GO SEStran

South East of Scotland
Transport Partnership

PERFORMANCE & AUDIT COMMITTEE

Diamond Jubilee Room, City Chambers, Edinburgh, EH1 1YJ
Or Microsoft Teams
Wednesday 23rd November 2022 – 10:00am

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AGENDA

PERFORMANCE & AUDIT COMMITTEE

**REMOTE MEETING VIA MS OFFICE TEAMS
ON TUESDAY 13 SEPTEMBER 2022
3.00pm – rescheduled from Friday 9ᵗʰ September 2022**

PRESENT:	Name	Organisation Title
	Councillor Imrie (Chair)	Midlothian Council
	Councillor Pattle	West Lothian Council
	Councillor Arthur (A1-A6)	City of Edinburgh Council
	Councillor Glen	Fife Council
	Simon Hindshaw	Non-Councillor Member
	Doreen Steele	Non-Councillor Member
	Callum Hay	Non-Councillor Member
	John Scott	Non-Councillor Member

IN ATTENDANCE:	Name	Organisation Title
	Cheryl Fergie	SEStran
	Jim Grieve	SEStran
	Anna Herriman	SEStran
	Karen Jones	Azets
	Sam Johnston	Azets
	Iain Shaw	City of Edinburgh Council
	Natalie Le Couteur	City of Edinburgh Council

The meeting observed a one-minute silence in memory of HM Queen Elizabeth II.

Action by

A1.   ORDER OF BUSINESS

It was confirmed that there was no change to the order of business.

A2.   APOLOGIES

Councillor Fiona Law.

A3.   DECLARATION OF INTERESTS

None.

A4   EXTERNAL AUDIT ANNUAL REPORT 2021/22

The findings arising from the Partnership's 2021/22 external audit were provided.

There were no qualifications to the draft audit certificate. The Auditor's draft opinion stated that the financial statements presented a true and fair view of the Partnership at 31st March 2022 and its income and expenditure for the year then ended.

Decision

1) To note the draft Annual Audit Report to members of South East of Scotland Transport Partnership and the Controller of Audit.

2) To refer the Annual Audit Report to the meeting of the Partnership Board on 23rd September 2022.

(Reference – report by the Treasurer, submitted)

A5. AUDITED ANNUAL ACCOUNTS 2021/2022

The audited annual accounts for the year ended 31 March 2022 were presented.

Decision

1) To note the audited accounts and the Auditor's opinion in the audit certificate.

2) To refer the Audited Annual Accounts to the Partnership Board for approval.

3) To agree that a note within the covering report was included by the Treasurer, to assist with members' understanding of the pension liability.

(Reference – report by the Treasurer, submitted)

A6 RTP REVENUE FUNDING

Members considered a report providing information of SEStran's response to a survey by Transport Scotland (TS) into how revenue grant was allocated between Scotland's seven Regional Transport

Partnerships (RTPs).

Decision

1)   To note the RTP funding survey response at Appendix 1 of the report, which would be presented for noting at the next meeting of the Partnership Board on 23rd September 2022.

2)   To note the context of planned and potential reductions to revenue grant as summarised in paragraph 2.3 of the report.

3)   To request a report on the probable benefits of SEStran working with bus operators at a regional level on behalf of its partner authorities.

(Reference – report by the Partnership Director, submitted)

A7.   PROJECTS PERFORMANCE REPORT

Details were provided on progress over the last quarter across SEStran's projects and key work streams. Impacts on progress of delivery were explained where required.

Decision

1)   To note progress recorded in the past quarter, summarised in the attached Appendix 1 of the report, prior to onwards reporting to the Board.

2)   To agree that further details be provided to the membership of the Performance and Audit Committee concerning Project 3: SEStran Strategic Network.

3)   To agree that more performance and take up metrics for the GO SEStran app should be included in future reports.

4)   To agree that officers would investigate if, or how, percentage completion data metrics showing a return on investment and reporting against outcomes might be included in the reporting template.

(Reference – report by the Senior Partnership Manager, submitted)

A8. DRAFT ANNUAL REPORT 2021/22

The draft Annual Report for 2021/22 was presented. Comment was invited from the Committee in advance of presentation to the Partnership Board.

Decision

1) To note the draft Annual Report 2021/22.

2) To amend the report to remove the italics to ensure legibility for those with visual impairments.

(Reference – report by the Partnership Director, submitted)

A9. DATE OF NEXT MEETING

10.00am on Friday 18th November 2022.

Indicative Financial Plan 2023/24 to 2025/26

1.   Introduction

1.1   This report provides an update on financial planning being progressed for the 2023/24 revenue budget and indicative financial plans for 2024/25 – 2025/26.

2.   Main Report

Scottish Government Budget 2023-24

2.1   The Scottish Government Budget is provisionally scheduled to be announced on 15 December, with the Local Government Finance Settlement anticipated to be announced early the following week.

2.2   As part of the Resource Spending Review, the Scottish Government has committed to reviewing Regional Transport Partnerships (RTPs) revenue grant and how this is allocated between RTPs. There is therefore a risk Scottish Government funding for 2023/24 may change from the current year's allocation.

Financial Planning 2023 to 2026

2.3   The three-year planning assumptions presented to the Partnership on 18th March 2022 have been updated for:

2.3.1   estimated staff recharges to projects from 2023/24 to 2025/26. Staff recharges to projects in 2023/24 are forecast to be £39,000. No employee project recharges are forecast each year thereafter. As in previous years, additional income will be sought to supplement project delivery and provide potential for staff recharge opportunities.

2.3.2   2023/24 pay award provision, estimated at 3% (£18,595) and pay increments (£5,112). Pay award provision of 3% is included for 2024/25 and 2025/26;

2.3.3   an employers Pension Fund contribution rate of 33.1% each year, following confirmation of the 2020 Actuarial Valuation;

2.3.4   a reduction of £4,000 in employers National Insurance contributions, following the Chancellor's budget announcement on 23rd September 2022;

2.3.5   other minor budget planning changes to reflect current activity.

2.4   An analysis of the indicative core budget financial planning assumptions for 2023/24 to 2025/26 is shown in Appendix 1.

2.5 Indicative Projects activity from 2023/24 to 2025/26 is shown in Appendix 2(a) to 2(c). The indicative plan presents expenditure and income balanced for each financial year.

