SEStran Business Plan 2021-22 to 2023-24

1.   INTRODUCTION

1.1   Following the Performance and Audit Committee's comments on the proposed three year Business Plan at its meeting on 4th June, the purpose of this report is to seek the Board's approval of the Plan.

2.0   BACKGROUND AND CONTEXT

2.1   At its meeting on 5th March 2021, the Performance and Audit Committee approved a draft Business Plan for forward transmission to the March Board.

2.2   Following the Board's approval of the draft on 19th March, the Plan was updated and put back to the Committee on 4th June for further comment. A final version, now taking into account the comments made at the Committee on 4th June, is now appended.

3.0   THE THREE YEAR BUSINESS PLAN

3.1   Since consideration of previous versions of the Plan, the following are of note:

> ➢ Account has been taken of the Committee's and the Board's comments on the need to increase funding levels. In particular there is a new section 4.4 indicating that seeking to increase funding will be a key activity going forward.

> ➢ The projects section has been both updated, and its focus altered slightly to concentrate more on a three year window than specific actions in the current year.

> ➢ The Chair's introduction has been amended slightly to stress that the Plan is a 'living document,' which will be refreshed as frequently as necessary to adapt to changing circumstances.

> ➢ Annex 5.1 has been amended substantially to include a section on PriMaas and to reflect the Committee's desire that specific actions be more clearly defined.

3.2   It is proposed that, subject to any comments the Board has on the finalised draft Plan at this meeting, it will be finalised and published. Thereafter it will be brought back on at least an annual basis for review and updating.

4.0   RECOMMENDATIONS

4.1   It is accordingly recommended that the Board:

(a) Note the terms of the report;

(b) Agree the terms of the Business Plan 2021-22 – 2023- 24, delegating to the Partnership Director in consultation with the Chair any amendments to take account of any comments by Members at this meeting, or otherwise of a technical or non-substantive nature;

(c) Agree to updates to the Plan being brought back for further scrutiny in due course.

Andrew Ferguson
SEStran Consultant
11th June 2021

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 the relevant 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

June 2021

Foreword

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

The SEStran area's transport challenges range 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 for 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 and local 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 focused on this country and what we are doing to help address the climate situation, particularly in respect of transport.

SEStran's new Regional Transport Strategy (RTS) 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. The statutory consultation phase 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. However, the impacts of the pandemic, Brexit, and continuing economic uncertainty arising from both, indicate 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.

Given that context, this Business Plan will be a living document, agile enough to be adapted to the constant state of change we are likely to live in for the next three years and beyond. Apart from formal reviews each year, the staff will carry out informal reviews of its content and, as necessary, bring updated versions to the Board for approval.

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

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 maintstreaming 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

- SEStran's new Regional Transport Strategy (RTS) is due to 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 (STPR)
- The development of the RTS is being delivered through consultancy support, and Stantec were appointed in December 2020. The development will involve consulting key stakeholders, establishing of a case for change, appraising preliminary options and developing a draft strategy for a 12-week statutory consultation.
- Alongside the RTS statutory assessments will be completed including a Strategic Environmental Assessment and Equalities Impact Assessment including Fairer Scotland Duty and Child Rights and Wellbeing Impact Assessment.

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

- Work with Cargo Bike Movement to develop a series of projects in Edinburgh, that increase cargo bike use, thereby reducing the vehicle movement and promoting community sustainability.
- Promote the safe use of e-bikes through the region with the "Do The Ride Thing" campaign and website[1].
- Subject to available funding this is likely to be an area of further development over the next three years. Opportunities for further funding will be explored, to try and match the sustained demand for services.

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:

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[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, over the three-year period of the Business Plan. • 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:* • Conclude a longitudinal survey that commenced in 2020, being undertaken by "The Lines Between" on SEStran's behalf. The attitudinal survey and data collection exercise is being carried out in four waves and will conclude in mid-2022. • Procure and deliver 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. • SEStran will work closely with partners to investigate potential active travel links within the region, using additional resource which has been agreed with Transport Scotland.

