

PERFORMANCE & AUDIT COMMITTEE

**Dean of Guild Courtroom, City Chambers, Edinburgh, EH1 1YJ
Or Microsoft Teams
Friday 8th September 2023 – 1:00pm**

AGENDA

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1. **ORDER OF BUSINESS**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTES OF THE P&A COMMITTEE – Friday 2nd June 2023** **3**
5. **EXTERNAL AUDIT UPDATE – Verbal update by Christopher Gardner, External Auditor, Audit Scotland**
6. **EXTERNAL AUDIT ANNUAL REPORT 2022/23 – Report by Christopher Gardner, External Auditor, Audit Scotland**
7. **AUDITED ANNUAL ACCOUNTS 2022-2023 – Report by Hugh Dunn, Treasurer**
8. **BUSINESS PLANNING & STRATEGY WORKING GROUP – Verbal Update by Keith Fiskien**
9. **SESTRAN / EDINBURGH AND SOUTH EAST SCOTLAND CITY REGION DEAL CONCORDAT UPDATE – Report by Brian Butler** **7**
10. **DEVELOP TO DELIVER UPDATE – Verbal update by Brian Butler**
11. **STAFFING UPDATE – Report by Brian Butler** **25**
12. **DATE OF NEXT MEETING**
The next meeting is scheduled for 13:00pm on **Friday 17th November 2023** and will be in a hybrid format, either in person in the Dean of Guild Courtroom, City Chambers, Edinburgh or online via Microsoft Teams.

Postponed to Special online Performance & Audit Committee meeting. Date and time TBC.

1st September 2023

Telephone: 0131 529 4239 or E-mail: gavin.king@edinburgh.gov.uk Agendas and papers for all SEStran meetings can be accessed on www.sestran.gov.uk

PERFORMANCE & AUDIT COMMITTEE

**Mandela Room, City Chambers, Edinburgh, EH1 1YJ
 and via Microsoft Teams
 On Friday 2 June 2023
 1.00pm**

PRESENT:	<u>Name</u>	<u>Organisation Title</u>
	Councillor Imrie (Chair)	Midlothian Council
	Councillor Glen	Fife Council
	Councillor Law	Clackmannanshire Council
	Councillor Linehan	Scottish Borders Council
	Councillor McMillan	East Lothian Council
	Councillor Pattle	West Lothian Council
	Simon Hindshaw	Non-Councillor Member
	Doreen Steele	Non-Councillor Member

IN ATTENDANCE:	<u>Name</u>	<u>Organisation Title</u>
	Brian Butler	SEStran
	Angela Chambers	SEStran
	Keith Fisker	SEStran
	Iain Shaw	City of Edinburgh Council
	Christopher Gardner	Audit Scotland

Action by

A1. ORDER OF BUSINESS

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

A2. APOLOGIES

Apologies were submitted on behalf of Callum Hay and John Scott.

A3. DECLARATION OF INTERESTS

None.

A4. MINUTES

To approve the minute of the Performance and Audit Committee of 3 March 2023 as a correct record.

A5 Unaudited Annual Accounts 2022/23 and Treasury Management report 2022/23

(a) Unaudited Annual Accounts 2022/23

The unaudited Annual Accounts were presented to the Performance and Audit Committee in accordance with the Local Authority Accounts (Scotland) Regulations 2014. It was highlighted that the accounts are subject to audit and that the audited Annual Accounts, incorporating the Auditor's report, would be presented to the Performance and Audit Committee and Partnership Board in due course.

Decision:

- 1) To note the unaudited Annual Accounts for 2022/23 and refer the Unaudited Accounts to the Partnership Board for review.
- 2) To note that the audited Annual Accounts, incorporating the Auditor's report, would be presented to the Performance and Audit Committee and Partnership Board in due course.

(Reference – report by the Treasurer, submitted)

(b) Treasury Management report 2022/23

The Partnership has adopted the CIPFA Code of Practice on Treasury Management in the Public Sector. Under the code, an annual report on Treasury Management must be submitted to the Partnership at the end of each financial year.

Decision:

- 1) To note the annual Treasury Management report for 2022/23.

(Reference – report by the Treasurer, submitted)

A6. BUSINESS PLAN DEVELOPMENT 2024-2027

An update in relation to the Business Plan development process for the next 3-year activity period covering 2024-2027 was provided.

Members spoke in favour of the proposed short life working group and agreed that the membership should be made up of members of the Performance and Audit Committee. It was also agreed that consideration would be given to including strategy as part of the remit of the working group.

Decision:

- 1) To agree the establishment of a short life working group to devise and manage progress of the Business Plan 2024-27.
- 2) To agree that membership would be made up of 5 members of the Performance and Audit Committee and that officers would circulate an email to all members of the committee regarding membership.
- 3) To agree that officers would work with working group members to devise the Terms of Reference and to submit them to the next meeting of the Committee for approval with consideration being given to the inclusion of strategy.

(Reference – report by the Programme Manager, submitted)

A7. RISK MANAGEMENT FRAMEWORK

An update regarding the 6 monthly risk register was provided with reference being made to closed risks, three newly added and five key updates.

Members suggested that the working group covering business planning be factored into the risk register.

Decision:

- 1) To agree that officers would consider including the working group on business planning as part of the risk register.
- 2) To note that a final version of the Risk Register would be

referred to the Partnership Board for noting.

(Reference – report by the Business Manager, submitted)

A8. FAMILY LEAVE POLICY

The amended Family Leave Policy was presented with reference being made to the updated government guidelines on UK and overseas adoption and fostering for adoption.

Members commented in relation to the rates of pay, in addition to the lack of a breast feeding policy. Officers agreed to explore this whilst acknowledging that the Family Leave Policy ties in with existing Falkirk Council policy.