2.6 The principal employee cost increase assumptions are summarised below:

	2023/24 £	2024/25 £	2025/26 £
Employee pay award (3% per annum)	18,595	19,153	19,870
Employee increments estimates	5,112	4,748	5,450
Total	**23,707**	**23,901**	**25,320**

2.7 Indicative financial planning from 2023/24 to 2025/26 is based on receiving £782,000 grant from the Scottish Government and £190,000 from constituent council requisitions. This would represent a stand-still in Council requisitions. As noted at paragraph 2.2, the Scottish Government has committed to reviewing RTP revenue grant funding and how this is allocated between RTPs.

2.8 Appendix 3 shows all budgeted expenditure and income since 2018/19. Scottish Government grant funding has remained fixed at £782,000 since 2011/12. Council requisitions reduced by 5% in 2017/18 from £200,000 to £190,000.

2.9 For 2023/24, external income of £515,000 is anticipated to fund 34% of indicative expenditure.

2.10 2022/23 Council requisitions for 2022/23 are shown in the table below, for reference.

Council	Requisition
Clackmannanshire	£6,039
East Lothian	£12,704
Edinburgh	£62,123
Falkirk	£18,905
Fife	£44,050
Midlothian	£10,968
Scottish Borders	£13,568
West Lothian	£21,643
Total	**£190,000**

2.11 In accordance with the provisions of the Transport Scotland (2019) Act, the Partnership has agreed a Reserves Policy and established an unallocated General Fund reserve of £31,000, based on 5% of the core revenue budget for 2022/23.

2.12 An earmarked balance of £131,000 was established following slippage on project delivery and core budget underspend in 2021/22. The indicative financial plan assumes the balance of £131,000 will be fully spent in 2022/23.

2.13 A risk assessment for 2023/24 is included at Appendix 4.

3   Next Steps

3.1   Following review by Performance and Audit Committee, a report on financial planning for 2023/24 to 2025/26 will be presented to the Partnership Board on 2nd December 2022 for review.

3.2   The proposed revenue budget for 2023/24 will be presented to the Partnership Board for approval at its meeting in March 2023.

4   Recommendation
4.1   It is recommended that the Performance and Audit Committee.

4.1.1   note the financial planning assumptions for the period 2023/24 to 2025/26;

4.1.2   note that financial planning for 2023/24 to 2025/26 will continue to be developed for approval of a revenue budget by the Partnership at its meeting in March 2023;

4.1.3   note that the proposed budget is subject to a number of risks. All income and expenditure of the Partnership will continue to be monitored closely with updates reported to each Partnership meeting.

5   Background Reading/External References

5.1   Revenue Budget 2022/23 and Indicative Financial Plan 2023/24 to 2024/25

Hugh Dunn
Treasurer
16th November 2022

Appendix   Appendix 1 – Indicative Core Budget 2023/24 to 2025/26

Appendix 2(a) – Projects – Indicative Activity 2023/24

Appendix 2(b) - Projects - Indicative Activity 2024/25

Appendix 2(c) – Projects – Indicative Activity 2025/26

Appendix 3 – Summary of Revenue Budget 2018/19 – 2025/26

Appendix 4 - Risk Assessment 2023/24

Contact   iain.shaw@edinburgh.gov.uk

Policy Implications	There are no policy implications arising as a result of this report.
Financial Implications	There are no financial implications arising.
Equalities Implications	There are no equality implications arising as a result of this report.

Climate Change Implications	There are no climate change implications arising as a result of this report.

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Indicative Core Budget 2023/24 to 2025/26   **Appendix 1**

	Approved Budget 2022/23	Indicative Budget 2023/24	Indicative Budget 2024/25	Indicative Budget 2025/26
	£000	£000	£000	£000
Employee Costs				
Salaries	408	425	441	457
National Insurance	50	48	50	53
Pension Fund	144	150	155	161
Recharges	(172)	(39)	0	0
Recharges	(20)	(20)	0	0
Training & Conferences	10	10	10	10
Interviews & Advertising	2	2	2	2
	422	**576**	**658**	**683**
Premises Costs	**17**	**18**	**18**	**18**
Transport	**8**	**8**	**8**	**8**
Supplies and Services				
Communications & Computing	48	48	48	48
Hosted ICT – Novus FX	46	46	46	46
Printing, Stationery & General Office Supplies	7	7	7	7
Insurance	6	6	6	6
Equipment, Furniture, Materials, Miscellaneous	4	4	4	4
	111	**111**	**111**	**111**
Support Services				
Finance	30	30	30	30
Legal Services / HR	7	7	7	7
	37	**37**	**37**	**37**
Corporate & Democratic				
Clerks Fees	12	12	12	12
External Audit Fees	11	12	12	12
Members Allowances and Expenses	1	1	1	1
	24	**25**	**25**	**25**
Interest	**0**	**0**	**0**	**0**
Total Gross Expenditure	**619**	**775**	**857**	**882**
Funding				
Scottish Government Grant	(429)	(585)	(667)	(692)
Council Requisitions	(190)	(190)	(190)	(190)
Total Funding	**(619)**	**(775)**	**(857)**	**(882)**

Service	2022-23	2023-24			Activity/Notes
	Approved Budget £'000	Gross Expenditure £'000	Income £'000	Net Expenditure £'000	
Sustainable Travel	63	105	0	105	Implement RTS Activity
Urban Cycle Network	0	100	(100)	0	100% funded by Sustrans
Urban Cycling	21	21	0	21	Cycle Training and support
Active Travel Fund	0	350	(350)	0	100% funded by Transport Scotland
RTS Development	60	18	0	18	Monitoring of RTS
GO e-BIKE	10	10	0	10	Maintenance
Thistle Assistance	6	30	(24)	6	Scheme development and promotion
Consultancy support	30	0	0	0	Projects development
Equalities Action	10	10	0	10	Operator training and survey
EU – Funded Projects					
ShareNorth	18	0	0	0	Ended June 2022
Surflogh	49	5	(2)	3	Ends June 2023
Bling	33	5	(2)	3	Ends June 2023
Primaas	9	15	(13)	2	Ends July 2023
Regio-Mob	5	0	0	0	Ends November 2022
Connect	34	18	(9)	9	Ends December 2023
Real-Time Passenger Information System (RTPI)					
Maintenance	25	25	0	25	
Income – screens	(20)	0	(15)	(15)	
Total	**353**	**712**	**(515)**	**197**	