Cycle Training & Development – Cycling Scotland 🌱 ❤️ 👥 *Objectives*	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. *Forward Plan:*

• *To increase awareness of safer cycling and cycling road safety for young people in particular, and for the general public.*	**Bikeability Scotland**
	• As Covid-19 restrictions permit, increase delivery levels of Bikeability and employee training.
	GO e-Bike cycle training
	• Training is offered to all hubs as they are completed and as part of ongoing development plans.
• *Promote cycle training opportunities within SEStran projects.*	**Adult and Family Cycle Training**
	• A trial and evaluation is planned with employers and individuals to determine the effectiveness of The Essential Cycling Skills course once restrictions allow in the SEStran region.
• *Support Local Authorities to increase delivery of Bikeability Scotland training*	• A Cargo Bike training course has been developed and trialled, and more sessions will be delivered as demand increases for this kind of training.
	• 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 deliver a working prototype App in 2021/22.
	• Thereafter it will seek to implement a full version of the App, subject to funding.
	• The integration of the proposed GO SEStran MaaS/DRT project with the Thistle Assistance Journey Planner App is planned to take place over the next year and beyond.
	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.[2]

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[2] https://www.thistleassistance.com/travel-safety/

	- We will continue to distribute the Thistle Assistance cards (with mask exemption stickers) across Scotland, following their success and high demand in 2020/21. - 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. The RTPI project gives bus passengers greater certainty on arrival and departure times.
Objectives *To tackle declining bus patronage by providing real-time information about bus arrivals* *Encourage sustainable transport by making public transport journeys safer and more accessible* *Encourage multi-modal transport choices*	*Forward Plan:* **New Content Management System and hardware upgrades** - The new Journeo system is anticipated to be operational from mid-2021. - SEStran will explore the potential to integrate RTPI with emerging tech solutions like MaaS and DRT over the next three years. **Public Transport Capacity Information** - Bus capacity information on public transport will be included in the new RTPI system. **RTPI Screens Network** - Plans for expansion and enhancement of the screens network will be coordinated by SEStran throughout 2021. - Subject to available funding this is likely to be an area of further development over the next three years.

Newburgh Train Station Study	SEStran is carrying out an options study for Newburgh, with work being delivered by consultants Systra 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	*Forward Plan:*
	Options Appraisal
• *To work in partnership with the Newburgh Train Station Group and Fife Council to develop community led options to improve local rail connections*	• The 'Detailed Options Appraisal', Phase 3 of the project, will be carried out during 2021 and is expected to take approximately six months, before its submission to Transport Scotland.
	• 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	*Forward Plan:*
▪ *To investigate the barriers to multimodal freight terminals for customers when trying to make the switch to more sustainable modes (sea and rail)*	• Continue to work with Transport Scotland and STPR2 colleagues to take forward the work completed in Phase 1 of the study.
▪ *To evaluate the potential environmental benefits and commercial viability of sustainable freight movements.*	• Investigate options to trial rail freight projects in partnership with Forth Ports.

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

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.

SHARE-North has been extended to the end of June 2022 to allow its completion.

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

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 supporting Fife Council with a feasibility study and business case development for Mobility Hubs at east Fife railway stations at Leven, Cameron Bridge, St Andrews and Leuchars.
- 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 carsharing in achieving modal shift.

Tripshare SEStran
- The best approach to procuring future carsharing opportunities will be explored with other RTPs.

SURFLOGH
Interreg North Sea Region – Jun 2017 to Oct 2020

Case studies for sustainable Urban Logistics Hubs

SURFLOGH is a trans-national network of 'city hubs' promoting innovation in city logistics. It brings 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 near Haymarket has been operating successfully since 2018.

Objectives
- *To encourage the adoption of green innovative solutions in urban freight logistics*
- *To increase efficiency in urban distribution via urban logistics hubs*
- *To stimulate green transport in an urban environment*
- *To stimulate innovations in urban logistics*

Forward Plan:
Development of business case with Edinburgh Napier University
- 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)

Edinburgh Pilot ZEDIFY – hub expansion
- A new ZEDIFY site operating from Leith will test the expanded Edinburgh logistics hub from 2021.

Expansion of Edinburgh Cargo-Bike delivery
- The delivery of cargo bikes with Cargo Bike Movement, as described in the GO e-Bike section above, will contribute to SURFLOGH research.