Decision:

- 1) To approve the amendments made to the Family Leave Policy for implementation.
- 2) To agree that officers will explore the possibility of creating a breast feeding policy and including in future.

(Reference – report by the Business Manager, submitted)

A9. DATE OF NEXT MEETING

Friday 8th September 2023.

CONCORDAT BETWEEN SESTRAN AND THE EDINBURGH AND SOUTHEAST SCOTLAND CITY REGION DEAL

1. INTRODUCTION

- 1.1 The purpose of this report is to update the Performance and Audit Committee on the progress of discussions between SEStran and the Edinburgh and South East Scotland City Region Deal (CRD) towards:
- Aligning their activities to ensure that regional plans can deliver shared outcomes through targeted transport interventions.
 - Defining how new transport interventions will progress, from strategy to delivery, through the appropriate governance structure(s), depending on the activity.

2. BACKGROUND

- 2.1 SEStran is a partnership of 8 local authorities in southeast Scotland: The City of Edinburgh, Clackmannanshire, East Lothian, Falkirk, Fife, Midlothian, Scottish Borders and West Lothian. It has the statutory function of producing the Regional Transport Strategy (RTS) and measuring and monitoring its implementation. It works with constituent Councils and partner Health Boards who have a duty to perform their functions in such a way as to be in line with the RTS.
- 2.2 The CRD is a £1.3 billion investment in the region by the UK and Scottish governments and other partners to boost infrastructure, skills and innovation. It covers six local authority areas: The City of Edinburgh, East Lothian, Fife (excluding North East Fife), Midlothian, Scottish Borders and West Lothian Councils.
- 2.3 The CRD includes two large transport projects: the redevelopment of Sheriffhall Roundabout and the West Edinburgh Transport Improvement Programme. It also has an extensive general interest in transport through initiatives such as the Regional Prosperity Framework and, more specifically, workforce mobility.
- 2.3 This creates two main challenges:
- The boundaries of the two organisations do not align exactly: Falkirk, Clackmannanshire and North East Fife are within the SEStran region but are not part of the CRD. This raises some governance difficulties.
 - There can be some confusion around roles and responsibilities with regard to specific projects and initiatives
- 2.4 It is felt that these challenges could potentially lead to inefficient use of resources and potential duplication of effort which, in turn, could result in sub-optimal outcomes for citizens of the region.

3. COLLABORATIVE WORKING WITH LOCAL AUTHORITY PARTNERS

- 3.1 Since approval of the SEStran 2035 Regional Transport Strategy in March 2023, SEStran has prioritised the development and implementation of improved collaborative working arrangements with partners and stakeholders in order to support delivery of the RTS.
- 3.2 These have included the establishment of a number of forums including:
- Approval by the SEStran Board of the development of a Regional Bus Strategy
 - Commissioning of an EV Charging Strategy
 - Establishment of an EV forum
 - Establishment of a Shared Resources forum
- 3.4 The SEStran Chief Officers' Liaison Group is being strengthened as a senior level decision making body. All partners are being encouraged to ensure attendance by decision makers or to ensure that decision makers retain responsibility for delivering any actions even if their attendance at meetings has been delegated
- 3.5 Regular one to one meetings are being established between SEStran and local authority partners to ensure:
- The sharing of knowledge and best practice
 - Discussion of any emerging issues or initiatives
 - Honest and open feedback
 - Full engagement with the liaison process

4. COLLABORATIVE WORKING WITH ESESCRD

- 4.1 The SEStran Partnership Director was invited to attend the CRD Directors' meeting in March 2023, and to present his initial observations. He noted some of the main issues he had found since starting the role, which included apparent duplication of work due to having two different governance structures in place to develop regional transport: SEStran and the CRD.
- 4.2 It was agreed that SEStran and CRD partners would meet to have an open discussion about what might be possible and produce an Options Paper for consideration at the next Directors' meeting.
- 4.3 A working group was established to examine the issue and develop proposals for more collaborative working, and discussions have been ongoing since that time. The working group consists of members from SEStran, each of the 6 local authorities covered by the CRD, and the CRD Programme Management Office.
- 4.4 The working group identified the Concordat between Strathclyde Passenger Transport and Clydeplan as the ideal template. The group has worked collaboratively over recent months to progressively refine the document (see Appendix), which has now been considered by each CRD local authority. The draft Concordat was also shared with Clackmannanshire and Falkirk Councils for their consideration and feedback. As a non-binding operational document it has not required any

formal approval and has been accepted by all parties with minimal amendment.

4.5 It is intended that the Concordat will be presented to the SEStran Partnership Board meeting on 22 September, and to the CRD Directors' meeting in October.

4.6 However, feedback is invited from the Performance and Audit Committee prior to submission of the draft Concordat to the Partnership Board meeting.

5. RECOMMENDATIONS

5.1 That the Committee notes that the concordat will be presented to the Board taking on board any feedback from the Committee.

Brian Butler
Partnership Director
1 September 2023

Appendix 1: Draft Concordat between SEStran and the Edinburgh And South East Scotland City Region Deal

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



**Concorda
t between
SEStran
and
Edinburgh & South East Scotland City
Region Deal**

August 2023

About SEStran

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

SEStran has the statutory function of producing the [Regional Transport Strategy](#) (RTS) and measuring and monitoring its implementation. It also works with constituent Councils and partner Health Boards who have a duty to perform their functions in such a way as to be in line with the RTS.

SEStran aims to address a range of transportation issues, and to work towards a more sustainable and efficient transport network, in line with the National Transport Strategy.

SEStran contributes to a varied range of transport projects and events as well as partnership working with various organisations. It supports the aspirations of the various economic plans across the region and specifically the City Region and Growth Deals which have been adopted by its constituent councils. SEStran is represented on the Edinburgh and South East Scotland City Regional Deal (EESCRD) Transport Appraisal Board (TAB) – as per terms of reference of the TAB, which are updated on an annual basis (See Appendix 1)

About the Edinburgh & South East Scotland City Region Deal

The ambitious [EESCRD](#) identifies collaborative ways that partners will work with the UK and Scottish Governments to deliver transformational change to the city region's economy.