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Service	2023/24	2024-25			Activity
	Indicative Budget £'000	Gross Expenditure £'000	Income £'000	Net Expenditure £'000	
Sustainable Travel	105	40	0	40	
Urban Cycle Network	0	100	(100)	0	100% funded by Sustrans.
Urban Cycling	21	0	0	0	
Active Travel Fund	0	400	(400)	0	
RTS Monitoring	18	18	0	18	
GO e-BIKE	10	10	0	10	
Thistle Assistance	6	30	(24)	6	
Consultancy support	0	21	0	21	
Equalities Action	10	10	0	10	
EU – Funded Projects					
ShareNorth	0	0	0	0	Ended June 2022
Surflogh	3	0	0	0	Ends June 2023
Bling	3	0	0	0	Ends June 2023
Primaas	2	0	0	0	Ends July 2023
Regio-Mob	0	0	0	0	Ends November 2022
Connect	9	0	0	0	Ends December 2023
Real-Time Passenger Information System (RTPI)					
Maintenance	25	25	0	25	
Income – screens	(15)	0	(15)	(15)	
Total	**197**	**654**	**(539)**	**115**	

Service	2024/25	2025-26			Activity
	Indicative Budget £'000	Gross Expenditure £'000	Income £'000	Net Expenditure £'000	
Sustainable Travel	40	15	0	15	
Urban Cycle Network	0	100	(100)	0	100% funded by Sustrans.
Active Travel Fund	0	450	(450)	0	
RTS Development	18	18	0	18	
GO e-BIKE	10	10	0	10	
Thistle Assistance	6	30	(24)	6	
Consultancy support	21	21	0	21	
Equalities Action	10	10	0	10	
Real-Time Passenger Information System (RTPI)					
Maintenance	25	25	0	25	
Income – screens	(15)	0	(15)	(15)	
Total	**115**	**679**	**(589)**	**90**	

Summary of Revenue Budget 2018/19 – 2025/26

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Core	531	584	581	663	619	775	857	882
Projects	614	590	1,030	786	882	687	629	654
RTPI	108	100	50	23	25	25	25	25
Total Budget	**1,253**	**1,274**	**1,661**	**1,472**	**1,526**	**1,487**	**1,511**	**1,561**
External Funding								
EU Grants	139	82	142	106	210	26	0	0
Other income	142	220	547	394	344	489	539	589
Total External Funding	**281**	**302**	**689**	**500**	**554**	**515**	**539**	**589**
Scottish Government	782	782	782	782	782	782	782	782
Council Requisition	190	190	190	190	190	190	190	190
Total Funding	**1,253**	**1,274**	**1,661**	**1,472**	**1,526**	**1,487**	**1,511**	**1,561**

Risk Description	Existing Controls
Pay awards The indicative budget makes provision for a pay award of up to 3% in 2023/24. An uplift of 1% in pay award equates to an increase of £6,198.	Alignment with Local Government Pay Policy.
Staff recharges – Projects The indicative budget assumes that £39,000 of staff time can be recharged to Projects. There is a risk this may not be achievable.	Any shortfall in employee cost recharges will be offset by a corresponding reduction in Projects Budget expenditure.
Inflation There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.	Allowance made for specific known price inflation. Budgets adjusted in line with current cost forecasts.
Delays in payment of grant by the EU - results in additional short-term borrowing costs.	SEStran grant claims for EU funded projects are submitted in compliance with requirements of EU processes to ensure minimal delay in payment. Ongoing monitoring of cash flow will be undertaken to manage exposure to additional short-term borrowing costs.
Pension Fund Contributions The deficit on the staff pension fund could lead to increases in the employer's pension contribution. There is a risk the contribution rate may increase from 2024/25, following the Actuarial Review in 2023.	Following Lothian Pension Fund's Triennial Actuarial Review in 2020, Partnership employer pension fund contribution rates are confirmed at 33.1% until 31 March 2024.
Funding Reductions Reduction in funding from Scottish Government and/or council requisitions. The Scottish Government has committed to reviewing Regional Transport Partnerships (RTPs) revenue grant and how this is allocated between RTPs. There is a risk that current levels of staffing cannot be maintained due to funding constraints and that the Partnership will incur staff release costs.	Continue to seek to source external funding. Recruitment control and additional sources of external funding for activities aligned to the Partnership's objectives to supplement resources.

<u>**Risk Register**</u>

1.   **INTRODUCTION**

1.1   The purpose of this report is to provide the Performance and Audit Committee with its six-monthly update on SEStran's risk register.

2.   **BACKGROUND**

2.1   The Performance and Audit Committee, at its meeting in November 2021 approved the [SEStran Risk Management Framework Policy](#) This policy supports the management of the overall risk process within the organisation, including its governance arrangements.

2.2   The latest version of the risk register can be found at **Appendix 1** of this report.

3.   **MAIN REPORT**

3.1   The Committee should note that all changes made to the register are highlighted in red. Key changes made to the register since the last update are as follows:

3.2   **R001 (1.0) Regional Transport Strategy**
A new risk has been added to cover any potential delay in the approval of the RTS by Scottish Ministers.

R001 (1.1) Regional Governance Review
The risk appetite for this risk is low to medium. All mitigating actions are being taken to manage the risk but it remains high. The risk is accepted and will be tolerated.

R002 (2.1) Finance Pay Awards
There is a risk that the 22/23 pay awards will result in an increase in the budget and will require prudent planning and budget monitoring.

R002 (2.9) Other Funding Sources
Reduced access to EU project funding risk has been updated with details of the Horizon project application.

R005 (5.1) Contract Management
This risk to address the implications of poor contract management has been updated with new mitigating measures/actions.