- 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* 💷 ♿ 🌿 👥 *Objectives* • *Stimulate the public sector to generate innovation demand and innovative solutions for improving public service delivery*	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. *Forward Plan:* **Development of Edinburgh Pilot** • SEStran and the University of Edinburgh will continue to work on 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. This work will explore the real-world application of these systems, particularly around freight deliveries. • 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*	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 will continue to work with project partners to identify best practices and develop an Action Plan to progress MaaS in the SEStran region. **Project activities and partner meetings** • SEStran is due to host a physical or online event during phase 1 of the project, which runs until 2022. This is

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[3] https://northsearegion.eu/media/14062/geopact-pictorial-tallyn-2020.pdf

sustainable transport solutions in the development of the new Regional Transport Strategy	subject to any extensions agreed by the Joint Secretariat to mitigate the impacts of Covid-19. **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, to begin an ambitious project to develop MaaS and DRT throughout the region. • The aim is to develop 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). The initial focus for the work is the Journey Hub being developed in Musselburgh. • The project will also seek to test integrating commercial and community transport DRT in the region. • 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 period of this Business Plan and beyond.

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:* • SEStran will lead on a work package focused on sharing best practices and key learning from four pilot projects: 1. Brussels – centre for smart city port distribution 2. Oostende – Autonomous loading/unloading of vessels in the port 3. Gothenburg – smart seaport terminal accessibility 4. Port of Vordingborg – New smart system for logistics connecting remote nodes in a peripheral region to the TEN-T network

4.3 Regional Partnership Working

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COVID-19 transitional transport arrangements

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A South East Scotland Transport Transition Group was established in June 2020 as a temporary grouping, to develop and oversee a Regional Transport Transition Plan for the transition period following Covid-19 lockdown restrictions.

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Objectives

- *To identify and support any transport interventions in response to COVID-19*

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Forward Plan:

- SEStran will continue to work with local, regional and national partners on a COVID-19 recovery response.

Bus Priority Rapid Deployment Fund bid

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

Regional working

- SEStran will continue to share expertise with partners on related region-wide interventions including 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.

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Bus Service Improvement Partnerships

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The Bus Partnership Fund (BPF) is a £0.5Bn fund first announced by Transport Scotland in November 2020, for the development of permanent bus priority infrastructure delivered through Bus Service Improvement Partnerships (BSIPs). BSIPs must be collaborative partnerships involving bus operators and other relevant partners.

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Objectives

- *To develop permanent bus priority infrastructure to help encourage more sustainable transport and tackle a declining bus patronage*

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Forward Plan:

- SEStran will assist the emerging BSIPs in order to maximise investment in bus priority infrastructure into the SEStran region, and ensure that bids within the region are complementary.
- The Bus Partnership Fund is likely to have a 5-year timescale.

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SEStran Forum Meetings	SEStran hosts three bi-annual 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.
Objectives • *Bring together key stakeholders and interested parties to raise regional transport-related matters*	*Forward Plan:* • The forums will meet in Spring and Autumn, and forum members will have input into the development of the RTS and other key areas of SEStran work. • In partnership with Forum membership, forward work programmes will be developed.

4.4 Partnership finance

Funding	The Partnership's finances are made up of both core and project income streams. Annex 5.2 sets out the current budget projections for the period of the Plan. It assumes a standstill settlement for the organisation's core budget from the Scottish Government, with the contributions from the constituent local authorities as residuary funders under the legislation also remaining the same. This represents a reduction in real terms over time.
Objectives • *It is proposed to identify increased funding levels to reflect the organisation's aspirations*	*Forward Plan:* • In order to maintain the current level of its activities, SEStran will require to increase its funding levels over the period 2021/2022 to 2023/2024. • Annual updates and funding projections will be reported to the Partnership Board.

Annex 5.1 – Actions

GO e-Bike				
Impact	**Strategic objective**	**Key focus areas**	**Actions**	**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	Increase user numbers and monitor impact from hubs	Cooperation from hub partners
		Increase programme reach and awareness in region	Undertake successful Website promotion and user campaign "Do the Ride Thing." Demonstrate extent of successful promotion.	Availability of funding
		Development of all forms of e-bikes use across the region	Secure additional funding opportunities for further e-bike hubs	Availability of funding
Thistle Assistance Card & App				
Impact	**Strategic objective**	**Key focus areas**	**Actions**	**Critical Success Factor**
The Thistle Card App will provide a door-to-door journey planner making public transport more accessible for disabled and older people.	♿ £	Create an app-based door-to-door journey planner with the aim of making public transport more accessible to all. Develop new training tool for transport operators. Use new branding, website and social media	Deliver prototype with Phase 2 funding with developer Sentireal & project team. Work with transport operators to secure successful implementation of journey planning tool. Link development of journey planner to MaaS app (see below)	Working prototype delivered for procurement. Key stakeholders engaged and participating. Co-operation of transport operators. Increased awareness and use amongst transport operators and public.