In August 2018, the UK and Scottish Governments committed to jointly investing £600 million through five themes: innovation, skills, transport, housing and culture, and regional partners are committed to adding in excess of £900 million. This represents a Deal now worth £1.5 billion, with a successful track record of delivering regional programmes and projects and associated benefits.

With a population of 1.4 million people representing 26% of the total in Scotland, the region contributes £43 billion of Gross Value Added to Scotland's economy. It is an important economic, social and cultural hub for the nation.

The city region has a strong and successful economy on which to build. But there remain a number of issues that need to be addressed. Prosperity and success are not universal across the city region. 22.4% of children are living in poverty; there is a lack of mid-market and affordable housing; and too many people are unable to move on from low wage/low skill jobs. Transport poverty, and the lack of capacity in transport infrastructure and services is a significant barrier to workforce mobility. Decarbonising transport is also a key priority in our transition to net zero.

In the period up to 2033, the EESCRD is working to address these issues and to improve productivity, create new economic opportunities, new jobs and to reduce inequalities. Enhanced and modernised net zero transport infrastructure and services will be key enablers of these (and wider) ambitions.

The [Regional Prosperity Framework](#) (RPF), approved in 2021, and its [Delivery Plan and Prospectus](#) for South East Scotland, approved in March 2023 represents the next phase of regional economic ambition, with key priority programmes being:

- Green Regeneration;
- Infrastructure for Recovery & Prosperity;

- Visitor Economy & Culture; and
- Data Driven Innovation Economy.

The development of the seven regionally significant sites, namely Blindwells new settlement, Calderwood, Dunfermline, Granton, Shawfair, Tweedbank and Winchburgh also feature as an on-going regional priority in the context of the ESESCRD and RPF.

All of these ambitions and programmes will deliver significant benefits for the people and environment in the region, so effective, efficient and sustainable transport solutions are key to enabling them.

Regional Transport Priorities

The second [Strategic Transport Projects Review](#) (STPR2) will inform the Scottish Government's transport investment programme in Scotland over the next 20 years (2022-2042) and will help to deliver the vision, priorities and outcomes for transport set out in the [National Transport Strategy](#) (NTS2). It is important to note that despite being an ambitious plan for the next 20 years, STPR2 is not a funded plan.

There remain are gaps in regional investment to deliver agreed economic and net-zero ambitions.

The development of an equivalent Regional Transport Masterplan is necessary to identify the regional transport solutions to dovetail with the investment in STPR2 and set out a clear pipeline of projects to deliver the ambition of the Regional Prosperity Framework and Regional Transport Strategy. It will identify regional priorities and investment that are not within the remit of STPR2. The masterplan will be a reference document for future funding opportunities beyond STPR2, and a clear position statement on how regional partners need transport investment to be delivered in the South East of Scotland.

1. Introduction

This Concordat demonstrates the commitment between SEStran and ESESCRD to work together in support of further integrating economic development, transport and land use planning and delivery in the Edinburgh and South East Scotland city region.

It sets out how both bodies will align their activities to ensure that regional plans can deliver shared outcomes through targeted transport interventions. It also describes how new transport interventions will progress, from strategy to delivery, through the appropriate governance structure(s), depending on the activity.

This approach also supports land use decisions which support [the National Planning Framework 4](#) Vision and Spatial Development Strategy as this will:

- limit dependency on motorised transport;
- encourage increased levels of active travel;
- encourage increased levels public transport patronage;
- maximise the use of existing transport networks; and
- facilitate local living and the adoption of 20min neighbourhoods.

Effective leadership is also required at all levels of policy and decision making to ensure that economic development and transport investment is well planned and integrated in support of the outcomes of the above approach. SEStran and ESESCRD are committed to the following:

- a shared vision for integrating economic development, land-use and transport planning and provision;
- the joint aspirations of inclusive economic growth and climate action;
- areas of joint working (see Section 4); and
- principles of engagement (see Section 5).

SEStran and ESESCRD believe that there is also real merit in working between Regional Transport Partnerships, there is a need to address cross regional issues including programmes or projects that have or would benefit from cross or pan regional co-ordination.

The [assessment of transport governance](#), carried out by Jacobs for Transport Scotland in 2019 favoured an option that gives the regions more authority, as the best way to make positive outcomes to people's lives.

a) Shared Vision for Integrated Economic, Land-Use and Transport Planning and Provision