4.   **RECOMMENDATIONS**

4.1   The Committee are asked to comment on the contents of the report, and;

4.2   To note that a final version of the Risk Register will be referred to the Partnership Board for noting;

Angela Chambers
Business Manager
November 2022

Appendix 1: SEStran Risk Register

Policy Implications	Policies have been reviewed and updated.
Financial Implications	As highlighted in the register.
Equalities Implications	None
Climate Change Implications	None

Risk Number	Risk Category	Risk Detail	Gross Risk Assessment			Planned Response/Mitigation	Net Risk Assessment			Risk After Mitigation	Date and Owner	Risk Appetite		Action Required
			Probability	Impact	Risk Score		Probability	Impact	Risk Score					
R001 1.0	Strategic	**Regional Transport Strategy:** Introduction of new RTS. Delay in approval by ministers. Delayed introduction of the new strategy.	3 Possible	2 Minor	6 Low	Regular comms with Transport Scotland at all stages in the development of the RTS.	1 Remote	2 Minor	2 Low	**Low Tolerate**		Low	Med	↔
R001 1.1	Strategic	**Regional Governance Review:** Change in governance arrangements could result in changes to functions of RTPs	4 Probable	4 Major	16 High	NTS2 Roles and Responsibilities Working Group have made recommendations which are currently being considered by Transport Scotland. NTS2 Roles and Responsibilities WG resumed meetings in September 2020 to consider regional governance arrangements but has been delayed by TS. ~~Monthly meetings between TS and RTPs established May 2020~~ Title of working group changed. Progress awaited.	4 Probable	4 Major	16 High	**High:** RTPs remain represented. Accept Risk **Tolerate**	Ongoing Partnership Director	Low	Med	⬇
RO01 1.2	Strategic	**Pandemic / Epidemic:** Interruption of normal service/inability to deliver functions. Financial impact of crisis on sources of funding**.**	3 Possible	4 Major	12 Medium	Adhere to Government restrictions, rules or guidance. Regular communication with Transport Scotland and consituent councils officials to guide any operational changes. Business Continuity Plan. Maintain current functions that can be delivered within working guidance.	3 Possible	3 Moderate	9 Medium	**Medium:** An ongoing risk remains for future spikes of Covid-19 or other kinds of disease outbreaks Working from home arrangements now tried and tested and effective. **Tolerate**	Ongoing Partnership Director	Low	Med	↔

ID	Category	Risk Description	L	Likelihood	I	Impact	Score	Rating	Controls / Mitigation	L	Likelihood	I	Impact	Score	Rating	Action / Response	Owner / Date	Current	Target	Trend
R002 2.0	Financial	**Financial:** Significant deviation from budgeted spend	2	Unlikely	3	Moderate	6	Low	The Financial Rules do not permit spending (whether revenue or capital) to exceed available budget. Budget and spend is monitored on a monthly basis by SEStran officers, using financial information provided by CEC through the Partnership's Financial Services Service Level Agreement with CEC and supported by qualified accounting staff of CEC. Action is taken by Partnership officers to develop alternative savings measures, including options for development of contingency arrangements, if required and subject to approval by the Partnership. The Partnership's Financial Rules require reporting of financial performances to the Partnership Board on a quarterly basis.	1	Remote	2	Minor	2	Low	**Low**. Transport (Scotland) Act 2019 includes section on RTPs carrying reserves. **Tolerate**	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.1	Financial	The approved budget for 2022/23 made provision for a pay award of up to 3%. The COSLA pay award represents an increase of £12,141 on the budget provision.	5	Highly Probable	3	Moderate	15	High	Prudent planning assumption with ongoing monitoring of public sector pay negotiations.	4	Probable	3	Moderate	12	Medium	**Medium Tolerate** Ongoing monitoring and review of all costs and forecasts during 2022/23.	November 2022~~1~~ Partnership Director	Low	Med	↔
R002 2.2	Financial	Staff recharges - externally funded projects: The indicative budget assumes that £192,000 of staff time can be recharged to Projects. There is a risk this may not be achievable.	3	Possible	3	Moderate	9	Medium	Any shortfall in employee cost recharges will be offset by a corresponding reduction in Projects Budget expenditure. In 2022/23, externally-funded projects represent 36% of the approved budget.	3	Possible	3	Moderate	9	Medium	**Medium**: Other funding sources will continue to be pursued. **Tolerate** At 31 August 2022, recharges for 2022/23 are forecast to be £4,000 less than the budget target.	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.3	Financial	Inflation: There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.	4	Probable	4	Major	16	High	When setting the revenue budget, allowance was made for specific known price inflation. Budgets adjusted in line with current cost forecasts.	4	Probable	3	Moderate	12	Medium	**Medium Tolerate:** Ongoing monitoring and review of all costs and forecasts during 2022/23.	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.4	Financial	Delays in payment of external grants results in additional short-term borrowing costs.	3	Possible	3	Moderate	9	Medium	SEStran grant claims for projects are submitted in compliance with grant funding requirements to ensure minimal delay in payment. Ongoing monitoring of cash flow is undertaken to manage exposure to additional short-term borrowing costs.	3	Possible	3	Moderate	9	Medium	**Medium:** Grant submission procedures in place, along with financial planning. **Tolerate**	November 2021~~2~~ Partnership Director	Low	Med	↔

Ref	Category	Risk	L	Likelihood	I	Impact	Score	Rating	Controls	L	Likelihood	I	Impact	Score	Rating	Mitigation / Response	Owner / Date			Trend
R002 2.5	Financial	Sources of additional income to the Partnership may become constrained in the current economic climate and/or due to changes in operating arrangements.	4	Probable	4	Major	16	High	Active Travel funding a high priority for Government with funds consistently available to bid for. Revenue budget for 2022/23 developed to take account of most likely level of external income in 2022/23.	4	Probable	4	Major	16	High	**High** **Tolerate:** Adapt expenditure accordingly. Ongoing monitoring and review of all costs, income and forecasts during 2022/23.	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.6	Financial	Funding reductions: Future reductions in core funding from Scottish Government and/or council requisitions. This could result in difficulty in delivering statutory obligations/duties.	3	Possible	4	Major	12	Medium	The Partnership will continue to source and develop external funding. ~~Working with the Scottish Government on a regional response to the pandemic should increase likelihood of funding remaining constant if not increasing.~~	3	Possible	4	Major	12	Medium	**Medium** **Tolerate**: Manage organisation in accordance with available funding but ability of organisation to deliver RTS objectives will inevitably be dictated by available funding. ~~Scottish Government now promoting 3 year budget process, providing more certaintity for future planning~~.	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.7	Financial	The deficit on the staff pension fund could lead to increases in the employers pension contribution	4	Probable	3	Moderate	12	Medium	Following the Lothian Pension Fund Triennial Acturial Review of 2020, Partnership contribution rates have been advised until 2023/24. Planning assumptions have been updated and included in the revenue budget 2022/23 and indicative budget for 2023/24 reported to the Partnership Board on 18th March 2022.	4	Probable	3	Moderate	12	Medium	**Medium** **Tolerate**	November 2021~~2~~ Partnership Director	Low	Med	↔
R002 2.8	Financial	Current staffing levels cannot be maintained due to funding constraints and the Partnership incurs staff release costs	3	Possible	4	Major	12	Medium	The Partnership continues to seek additional sources of funding for activities aligned to the Partnership's objectives to supplement resources Recruitment control measures in place. Additional resources can be managed through consultancy as required.	3	Possible	4	Major	12	Medium	**Medium:** Other funding sources will continue to be pursued. **Tolerate**	Ongoing Partnership Director	Low	Med	↔

