategic Transport Projects Review for Scotland](#), led by Transport Scotland
- SURFLOGH** [SURFLOGH](#) is a project in which SEStran is a partner. The project aims to stimulate sustainable and efficient ‘last mile’ deliveries in urban areas. The name comes from ‘Sustainable Urban Freight Logistics Hubs’

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