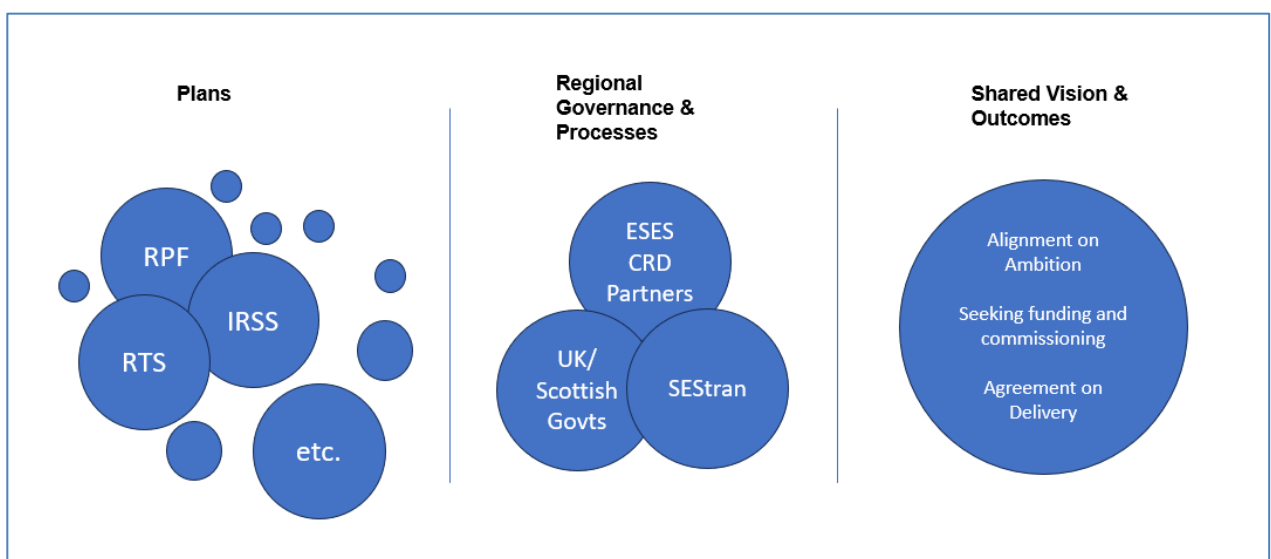
"Through strengthened collaboration, joint working, co-production and engagement, SEStran and ESESCRD, in partnership with others, will seek to ensure a robust basis for integrated regional economic development, land-use and transport planning and procurement and, ensuring Edinburgh and South East Scotland fulfils its potential as Scotland's foremost city region."

b) Joint Aims (Why align better?)

SEStran and ESESCRD believe that an integrated approach to economic development, land-use and transport planning and procurement plays a vital role in creating a prosperous, successful, accessible and sustainable city region.

Ensuring appropriate sustainable transport provision will make a positive contribution to many national, regional and local priorities, including addressing climate change and inequalities, and increasing productivity and the accessibility of jobs and amenities.

The aim is to better align regional plans and strategies, governance structures and processes to deliver a shared vision and outcomes, and, where possible, appropriate and subject to agreement by all relevant parties, to pool resources and funding for more effective delivery. Councils will be required to consider individual policy and budgetary implications in line with wider regional ambitions in resourcing programme and project development. This is summarised in the graphic below:



2. Context

a) Governance

Both bodies have different governance structures in place and operate across different geographies. In that context there is an opportunity to seek new ways of working to maximise positive outcomes:

- The ESESCRD area comprises the administrative boundaries of the City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian council areas, which broadly reflect the core of Edinburgh's functional housing and labour market areas;
- The SEStran region includes Falkirk and Clackmannanshire council areas that have a close functional relationship with one another as well as the wider SEStran area and beyond.

All of these places are connected to one another by the well-established regional transport corridors (major travel flows across the region), identified within the [Regional Transport Strategy](#) (pp.37-51), which transcend local authority boundaries, and ensure the connectivity that is needed between places that is so important to their ability to flourish can be provided.

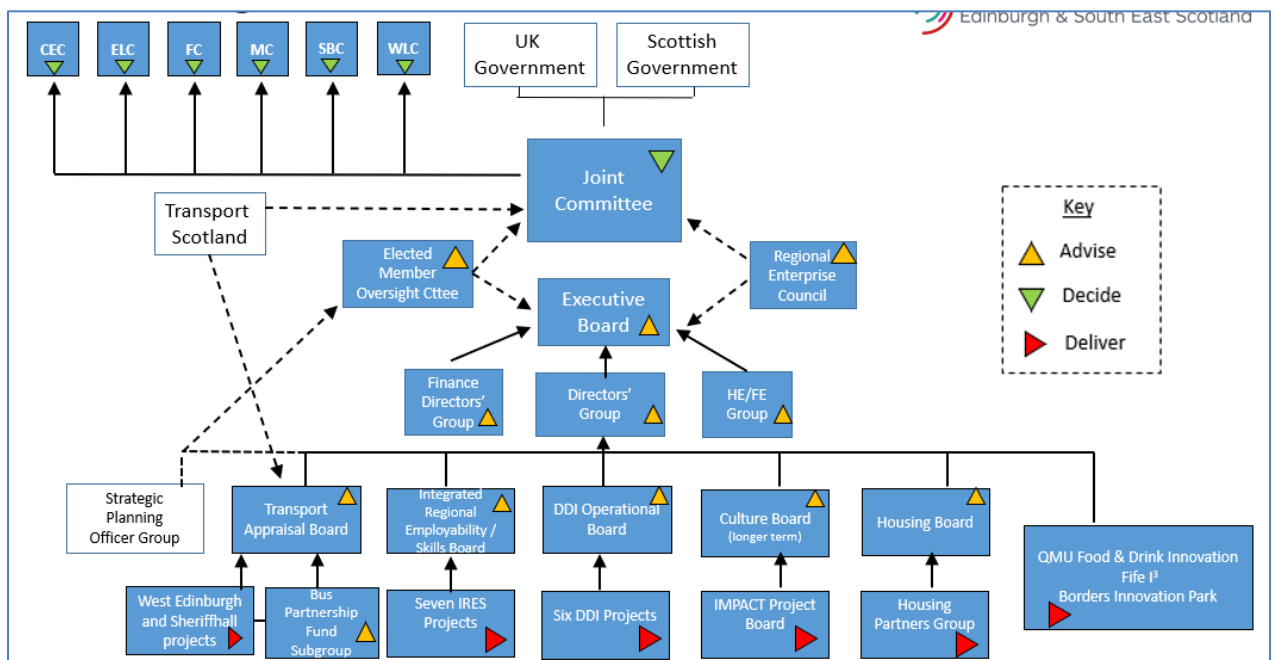
It is these nested functional geographies that provide significant strengths and opportunities, for example: planning and strategy development; scaling up or down to identify challenges, opportunities, solutions and interventions, and tackling common issues and finding efficient and effective ways of delivering shared priorities, ambitions and value for money.