Ref	Category	Risk							Controls							Residual	Owner/Date	Low	Med/Low	Trend
R002 2.9	Financial	**Other Funding Sources:** ~~Impact on learning and funding~~ Reduced access to EU project funding and lack of replacement funding from UK Government	5	Highly Probable	3	Moderate	15	High	The Partnership has sought to engage in as many relevant EU projects and funds as it can whilst UK authorities are allowed to access these funds. This should mitigate the short-term impact of any EU Exit negotiated and implemented. The Partnership has a proven track record in securing funding for relevant projects from the UK and other partners. It is anticipated that this will continue. Horizon projects being pursued.	5	Highly Probable	2	Minor	10	Medium	**Medium:** The risk remains as there is significant uncertainty around the immediate and medium (3-5year) horizon for access to funds. Opportunity for renewed collaborative working with EU following Brexit to be explored. SEStran continuing to be accepted as partners in EU funded projects. *~~EU~~ 1 Horizon application submitted and a second in the pipeline. ~~which would secured for further 3 years, with possible extension to two projects~~*. Other funding applications will be made when available.	Ongoing Partnership Director	Low	Med	⟷
R003 3.0	Reputational	**Project** ~~Appraisal and Delivery Management~~: Project incomplete or of poor quality Late Delivery	2	Unlikely	4	Major	8	Medium	Monthly monitoring and management intervention by the project officer and oversight by the Programmes Manager. Regular monitoring and management/project team meetings provides all across the organisation with a clear view of progress and expenditure against budget.	2	Unlikely	3	Moderate	6	Low	**Low.** Regular reports presented to P&A Committee and Partnership Board, which have been revised to provide focused monitoring template. **Tolerate**	Ongoing Programmes Manager	Low	Med	⟷
R003 3.1	Reputational	**Reputation:** Regard by the public and stakeholders. Negative or inaccurate media coverage leading to misrepresentation of SEStran position	3	Possible	3	Moderate	9	Medium	Good relationships with media. Quick response to negative or inaccurate coverage. Board members regulary updated on SEStran work successes and issues. Agreed broad media positions. Availability of Spokesperson - Senior staff only. No unauthorised media statements.	3	Possible	2	Minor	6	Low	**Low.** Partnership staff and Board Members continue to promote and advocate activities via speaking, writing or wider networking Continue to work closely with regional partners **Tolerate**	Ongoing Partnership Director	Low	Med	⟷
R004 4.0	Governance	~~Local Government Elections in May 2022 coincides with end of term of NCM's~~ **Newly Appointed Board.** Risk of lack of continuity and loss of expertise due to high turnover in members for the new term of office.	3	Possible	3	Moderate	9	Medium	~~Arrangements for reappointment/recruitment of NCMs are being progressed.~~ Ensure that full training and support is provided to the new Board in 2022 to enable strategic decisons to be made. ~~A Regular schedule of meetings of the Succession Planning Committee is scheduled for Nov 2021.~~	2	Unlikely	2	Minor	4	Low	**Low** Skills audit will identify future training requirements Option to appoint Board Observers to supplement areas of expertise **Tolerate**	~~March 2022~~ Ongoing Partnership Director	Low	Low	⟷

Ref	Category	Risk	L		I		Score	Rating	Controls / Mitigation	L		I		Score	Rating	Response	Review / Owner			Trend
R005 5.0	External	**Third party Service Level Agreements:** Failure or inadequacy of service	2	Unlikely	2	Minor	4	Low	Service Level Agreements in place for Financial Services, HR, Legal and Insurance services. Reviewed annually by senior officers. Subject to independent audit scrutiny. Action: Progress renewals of SLA's to secure continuity of services	2	Unlikely	2	Minor	4	Low	**Low Tolerate**	November 20212 Partnership Director	Low	Med	↔
R005 5.1	External	**Contract Management:** Failure to manage contracts leads to under performance and failure to obtain best value and delivery from contractual relationship.	2	Unlikely	3	Moderate	6	Low	Conditions of contract reviewed Procurement Policy Ensure contract documentation sound and up to date. Apply adequate supervision to the contract.	2	Unlikely	2	Minor	4	Low	**Low Tolerate**	November 20212 Partnership Director	Low	Med	↔
R006 6.0	Legal and Regulatory	**Statutory Duties:** Failure to adhere to duties described in legislation and related documentation	1	Remote	4	Major	4	Low	Board members regulary updated on SEStran work successes and issues. Ongoing ~~monthly~~ liaison with Transport Scotland and relevant governing bodies. Regular liaison with Auditors.	1	Remote	2	Minor	2	Low	**Low.** Regular monitoring and programming of statutory duties is undertaken by the Partnership Director, Senior Partnership Manager and Business Manager. Audited by third parties. **Tolerate**	Ongoing Partnership Director	Low	Low	↔
R008 8.0	System and Technology	**Digital/IT:** Server failure Comms failure: phones Website	3	Possible	4	Major	12	Medium	~~SEStran~~Regular review of the Management Plan for Business Continuity. ~~in August 2021.~~ IT/Wesbite maintained under contract. Both proactively managed by third parties. IT hardware/software/licences upgraded at regular intervals.	3	Possible	2	Minor	6	Low	**Low.** Contracted IT consultants deliver IT services. Website contract includes security updates. Robust Information Security Policy in place with regular monitoring reports. GDPR compliant and Cyber Essentials Plus Accreditation maintained. **Tolerate**	Ongoing Business Manager	Low	Med	↔
R009 9.0	People	**HR:** Pension Liabilities Redundancy Contingency Inappropiate Behaviour Staffing/Incapacity	3	Possible	3	Moderate	9	Medium	SLA in place until May 2023 with Falkirk Council to provide specialist HR advice as required and is under regular review. Legal advice is provided, when required, through a framework contract, which is in place until August 2023	1	Remote	2	Minor	2	Low	**Low Tolerate**	May 20233 Partnership Director	Low	Low	↔