Develop awareness of Thistle Assistance Programme				

Real Time Passenger Information (RTPI)

Impact	Strategic objective	Key focus areas	Actions	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. Promote new system with key stakeholders.	Cooperation from CEC, CMS procurement process and regional operators. Wider distribution and uptake/use of RTPI across the region.

Active Travel Programmes

Impact	Strategic objective	Key focus areas	Actions	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 development of the new strategic cross-boundary study	Identify plan for prioritised routes throughout region	Successful 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	Use funding opportunities from SG for further project opportunities	Availability of funding

Cycle Training and Development

Impact	Strategic objective	Key focus areas	Actions	Critical Success Factor
The cycle training and development programme supports the Local Authority Bikeability Co-ordinators to increase the numbers of schools delivering Bikeability Scotland training and expands all ages cycle training opportunities including cargo bike training across the region. To help create and deliver opportunities to enable people in the region to cycle easily and safely.		Support the coordination of Bikeability Scotland Level 2 delivery. Develop and support pilots for new Bikeability Scotland delivery models.	Ensure cooperation and engagement from Bikeability Scotland Co-ordinators. Increase capacity of co-ordinators including through staff and volunteer training..	Cooperation and engagement with Bikeability Scotland Co-ordinators in each Local Authority.
		Identify opportunities for delivering adult cycle training in conjunction with SEStran projects and partners. Develop and support opportunities for cycle training at any age across the region, including for cargo bike use and skills	Ensure delivery of training sessions through SEStran projects and partners.	Identification of opportunities to provide training courses and to effectively engage with a range of audiences. Increasing capacity for the delivery of cargo bike training.

SHARE-North

Impact	Strategic objective	Key focus areas	Actions	Critical Success Factor

Impact	Strategic objective	Key focus areas	Actions	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 Identify a suitable location for a Mobility hub. Assist ELC to implement Musselburgh Journey Hub, linking to MaaS project.	Successful partnership with East Lothian Council and tech providers and bus operators in MaaS project
		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	Actions	Critical Success Factor
SURFLOGH promotes sustainable solutions for urban freight logistics. The pilot with Zedify informs the development of a business case for e-cargo bike deliveries in Edinburgh.	🌿 💷	Work with Zedify to expand Edinburgh hub	Increase customer base and number of deliveries for first and last mile deliveries.	Success increased of the new Edinburgh hub in Leith Cooperation from Zedify
		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
		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 papers at SURFLOGH final conference in Belgium and other events/forums as appropriate	Successful engagement with audience

BLING

Impact	Strategic objective	Key focus areas	Actions	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 for example at CHI Conference in 2021.	Cooperation from stakeholders to deliver pilot trial

PRIMAAS

Impact	Strategic Objective	Key focus areas	Actions	Critical Success Factor
The PriMaaS project will deliver greater understanding of best practice in procurement, governance and implementation of mobility as a service and related digital solutions to transport issues in the region	£ ♿ 🌱 👥	Work with project partners to share and disseminate information about MaaS and DRT tech solutions and how to apply them in the current context, learning from practice in other European countries and elsewhere.	Deliver a MaaS learning event in 2021. Subject to funding, trial a working MaaS app for the region, linking to as many alternative transport modes to create a complete 'plan/book/pay' option for implementation. Create a 'playbook' on optimal choices for procurement and governance of MaaS, DRT and related tech solutions for local authority and RTP partners	Cooperation from project partners, including completion of workable collaboration agreement. Successful procurement of partners for Year 2 onward of MaaS/DRT project.