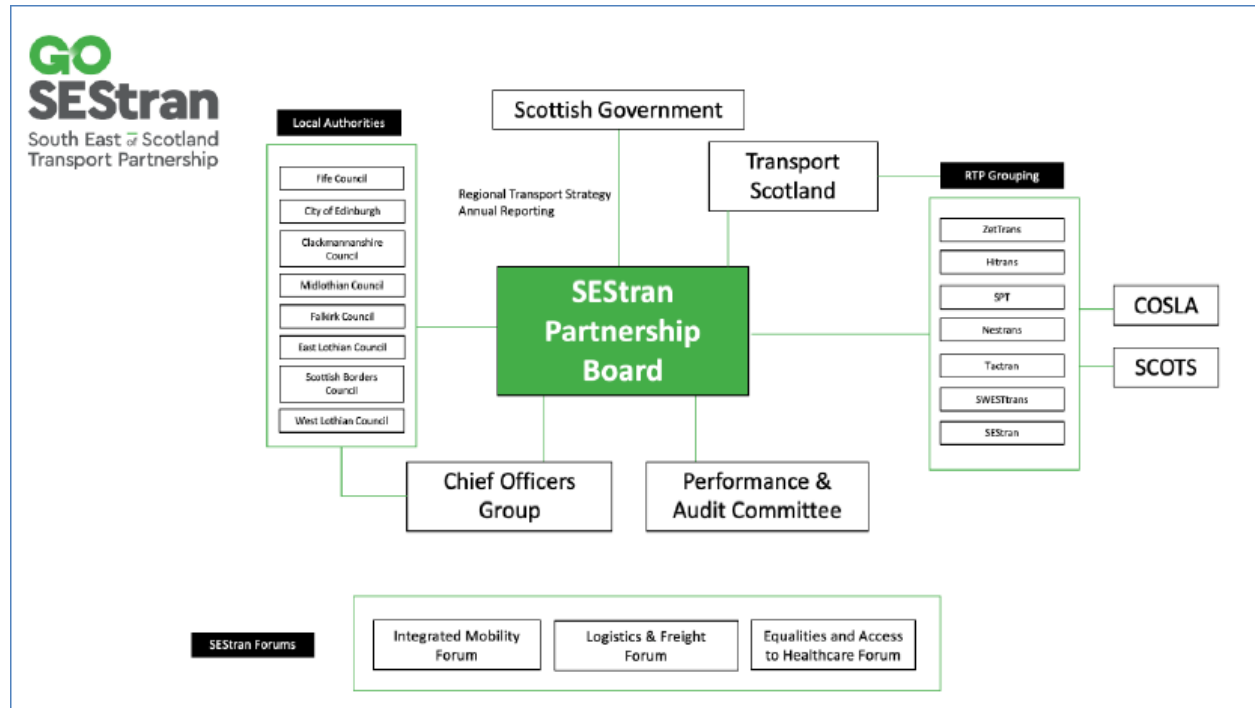
In that context, this concordat seeks to articulate a way of working that explains the practicalities of ‘why, what, who, where, when and how’ we could work together to help align governance, engagement, decision making and delivery of shared ambitions.

There is no additional resource requirement expected for SEStran or ESESCRD as a result of this concordat being agreed. Rather this concordat seeks to make better use of existing resources. Should more resources be made available, for example, as a result of successful bids for funding, these will be made available to all relevant partners.

The geographies and governance structures of both bodies are shown below:

Edinburgh & South East Scotland City Region





b) Strengths

Edinburgh and South East Scotland City Region Deal

Scope: The Edinburgh & South East Scotland City Region Deal Governance structure is well established and deals with a wide range of cross-cutting place-based themes (Innovation, Employability and Skills, Transport, Culture and Housing), in a collaborative way.

Representation: The established Deal governance structure already has 'all the right people in the room' at all its levels, and provides a firm basis for collaboration, engagement and delivery across a wide range of national, regional and local policy priorities and issues.

At the top of the structure (Joint Committee, Executive Board and Regional Enterprise Council) the public, private, HE/FE and third sectors are represented at the most senior level (Leaders and Chief Executives). There is also regular engagement with Governments at ministerial, Director and Deputy Director Level.

In the middle of the structure, the Directors of Place, Finance, Economy and HE/FE sectors across the region ensure that the thematic boards operate effectively. UK and Scottish Government are directly represented on the Directors' Group.

In terms of delivery, local authorities and other relevant stakeholders (including Government and its agencies) work together to successfully deliver the Deal's projects across its five themes over the past five years. One of these themes is Transport, which is overseen by the Transport Appraisal Board (TAB), which includes representatives from the local authorities, SEStran, HE/FE Sector and Transport Scotland.

The Deal structure is therefore reflective of a wide range of stakeholder interests and ambitions and is well-placed to be a platform for a consolidated regional voice.

It should be noted that the sovereignty of each local authority also remains, and the same is true of the other public, private and third sector organisations that participate within this governance framework. It is how parties engage and collaborate in this governance framework that sets the foundation and context for aligned autonomous decision making across these bodies.

Adaptability: The structure is sufficiently wide ranging and flexible that it can adapt to deliver new or an expanded scope of planned activity or can respond rapidly to address new issues as they arise. Two examples of this in the transport theme that the TAB has developed include: Delivering the Bus Priority Rapid Deployment Fund in 2020, and successfully acting as a sounding board to coordinate and develop a bid into the Bus Partnership Fund in 2021. Business cases for measures in a number of corridors for these measures are now being coordinated by subgroups of the TAB, and overseen by the TAB.

Long-Term: This structure provides a direct conduit to UK and SG in terms of Deal activity up to the Deal's lifetime in 2033, and beyond this in terms of the Regional Prosperity Framework delivery to 2041.