Risk ID	Category	Risk	L		I		Score		Controls / Mitigation	L		I		Score		Status	Owner			
R009 9.1	People	Inadequate measures in place to facilitate staff health, safety and well-being during contingency arrangements or future office arrangements.	3	Possible	4	Major	12	Medium	Regular review of appropriate policies . Carry out appropriate assessments of office equipment and working arrangements, following landlords guidance in relation to access to the office. Draft Risk Management Framework approved by is being developed for scrutiny by with P&A Committee. Refresh Business Continuity Plan has been reviewed. Liaise with HR Adviser, SG facilities team. New Hybrid Working Policy developed implemented to facilitate transition arrangements to normal working arrangements	3	Possible	3	Moderate	9	Medium	**Medium** An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice. **Treat**	Ongoing Partnership Director (Subject to SG advice)	Low	Low		↓
R009 9.2	People	Inadequate measures in place to facilitate staff health, safety and well-being during working from home arrangements.	3	Possible	4	Major	12	Medium	Appropriate policies are being reviewed and updated . Risk assessments of staff personal home working arrangements have been completed and will be subject to regular review. Risk Management Framework being developed for scrutiny approved by P&A Committee. Business Continuity Plan reviewed and updated Aug 2021. Liaise with HR Adviser. Review transition arrangements to normal working arrangements at appropriate time. Hybrid Working Policy will facilitate this.	3	Possible	3	Moderate	9	Medium	**Medium** An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice and legislation. **Treat**	Ongoing Partnership Director (Subject to SG advice)	Low	Low		↓

Risk Number	Risk Detail	Risk Category	Gross Risk Assessment						Planned Response/Mitigation	Net Risk Assessment						Risk After Mitigation/Appetite for Risk	Date and Owner
			Probability		Impact		Risk Score			Probability		Impact		Risk Score			
	Restricted ability to undertake RTS re-write: Inadequate senior staff resourcing available due to continued absence of Partnership Director	Strategic	4	Probable	3	Moderate	12	Medium	Resolve absence as soon as possible and appoint external resources as required.	2	Unlikely	2	Minor	4	Low	Partnership Director appointed May 2019. Funds identified for RTS re-write	June 2019 **CLOSED**
	Accommodation: Occupancy Agreeement with SG due for renewal February 2019. SG may not renew and alternative premises required at market rates.	Financial	3	Possible	3	Moderate	9	Medium	A notice period of 12 months must be served by each party under the current occupancy agreement. Occupancy Agreement renewed until February 2022.	3	Possible	3	Moderate	9	Medium		June 2019 **CLOSED**
	ECOMM: Agreement to commit to ECOMM on the basis of being cost neutral. Income depends on number of delegates attending conference.	Financial	3	Possible	3	Moderate	9	Medium	SEStran withdrew offer to host ECOMM due to uncertaintity over Brexit and subsequent impact on attendance at the conference.	3	Possible	2	Minor	6	Low		June 2019 **CLOSED**
	Following the outcome of the EU Referendum, the Partnership is unable to access EU funding.	Financial	5	Highly Probable	3	Moderate	15	High	The Partnership continues to seek alternative funding sources to progress knowledge exchange/transfer.	4	Probable	3	Moderate	12	Medium	**Medium** **Tolerate:** Adapt expenditure accordingly Currently involved in 5 EU projects, the completion of which are underwritten by the UK Treasury.	June 2021 **CLOSED**
	Governance: Succession Planning Business Continuity	Governance	3	Possible	3	Moderate	9	Medium	Governance Scheme contains adequate provision to deal with senior officer absence. Staff structure and Business Continuity Plan in place. Senior Partnership Manager appointed.	2	Unlikely	2	Minor	4	Low	**Low** **Tolerate**	**CLOSED** Partnership Director
	Policy Appraisal: Poor Quality Lack of consultation	Strategic	1	Remote	3	Moderate	3	Low	Advised by Government of relevant policy changes and Partnership Director and Officers regularly looking out for further policies and responding accordingly. Consultative forums also enable greater visibility and integration of local policies into regional strategy. Make full use of online consultancy options.	1	Remote	2	Minor	2	Low	**Low.** Partnership staff also continue to monitor their networks for relevant policy discussions. Draft RTS approved for statutory consultation. **Tolerate**	**CLOSED** Partnership Director

Low   Med

Risk Description and Impacts Table

Ref	Type of Risk	Description	Impact
R001	Strategic	Inability to design and / or implement a strategic plan or strategy for SEStran.	Lack of clarity regarding future direction and structure of SEStran impacting quality and alignment of strategic decisions
R002	Financial	Inability to perform financial planning; deliver an annual balanced budget; manage cash flows; and confirm ongoing adequacy of reserves	SEStran is unable to continue to deliver in line with strategic objectives; inability to meet financial targets; adverse external audit opinion; adverse reputational consequences
R003	Reputational	Adverse publicity because of decisions taken and / or inappropriate provision of sensitive strategic, commercial and / or operational information to external parties	Significant adverse impact to SEStran's reputation in the public domain
R004	Governance	Inability of management and members to effectively manage and scrutinise performance, and take appropriate strategic, financial and operational decisions	Poor performance is not identified, and decisions are not aligned with strategic direction
R005	External	Inability to effectively manage SEStran's most significant supplier and partnership relationships	Inability to deliver strategy and major projects within budget and achieve best value
R006	Legal / regulatory	Delivery of services and decisions are not aligned with applicable legal and regulatory requirements	Regulatory censure and penalties; legal claims; financial consequences
R007	Specific Operational	Inability to deliver projects and programmes effectively, on time and within budget	Inability to deliver projects; achieve service improvements; and deliver savings targets
R008	System and technology	Potential failure of cyber defences; network security; application security; and physical security and operational arrangements	Inability to use systems to support services; loss of data and information; regulatory and legislative breaches; and reputational consequences
R009	People	Employees and / or citizens suffer unnecessary injury and / or harm	Legal; financial; and reputational consequences
R010	New Project Income	Inability to attract new projects to fill the funding gap left by diminishing EU projects/Brexit	Inadequate funding streams and lack of innovation.