Forum & Liaison Groups

Impact	Strategic objective	Key focus areas	Actions	Critical Success Factor
SEStran Forums facilitate discussion and provide a platform for interested parties to formulate a regional voice in transport-related matters		Bring together interested parties and representative groups, across the following areas: Equalities and Access to Healthcare, Integrated Mobility, Freight and Logistics	Organise topical meetings for each forum events twice annually Reviewmembership of groups each year to ensure appropriate stakeholders and groups are able to influence and help address transport related issues in the region	Involvement of key stakeholders

Regional Partnership working

Impact	Strategic objective	Key focus areas	Actions	Critical Success Factor
Through active and engaged partnership working, SEStran is able to ensure strategic and regional transport issues are a primary consideration within the development of a wide range of complementary plans and strategies and the development of strategic projects.		Continue to be involved in pressing transport issues and present 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
			Organise stakeholder meetings to address various transport related issues	Cooperation from stakeholders
		Continue to lead by example,deliveringsustainability and climate change objectives as an organisation and sharing and contributing knowledge and expertise across regional partners. Maintain and support effective links to Transport Scotland and	Provide the Sustainable and Active Travel Fund to help organisations adopt sustainable transport solutions	Involvement of organisations

Impact	Strategic objective	Key focus areas	Actions	Critical Success Factor
		across al RTP partnerships in Scotland		
Regional Transport Strategy (RTS)				
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.	Develop an engagement strategy	Stakeholder engagement
			Complete consultation stages	Stakeholder engagement
			Deliver 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
[Reserve total]	[12]	[29]		
Total budget	**1,661**	**1,472**	**1,354**	**1,296**

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
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
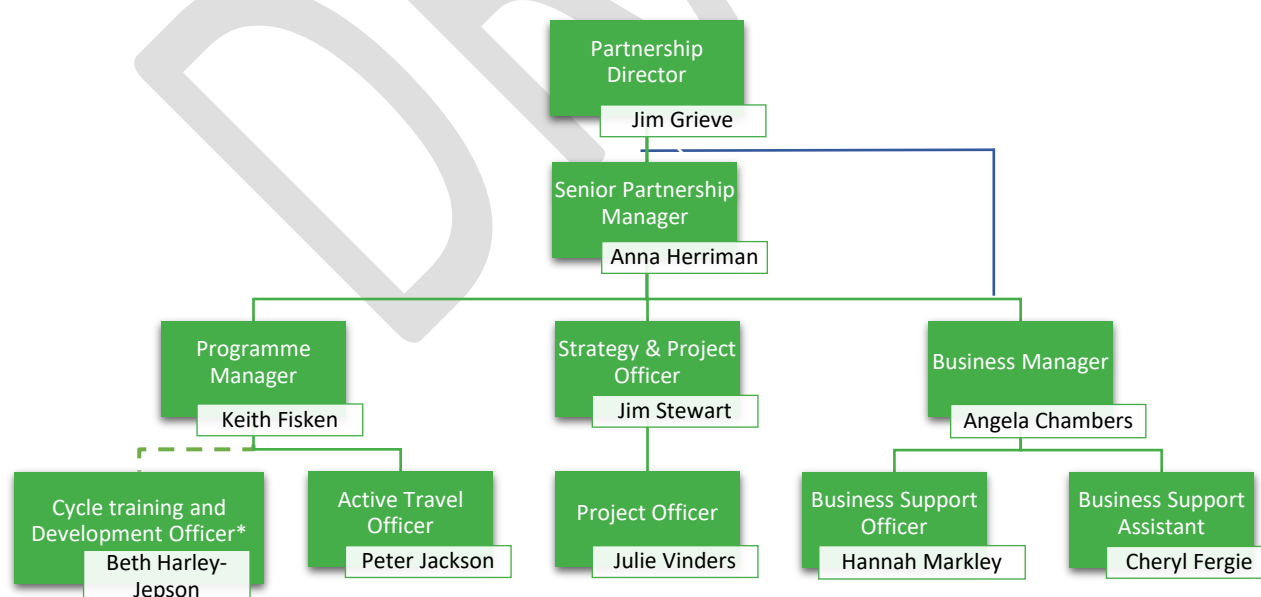
Annex 5.4 - Operational plans related to Covid-19 pandemic recovery

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.

At the time of writing, all staff are 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. However, it seems likely that disruptions to normal operational plans will remain for some time to come.

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 focused 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 be a feature for the length of the Business Plan.

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.

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 Mobiilty 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'