

## **SEStran Business Plan Development 2024 to 2027**

### **1. INTRODUCTION**

- 1.1 The purpose of this report is to update the Committee on the Business Plan development process for the next 3-year activity period.

### **2. BACKGROUND AND CONTEXT**

- 2.1 In March 2021, the Partnership introduced a three-year business planning approach.
- 2.2 As part of the three-year plan, activity is tracked each year via the activity tracker which details key projects, focus areas and critical success factors.
- 2.3 The 2024 to 2027 business plan will build on the new RTS and its compelling vision and mission statement that emphasises SEStran's commitment to improving people's lives through innovative and efficient transportation solutions.
- 2.4 Linking with the annual report the business plan is an opportunity for SEStran to highlight success stories and case studies of how the partnerships work positively impacted the region and communities.

### **3. PLANNING PROCESS FOR 2024 to 2027 – Working Group**

- 3.1 As reported at the June Performance and Audit Committee meeting the Partnership has an opportunity to further refine the business planning and reporting process and structure for the next 3-year cycle which considers:
- The new Regional Transport Strategy (RTS) adopted in March 2023
  - The Programmed Investment Plan (PIP), which seeks to identify and document every current or planned transport-related project in the SEStran area
  - National and Local Government Strategies and Plans
- 3.2 Further, it was agreed that a short-life working group be set up to enhance governance and assurance and will allow Committee members to actively support project prioritisation, initiation, progression, achievement of outcomes, and reporting.
- 3.3 The aim is to develop a collaborative, proportionate approach to Partnership business planning and monitoring that improves operational effectiveness.
- 3.4 The working group was set up in August and meets monthly. Membership is as follows:

Cllr Sally Pattle (WLC)  
 Doreen Steele (Non-Councillor Member)  
 Simon Hindshaw (Non-Councillor Member)  
 Keith Fisken (Snr Partnership Manager)

The new SEStran Strategy Manager and Programmes Manager will also be invited to participate in the group.

3.5 To date the working group is focused on:

- Business planning strategy and structure, exploring different frameworks and approaches that can be utilised by The Partnership
- Developing strategic goals and objectives and prioritise these based on their significance and feasibility
- Conducting a comprehensive analysis of the SEStran’s strengths, weaknesses, opportunities, and threats (SWOT analysis). This includes assessing internal factors like resources, and finances, as well as external factors like regulatory changes and market trends.
- Identify and analyse key stakeholders, including government entities, the public, employees, and relevant interest groups.
- Understand their needs, expectations, and concerns to incorporate them into the planning process
- Reporting structures and approaches – what is useful and achievable

3.6 The draft 3-year Business Plan 2024 to 2027 will be reviewed by the Performance & Audit Committee before being presented to the Partnership Board in March 2024 for approval.

#### 4. RECOMMENDATIONS

4.1 It is accordingly recommended that the Committee:

Notes the contents of this report

Keith Fisken  
**Snr Partnership Manager**  
 17<sup>th</sup> November 2023

Policy Implications	The Business Plan will align with SEStran’s established and emerging policies
Financial Implications	The Business Plan will be subject to formal Board approval of proposed budgets in the years 2024 to 2025 and subsequent years.
Equalities Implications	No separate EQIA (EQUALITY IMPACT ASSESSMENT) will be carried out as the

	Business Plan does not propose a change to SEStran's policies and procedures.
Climate Change Implications	The implications for Climate Change issues will be assessed at the project level where appropriate.