Risk Impact

Likelihood		Severity			Risk Score	
1	Remote	1	Insignificant		1	
2	Unlikely	2	Minor		2	
3	Possible	3	Moderate		3	
4	Probable	4	Major		4	
5	Highly Probable	5	Catastrophic		5	
					6	Low Risk
					8	
					9	
					10	Medium Risk
					12	
					15	
					16	
					20	
					25	High Risk

At Risk
Strategic
Financial
Reputational
System and Technology
Governance
Specific Operational
External
Legal and Regulatory
People
New Project Income

Impact				
Descriptor	Score	Health and Safety Impact	Impact on Service and Reputation	Financial Impact
Insignificant	1	No injury or no apparent injury.	No impact on service or reputation. Complaint unlikely, litigation risk remote.	Loss/costs up to £5000.
Minor	2	Minor injury (First Aid on Site)	Slight impact on service and/or reputation. Complaint possible. Litigation possible.	Loss/costs between £5000 and £50,000.
Moderate	3	Reportable injury	Some service distruption. Potential for adverse publicity, avoidable with careful handling. Complaint expected. Litigation probable.	Loss/costs between £50,000 and £500,000
Major	4	Major injury (reportable) or permanent incapacity	Service disrupted. Adverse publicity not avoidable (local media). Complaint expected. Litigation expected.	Loss/costs between £500,000 and £5,000,000.
Catastrophic	5	Death	Service interrupted for significant time. Adverse publicity not avoidable (national media interest.) Major litigation expected. Resignation of senior management/directors.	Theft/loss over £5,000,000

Likelihood		
Descriptor	Score	Example
Remote	1	May only occur in exeptional circumstances.
Unlikely	2	Expected to occur in a few circumstances.
Possible	3	Expected to occur in some circumstances.
Probable	4	Expected to occur in many circumstances.
Highly Probable	5	Expected to occur frequently and in most circumstances.

Impact					
Catastrophic	5	10	15	20	25
Major	4	8	12	16	20
Moderate	3	6	9	12	15
Minor	2	4	6	8	10
Insignificant	1	2	3	4	5
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

<u>Risk Appetite</u>

Risk Rating	Net Risk Assessment	Risk Appetite Response
High	15-25	Unacceptable level of risk exposure which requires action to be taken urgently.
Medium	7-14	Acceptable level of risk but one which requires action and active monitoring to ensure risk exposure is reduced
Low	1-6	Acceptable level of risk based on the operation of normal controls. In some cases, it may be acceptable for no mitigating action to be taken.

<u>Risk Response</u>
There are four categories of risk response:

Terminate: risk avoidance – where the proposed activity is outwith the current risk appetite level;

Treat: risk reduction – where proactive action is taken to reduce the likelihood or impact of an event occurring or limiting the consequences should it occur

Transfer: risk transfer – where the liability for the consequences is transferred to an external organisation in full or part (e.g. insurance cover)

Tolerate: where certain risks are accepted

Risk Appetite Target Scores

Risk Description	From	To	Commentary
Strategic	Low	Medium	SEStran has a low to medium appetite in relation to its strategic risks and aims to ensure effective delivery of its commitments in line with agreed timescales. Strategic delivery is monitored through ongoing reporting processes and governance processes.
Financial	Low	Medium	SEStran has a low to medium appetite in relation to financial risk and may be prepared to accept some risk, subject to: · setting and achieving an annual balanced revenue budget, in line with legislative requirements · maintaining an unallocated general reserve fund, in line with legislative requirements Financial risk is set out in SEStran's Governance Scheme.
Reputational	Low	Medium	SEStran is prepared to tolerate a low to medium level of occasional isolated reputational damage. Media response protocols are set out in the Governance Scheme.
System and Technology	Low	Medium	SEStran has a low to medium appetite in relation to system and technology risk. The risk appetite will vary depending on the nature, significance and criticality of systems used, and the services they support. Risks are managed through ongoing use of inbuilt technology, security controls, encryption, data loss prevention, firewalls and vulnerability scanning, plus a range of security protocols and procedures. SEStran has achieved Cyber Essentials Plus accreditation.
Governance	Low	Low	SEStran has a low appetite in relation to governance and decision making. The partnership's governance arrangements are detailed in the Governance Scheme. No officer or member may knowingly take or recommend decisions or actions which breach legislation.
Specific Operational	Low	Medium	SEStran has a low to medium appetite in relation to specific operational risks. The Partnership Director and Management Team are expected to design, implement and maintain appropriate programme, project management and governance controls to manage these risks.
External (Suppliers/contractors/partnerships)	Low	Medium	SEStran has a low to medium appetite in relation to external risks. The appetite will vary depending on the criticality of the service or third-party support. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks.
Legal and Regulatory	Low	Low	SEStran aims to fully comply with all applicable regulatory and legislative requirements. No officer or member may knowingly take or recommend decisions or actions which breach the law.
People	Low	Low	SEStran recognises that accidents can occur because of unknown and/or unplanned events and has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury.
New Project Income	Medium	High	SEStran has a medium to high appetite in relation to attracting new projects to enable innovation and attract new funding streams. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks. Financial risk is set out in SEStran's Governance Scheme.

PERFORMANCE AND AUDIT COMMITTEE

TERMS OF REFERENCE

The Terms of Reference and functions of the Performance and Audit Committee are to deal with the following matters:-

1. SCRUTINY

1.1. To scrutinise any matter relating to the Partnership having regard to the Partnership's responsibility for Best Value and continuous improvement.

2. STAFFING

2.1. To take decisions on all staffing matters which are not otherwise delegated to the Partnership Director, including performance appraisal and remuneration matters related to the Partnership Director, and changes to terms and conditions.

2.2. To consider and determine, with powers, appeals submitted by any employee who is entitled to appeal to the Partnership under any statutory provision, contract of employment, condition of service or any partnership policy or procedure on employment.

2.3. To act as the Disputes Committee of the Partnership in determining, with powers, the Partnership's position on any matter which is the subject for the formal dispute (except in so far as the decision has already been taken by the Partnership).

3. STANDARDS

3.1. Promoting and maintaining high standards of conduct by members

3.2. Assisting members and co-opted members to observe the Member's Code of Conduct and any Partnership Code of Conduct or protocol.