SEStran

The SEStran 2035 Regional Transport Strategy was approved by Ministers in March 2023, and provides the framework and a direction for transport in the southeast of Scotland area covered by the eight partner local authorities. SEStran will now work with partners to deliver the RTS. The immediate next steps are to:

- Align local transport strategies with Regional Transport Strategy;
- Prioritise regional schemes;
- Link strategies and plans across geographical LA boundaries; and
- Pilot innovative ideas.

SEStran will leverage its strengths to develop a range of strategies and initiatives to support partners to deliver the RTS. These will include:

- A regional bus strategy, including mass rapid transit and demand responsive transport (DRT)
- A regional EV charging strategy, including examination of the market following the forthcoming dissolution of ChargePlace Scotland
- Regional freight study
- Development and rollout of a regional, and ultimately national, journey planning app including DRT
- The establishment of a shared resource forum

Regional Transport Partnerships like SEStran are ideal organisations to incubate and test innovative new approaches in both urban and rural transport settings, for example MaaS (Mobility as a Service), Demand Responsive Transport (DRT), and sustainable logistic pilots.

SEStran works collaboratively with:

- Local authorities and transport operators on regional projects such as real time passenger information and bus partnership fund project work;
- Community groups to help and support them in delivering projects and studies (e.g. GO e-Bike and Newburgh Rail Station appraisal); and
- Wider national transport groupings through the national RTP network, working jointly to deliver national initiatives like Thistle Assistance and Travel Know How.

As the statutory body for regional transport planning and delivery, SEStran has a direct reporting relationship with the Scottish Government via Transport Scotland. and to the UK Government via the Department for Transport on UK transport policy initiatives and regulations.

3. Proposals for Complementary Working

a) (What and Where?)

The areas of focus for the two bodies would be first coordinated in the joint development of a Regional Transport Masterplan, which will complement STPR2 and the RTS, to set out a clear portfolio of regional programmes and projects and the approach to their funding and delivery (see page 3).

Both bodies agree that there are significant benefits in joint working within and beyond the SEStran area. The role and responsibilities of SEStran and ESESCRD to deliver the interventions will be agreed by both parties on a 'case-by-case' basis, depending on the type of intervention, skillsets required, availability of resources and optimal governance structure to deliver the outcomes effectively and efficiently.

Some examples of how this might work are set out in Table 1 below:

Table 1: Examples illustrating how ESES CRD and SEStran could potentially work together to realise transport programmes and interventions

Geography	Programme (example)	Interventions	Role of SEStran	Role of ESES CRD/TAB
Local Intervention	Local road improvements		No role	No role
	Local road improvements Cross boundary		Stakeholder and coordination	Is it delivered through CRD? Could be a TAB project?*
	Active Travel/cross boundary		Stakeholder and coordination	Is it delivered through CRD? Could be a TAB project?*
	Low Emission Zones	Assess regional impacts on rest of network and services.	Stakeholder and coordination of partnership mitigation	Stakeholder if it affects existing projects
	WETIP		Stakeholder and coordination	CRD project with TAB

Within SEStran Region (some but not all local authorities)	Green Forth	A number of programmes or projects that have or would benefit from cross regional co-ordination	Stakeholder in emerging Transport Group. Contribution to business case development. Links with SEStran study and freight improvements	Stakeholder and RPF alignment and Regional Transport Masterplan
Across all SEStran Region	Electric Vehicle Charging Point Provision	Shared procurement to deliver economies of scale to scale up and secure better buying power in delivery.	Merged planning & delivery SEStran & CRD	Merged planning & delivery SEStran & CRD
	Integrated Ticketing/app	Regional and national delivery and policy development	Coordination & delivery. Stakeholder in policy development	Stakeholder in delivery and policy development
	Freight improvements	Consolidation centres, improved driver facilities, cargo bikes, EV charging points	Merged planning & delivery SEStran & CRD	Merged planning & delivery SEStran & CRD
	MaaS & RTPI	Consolidation of travel information, ticket booking and payment. Passenger information and confidence	Coordination & delivery	Stakeholder
	Accessibility	Network assessable for all. Physical access and digital access (including telephony)	Stakeholder, coordinator, delivery	Stakeholder, coordinator, delivery
	Regional Transport Masterplan	Clear vision and pipeline of projects to deliver the ambition of RPF and RTS	Stakeholder, coordinator, delivery	Stakeholder, coordinator, delivery
Beyond SEStran region	Trunk Road Investment	Coordinated lobbying through multiple Deal governance structures on	Stakeholder	Stakeholder, facilitator

		transport (and other) issues could be very impactful in that context		
	High Speed Rail		Sponsor development, develop case for change stakeholder/ coordinator	Sponsor development, develop case for change stakeholder/ coordinator
	New rail corridors		Stakeholder/ coordinator	Stakeholder
	Rail Station Development		Sponsor development, develop case for change stakeholder/ coordinator	Sponsor development, develop case for change stakeholder/ coordinator
	Airport		Stakeholder	Stakeholder
	Ferry		Stakeholder	Stakeholder
	Drones	Drone regulation and corridors. Need to input into process and lobby for development in Scotland	Stakeholder/ coordinator	Stakeholder/ coordinator
	AI/Automated Vehicles	Regulation and corridors. Need to input into process and lobby for development in Scotland	Stakeholder/ coordinator	Stakeholder
	Alternative fuels	Hydrogen, EV, e-fuels etc development and testing	Stakeholder/ coordinator	Stakeholder

**TAB's remit initially only covered CRD projects, which are already defined and signed up to. However the remit has been expanded in the current Terms of Reference (see Appendix 1) that state: To assess and agree upon the optimal transport interventions to meeting the objectives of the City Region Deal; and to do so within the context of extant and emerging policies and strategies at national, regional, and local levels. The Terms of Reference are reviewed on an annual basis, with the next update due in November 2023.*

b) Governance (How?)