3.3. Advising the Partnership on the adoption or revision of any Code of Conduct for members including training or arranging for training to be provided.

3.4. Considering any report by the Standards Commission for Scotland and any Hearing held under the Ethical Standards in Public Life etc. (Scotland) Act.

3.5. Considering all matters concerning the establishment, maintenance and public availability of a register of interests that have been declared by members or employees of the Partnership including guidance for the assistance of members and employees on the registration of interests, gifts and hospitality.

3.6. Considering and updating where appropriate the Partnership's Code of Conduct for employees.

3.7. Considering any protocol to guide members and officers in their relations with one another.

3.8. Considering guidelines on the standards of conduct required of agents and contractors acting for and on behalf of the Partnership.

3.9. Considering the Partnership's Customer Care and Complaints policies.

3.10. Considering all reports made by external bodies with a regulatory function in respect of the Partnership.

4. AUDIT

4.1. Reviewing with management the adequacy of the following matters:-

4.1.1. internal control systems;

4.1.2. policies and practices to ensure compliance with relevant statutes, directions, guidance and policies;

4.1.3. financial information presented to the Partnership;

4.1.4. risk assessment arrangements and procedures.

4.2. Reviewing with management the Partnership's financial statements, management letters or reports in compliance with Codes of Corporate Governance.

4.3. Ensuring that the internal audit function is properly resourced and has appropriate standing within the Partnership.

4.4. Reviewing the activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports setting out the investigations and the responses of management to specific recommendations.

4.5. Scrutinising and investigating any particular matter which the Committee consider requires further examination.

Projects Performance – Actions from previous meeting

1   INTRODUCTION
1.1   This report responds to the questions raised at the Performance and Audit
      Committee meeting of 13 September 2022 in relation to Item A7, 'Project
      Performance Report'. The information provided addresses the following
      questions:

          a) further details to be provided on SEStran Strategic Network, and
          b) more performance and take-up metrics on the GO SEStran app.

2   MAIN REPORT

      SEStran Strategic network
2.1   SEStran's Strategic network, published in 2020, is a strategic plan for a
      regional active travel network that connects people and places across the
      region. Whilst partner Councils continue to progress local active travel
      proposals and plans, the Strategic network joints up routes in the region that
      cross boundaries and enable longer journeys by active travel. SEStran
      provides an ongoing coordination role in developing the routes identified to
      point of delivery, in partnership with all Councils.

2.2   The Strategic network originated in SEStran's cross-boundary study of
      active travel routes in 2015, which through the sustained partnership with
      Sustrans Scotland allowed for studies to be carried out on an ad hoc basis.
      The Strategic Network routes identified reflect detailed input from councils
      as well as being subject to a bespoke 'multi-criteria assessment' to
      determine suitability and deliverability. To date, SEStran has invested £2.3M
      in the development of the network plan and route development.

2.3   SEStran's contribution to the active travel network includes the following:
      - A costed, prioritised and detailed project pipeline;
      - Ongoing coordination of route development with partner Councils;
      - Completion of feasibility studies for 15 routes in the region;
      - Completion of outline design for five routes in the region (following
      consultation with partners and stakeholders);
      - A web resource for partners to implement supporting measures in the
      development and delivery of routes.

2.4   SEStran's Strategic network is highly regarded nationally, and used as a
      case study internationally. It is the first network of its kind in Scotland and is
      used as a model by other Regional Transport Partnerships looking to
      develop a regional approach to active travel networks.

      Go SEStran
2.5   At its meeting of 3 December 2021, the Board delegated powers to the
      Partnership Director to enter necessary agreements to deliver the GO

SEStran project and to reach agreement with Transport Scotland on the terms of a grant from the MaaS Investment Fund, as well as agreeing to officers pursuing further funding for both this project and other stand-alone DRT projects in the region.

2.6   A key aim within the MaaS concept is to provide people with easy, digital access to travel information so they can be better informed as to the different ways to undertake their journey. This includes solutions to gather personalised travel requirements into a single travel app and solutions that enable journey planning and booking in a single place. The GO SEStran app is designed to help promote sustainable travel choices and facilitate multi-modal journeys.

2.7   GO SEStran addresses a gap in the journey planning app market. While there are several basic commercial journey planner tools available, none provide coverage of all available modes in the SEStran area, and none of these generic journey planning tools (Like Google maps or CityMapper) link into new transport services such as demand responsive bus services, GO e-Bikes, etc. The unique functionality and benefits of the GO SEStran app are the subject of a detailed report to the SEStran Board scheduled for 2 December 2022.

2.8   The GO SEStran app went live on 15 August 2022, as a 'soft launch'. At point of going live, therefore, not all functionality on the app was operational, however given the short timescales for Transport Scotland funded MIF Round two projects, the benefit of releasing the app early has been the ability to test aspects of the app with live user feedback outweighed the risk of any initial comparison to generic online journey planners. Most smart phone users are familiar with apps that continually deliver improvements to functionality. Marketing of the app began on 19 September 2022 with SEStran staff attending events, such as Freshers events at QMU. Since the beginning of November adverts have been published in the East Lothian Courier and played on East Coast FM radio.

2.9   Metrics.
       User statistics for the GO SEStran app on 15 November are as follows:

Measure	Current number
App downloads (required for journey planning)	483
Number of journeys planned on the app	956
Percentage of returning users (%)	47.9
Percentage of Journeys via sustainable modes – walk, bike / e-bike, bus, train	86%

An interim NPS survey was conducted at the start of November and 62% of those who completed the survey stated that the GO SEStran platform has made it more likely that they will use sustainable transport, instead of driving.

2

2.10 **Next Steps**
The next phase of the project is to launch a DRT bus service to run alongside the GO SEStran app, to test the interaction between MaaS and DRT in the East Lothian area. Discussions are at an early stage with neighbouring Councils about extending the reach of GO SEStran. Funding bids are also being pursued with partners to extend both MaaS and DRT pilots to EU Horizons and Michelin Innovation Parc. Discussions are also ongoing via MaaS Scotland with Transport Scotland for future funding of all of the 5 MaaS pilots in Scotland.

Anna Herriman
Senior Partnership Manager
23 November 2022

Policy Implications	None
Financial Implications	None
Equalities Implications	None
Climate Change Implications	None