To ensure an aligned regional way of working, where planning, transport and housing strategies are aligned with the Regional Prosperity Framework in terms of content, direction and governance, the process through which associated transport interventions will be implemented must be clearly defined.

However, the opportunities for a blended delivery approach should always be taken advantage of where appropriate, to utilise the merits of each governance model, accessing regional knowledge/decision making, streamline the delivery, strengthen the opportunities of regional delivery and unify engagement with governments.

c) Timescales (When?)

The new approach would commence in autumn 2023.

The first priorities will be joint working to develop propositions for the Regional Transport Masterplan and Electric Vehicle charging expansion plan.

This will include agreement on:

- Its programmes and projects (prioritised);
- Detail on how the programmes and projects will be funded and any sources of monies and regulatory protocols that may have a regional dimension and that may help cross subsidise the desired outcomes (WPL / LEZ / Other forms of road user charging / integrated ticketing / DRT / MaaS / lobbying for national investment etc).
- Collaboration agreements for EV charging expansion; and
- Regional EV charging expansion delivery and operation.

4. Areas of Joint Working

SEStran and ESESCRD are committed to the following areas of joint working in seeking to deliver the Shared Vision:

1. Regular dialogue to understand each other's policy, planning, strategy, and delivery perspectives.
2. Deliver projects through the appropriate governance models (SEStran or City Region Deal), while taking every opportunity for collaborative delivery to maximise the efficiency and effectiveness of existing structures/forums.
3. Working closely and collaboratively on policy, planning, strategy research, analysis issues which are of strategic importance to both.
4. An open exchange of information during joint working, respecting any confidentiality required by either party
5. Developing a set of desired outcomes from the planning process as it relates to integrated land-use and transport planning and provision for the city region
6. Building on current and previous studies, plans and strategies to identify future economic development, land-use and transport integration solutions for the city region, in partnership with UKG & SG, Transport Scotland and other key agencies as required.
7. Identifying policies, actions and interventions which are based on a joint understanding of the development requirements of the city region which support the vision of the Economic Prosperity Plan, the emerging Regional Spatial Strategy and RTS.

- | |
|--|
| 8. Undertaking mutually beneficial joint economic development, transport and land-use modelling, research and analysis, and transport network modelling which will inform future planning and policy decisions in the city region. |
| 9. Where appropriate and agreed, jointly lobby external organisations on matters of mutual interest in respect of economic development, transport and related legislative and governance arrangements at a regional dimension |

5. Principles of Engagement

In support of the Shared Vision and Areas of Joint Working SEStran and ESESCRD will commit to the following:

- | |
|---|
| 1. SEStran will continue to be represented at the ESESCRD Transport Appraisal Board and local authority representatives on the City Region Deal Directors' Group will be responsible for delivery outcomes of the SEStran Chief Officers' Group |
| 2. SEStran will be a member of the external advisory group for development of future City Region Deal and associated funding proposals. ESESCRD proposals will be incorporated into the RTS Programmed Investment Plan and transport funding proposals. |
| 3. Communications will be undertaken in an open and transparent manner, with mutual professional respect, and a joint communications plan will be developed for strategic issues. |

Appendix 1: Transport Appraisal Board Terms of Reference

Terms of Reference for the Edinburgh and South East Scotland City Region Deal Transport Appraisal Board (TAB)

Last Discussed by TAB: 7 November 2022 (to be agreed by email by next meeting on 6 February 2023)

Next consideration by TAB due: 27 November 2023

Membership

The Edinburgh and South East Scotland City Region Deal Transport Appraisal Board (hereinafter referred to as 'the Board') to comprise:

- South East Scotland Regional Transport Partnership (SEStran)
- Transport Scotland
- Representatives from the six constituent local authorities
- Representative from the higher education/further education (HE/FE) sector
- City Region Deal Project Management Office (observer)

The Board is also able to co-opt representatives of other bodies and/or individuals for limited periods to address specifically defined matters.

Context

Investment in transport infrastructure is a major theme of the City Region Deal, as it is an essential component of driving inclusive growth. It extends across almost all of the other City Region Deal themes. Two specific named transport projects are included in the inventory of City Region Deal investments, these being the upgrade of the A720 Sheriffhall junction, and public transport improvements at West Edinburgh. There are also City Region Deal projects with significant associated transport elements, including Easter Bush, the Food and Drink Innovation Hub at Queen Margaret University and the seven strategic housing sites. City Region Deal investment projects need to maximise and seek to ensure that opportunities for improving accessibility across the region (as well as to areas outwith the region) are fully taken and need to align with appropriate strategies so as to meet the overall ambitions of the City Region Deal.

Purpose

To make recommendations to the Joint Committee on the approach towards delivering the transport elements of the City Region Deal Investment Programme. This will include recognition of pertinent strategies and include matters of overall regional policy and strategy in relation to City Region Deal aims, objectives, and specific investment projects.

Responsibilities

- To assess and agree upon the optimal transport interventions to meeting the objectives of the City Region Deal; and to do so within the context of extant and emerging policies and strategies at national, regional, and local levels. These include the National Transport Strategy 2, the Strategic Transport Projects Review 2, and the Regional Transport Strategy, as well as local transport strategies and local development plans, and any similar relevant plans/policies/strategies, including the Regional Spatial Strategy, that emerge during the City Region Deal period.
- To use that assessment as the basis for direct transport input to the City Region Deal's Regional Prosperity Framework, its Implementation Plan which will recommend priority regional transport interventions through "Big Move 3 - Sustainable Transport" and any subsequent review or update of that document.
- To work with the statutory planning and transport authorities of the region together with the statutory agencies and any other relevant bodies to deliver and manage responsible economic development and growth,
- To ensure that TAB input and resulting transport interventions, are consistent with the delivery of the regional spatial strategy.
- To ensure close liaison of the Board with the City Region Deal Boards responsible for Data Driven Innovation, Housing, and Employability/Skills.

- To ensure positive and regular engagement with the City Region Deal Regional Enterprise Council so as to be well-informed of the transport related views, issues and objectives of the commercial/business/third sectors.
- To use the extensive stakeholder base of the Board partners and the outcomes of consultation work by partners, to ensure that policy and strategy is suitably informed.
- To ensure a consistent approach to the business cases underpinning the specific transport projects, and those with a transport element, thereby enabling a region-wide view of the cumulative impact of transport related City Region Deal projects.
- To oversee the Edinburgh and South East Scotland Bus Service Improvement Partnership and its delivery of the interventions that will arise as a result of the TAB's bid to the Bus Partnership Fund. It is noted that Transport Scotland does not have a role in overseeing the Bus Service Improvement Partnership. With regard to the Bus Partnership Fund, Transport Scotland would not offer approval in this forum as this would be undertaken through Fund Governance.
- Transport Scotland may not have a locus to comment on regional matters, therefore approval from other TAB members would be more appropriate. With regard to City Region Deal business cases, formal approvals are given by Scottish Government and they seek advice from Transport Scotland as appropriate. Given the above, it should be taken that TAB approval only relates to Regional Partners unless explicitly stated that Transport Scotland approval has been granted.
- To engage with Transport Scotland as a statutory authority in relation to trunk road and rail network matters concerning other Deal projects and related regional matters overseen by the Board as appropriate.
- To assist in this work the Board will be expected to have regard to the following.
 - The strategic rationale, demand/need, objectives, evidence, costings and delivery programme and mechanisms for projects, their relationship and phasing in the overall programme, including cumulative impact.
 - Shared use of data to provide a common evidence base.
 - Recognition of best practice, including Treasury Green Book, and Scottish Transport Appraisal Guidance.
 - Access to funds and budgets.
 - Maintain an overview of the impact of interventions across the region through environmental and other assessments.
- To review these terms of reference on an annual basis to ensure that they remain relevant and optimal in supporting the delivery of City Region Deal objectives.

Meetings

Six weekly or as may otherwise be agreed by the Board; or as may be called by the Chair. Meetings will normally be held virtually on MS Teams to minimise travel demand on attendees. The City Deal Project Management Office will provide the secretariat.

Quorum

There is no quorum for the Board. Members can send substitutes from their respective organisations if desired.

Where the Board intends to adopt a position or make recommendations to the Joint Committee on transport matters, every effort will be taken to ensure that all members have had the opportunity to inform the Board's decision.

Sub Groups

Where agreed by the Board as necessary and beneficial, a sub-group comprising members of the Board and, with the agreement of the Board, any co-opted bodies and/or individuals, may be established for a specified period to consider and report to the Board on a defined relevant transport related matter.

Staffing Update

1. INTRODUCTION

- 1.1 The purpose of this report is to present to the Performance and Audit Committee an update on staffing and recruitment activities within the partnership.

2. BACKGROUND

- 2.1 Under SEStran's Governance Scheme, (Standing Orders: Part 3 - List of Officer Powers; Section 2 - Delegation to Partnership Director) the Partnership Director is authorised to:
- Appoint officers within agreed staffing and expenditure levels
 - Amend structures of gradings below the level of Partnership Director
 - Within agreed staffing and expenditure levels, and subject to existing terms and conditions, carry out such performance appraisals and implement such performance related pay schemes as from time to time may be appropriate
- 2.2 The resignation of the Senior Partnership Manager in February and the retirement of the Strategy Manager in March of this year provided the Partnership Director with an opportunity to review the organisational structure. This review has been conducted in consultation with SEStran staff, SEStran's HR Adviser and Financial Accountant and a specialist Job Evaluation Consultant to devise a long-term and flexible solution for staffing that enables effective and efficient delivery of key priorities, tackles the challenges being faced by the organisation and provides a structure that supports the development of all staff.

3. STAFFING AND RECRUITMENT

- 3.1 The organisational chart is appended at Appendix 1.
- 3.2 The vacancy arising from the resignation of the Senior Partnership Manager in February was advertised and filled internally in May 2023. The appointment of the existing Programme Manager to this role allowed for the retention of organisational knowledge, and provided continuity of staff, at a time when the organisation had lost a number of key personnel.
- 3.3 One of the key priorities tasked to the Partnership Director is raising the profile of the organisation. This has led to the creation of a new Communications and Marketing Officer post. This post, along with the newly vacant Programme Manager post and the Strategy Manager post were advertised on the Myjobscotland website and LinkedIn.
- 3.4 Interviews were held in early August. Following the interviews, the interview panel, consisting of the Partnership Director, Senior Partnership

Manager and Business Manager, made conditional offers to the preferred candidate for each role.

- 3.5 All conditional offers were accepted and pre-employment checks are being undertaken. It is anticipated that unconditional offers will be issued in early September and the candidates have indicated that they will be in a position to take up posts before the end of this year (their notice periods vary from 4 to 12 weeks).
- 3.6 External consultancy support will be maintained until staff are in post and reviewed again at that time.
- 3.7 The vacant Projects Officer post will remain on the staffing template and kept under review.
- 3.8 The Performance and Audit Committee should note that all staffing and resourcing activity is contained within agreed budgets and expenditure levels.

4. RECOMMENDATIONS

- 4.1 The Committee is asked to note the contents of the report.

Angela Chambers
Business Manager
1st September 2023

Appendix 1: SEStran Organisational Chart

Policy Implications	None.
Financial Implications	All changes contained within approved budgets.
Equalities Implications	None
Climate Change Implications	None

