

PERFORMANCE & AUDIT COMMITTEE

**Dean of Guild Courtroom, City Chambers, Edinburgh, EH1 1YJ
Or Microsoft Teams
Friday 13th September 2024 – 1:00pm**

AGENDA

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4. MINUTES OF THE P&A COMMITTEE Friday 7 th June 2024	2
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6. ANNUAL REPORT & BUSINESS PLAN – Verbal Update by Keith Fisken	
7. PROJECTS AND STRATEGY PERFORMANCE – Report by Michael Melton	11
8. DATE OF NEXT MEETING The date of the next meeting is Friday 22nd November 2024	

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PERFORMANCE & AUDIT COMMITTEE

**Dean of Guild Court Room, City Chambers, Edinburgh, EH1 1YJ
and via Microsoft Teams
on Friday 7 June 2024
1.00pm**

PRESENT:	<u>Name</u>	<u>Organisation Title</u>
	Councillor Imrie (Chair)	Midlothian Council
	Councillor Arthur	City of Edinburgh Council
	Councillor Glen	Fife Council
	Callum Hay	Non-Councillor Member
	Doreen Steele	Non-Councillor Member
	John Scott	Non-Councillor Member

IN ATTENDANCE:	<u>Name</u>	<u>Organisation Title</u>
	Brian Butler	SEStran
	Angela Chambers	SEStran
	Cameron Duck	SEStran
	Cheryl Fergie	SEStran
	Keith Fiskin	SEStran
	Christopher Gardner	Audit Scotland
	Andrew Henderson (Clerk)	City of Edinburgh Council
	Sandra Lavergne	SEStran
	Rachel Mclean	City of Edinburgh Council
	Dheeraj Shekhar	City of Edinburgh Council

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 Councillor Law (Clackmannanshire Council), Councillor McMillan (East Lothian Council), Councillor Linehan (Borders Council) and Simon Hindshaw (Non-Councillor Member)

A3. DECLARATION OF INTERESTS

None.

A4. MINUTES

To approve the minute of the Performance and Audit Committee of 1 March 2024 as a correct record.

A5. UNAUDITED ANNUAL ACCOUNTS 2023/24 AND TREASURY MANAGEMENT REPORT 2023/24

The unaudited Annual Accounts for the year ended 31st March 2024 were presented along with the annual Treasury Management report for 2023/24.

Decision

- 1) To note the unaudited Annual Accounts for 2023/24 and refer the Unaudited Accounts to the Partnership Board for review;
- 2) To note the annual Treasury Management report for 2023/24; and
- 3) To note the audited Annual Accounts, incorporating the Auditor's report, will be presented to the Performance and Audit Committee and Partnership Board in due course.

(Reference – report by the Treasurer, submitted)

A6. INTERNAL AUDIT ASSURANCE

An update on the outcomes of the 2023/24 SEStran Internal Audit review of the Financial Sustainability was presented with progress of the completion of management actions agreed as part of 2022/23 audit being provided.

Decision

- 1) To note the progress with completion of management actions, agreed as part of 22/23 audit report; and
- 2) To note outcomes of the 2023/24 IA review of Financial Sustainability, and the associated risks.

(Reference – report by the Head of Internal Audit, City of Edinburgh Council, submitted)

A7. RISK REGISTER

An overview of the six-monthly update on SEStran's risk register was presented.

Decision

- 1) To note the content of the report and appendices, and;
- 2) To note that a final version of the Risk Register will be referred to the Partnership Board for noting

(Reference – report by the Business Manager, submitted)

A8. SESTRAN BUSINESS PLAN 2024 TO 2025

An update on the Committee on the Business Plan for the year April 2024 to March 2025 was provided,

It was highlighted that 3-year business plan format has been adjusted to a 1-year plan to accommodate the new People and Place planning and funding mechanisms.

Decision

- 1) To note the changes to reporting implemented after consultation with the working group; and
- 2) To note the Draft Business Plan shown in Appendix 1.

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

A9. PROJECTS AND STRATEGY PERFORMANCE REPORT

An update on the performance of the Partnership's strategy and project workstreams over the last quarter was presented.

Decision

- 1) To note the progress to date and discuss; and
- 2) To note the progress recorded in the past quarter, summarised in the attached Appendix

(Reference – report by the Programme Manager, submitted)

A10. DATE OF NEXT MEETING

Friday 13th September 2024

Finance Officer's Report

1. Introduction

- 1.1** This report presents the first update on the financial performance of the Partnership's Core and Projects budgets for 2024/25, in accordance with the Financial Regulations of the Partnership. This report presents an analysis of financial performance to the end of July 2024.
- 1.2** The Partnership's Core and Projects budgets for 2024/25 were approved by the Partnership on 15th March 2024.

2. Core Budget

- 2.1** The Core budget provides for the day-to-day running costs of the Partnership and includes employee costs, premises costs and supplies and services. The approved Core budget is £901,000. Details of the Core budget are provided in Appendix 1.
- 2.2** Cumulative expenditure for the four months to 31st July 2024 was £299,000. This is within the Core budget resources available for the period.
- 2.3** Estimates have been updated to reflect current expenditure commitments. The forecast includes provision of £24,000 for pay award of 3.6%, to reflect the proposed COSLA pay award offer to local government employees.
- 2.4** It is projected that net expenditure for the year will be £29,000 over budget. This will be met by drawdown from the Partnership's unallocated reserve.
- 2.5** The overspend is mainly due to a 5% reduction in the 2024/25 revenue grant received from Transport Scotland (£39,000). This funding shortfall is partly offset by:
- 2.5.1** Reduction in Victoria Quay accommodation costs in 2024/25 per the latest correspondence from the Scottish Government (£7,000);
- 2.5.2** Forecast underspend on employee costs (£3,000).

Projects Budget

- 2.6** The approved Projects budget is detailed in Appendix 2.
- 2.7** The Partnership has an earmarked balance of £168,000, reflecting expenditure slippage on projects in 2023/24. The allocation of project slippage from 2023/24 is shown in Appendix 2 and will be confirmed at conclusion of the External Audit.
- 2.8** Based on the provisional 2023/24 outturn, a review and re-alignment has been undertaken of the Projects budget to reflect current and planned activity. The re-alignment is shown in Appendix 2.

- 2.9** It is projected that net expenditure on projects in 2024/25 will be within budget. This forecast is based on a full spend of project slippage balances brought forward from 2023/24.
- 2.10** Expenditure on both the core and projects budgets will be subject of ongoing review for the remainder of 2024/25. The Partnership's Reserves Policy will be applied when reviewing the year-end outturn.

Cash Flow

- 2.11** The Partnership maintains its bank account as part of the City of Edinburgh Council's group of bank accounts. Cash balances are managed by the Council and are offset by expenditure incurred by the City of Edinburgh Council on behalf of the Partnership.

An update of month-end balances is shown in the following table:

Date	Balance due to SEStran(+ve) /due by SEStran (-ve)
	£
30 April 2024	+ 727,711
31 May 2024	+ 620,534
30 June 2024	+ 662,946
31 July 2024	+ 833,285

- 2.12** Interest is charged/paid on the monthly indebtedness between the Council and the Partnership. Interest will be calculated in March 2025.
- 2.13** The positive cash balance at 31st July 2024 is attributable to funding received from Scottish Government grants.

Reserves

- 2.14** The Board's Reserves Policy recommends establishment of an unallocated General Fund Reserve based on a minimum value of 5% (£45,000) of the Partnership's core revenue budget. At 1st April 2024, subject to conclusion of the external audit, the Partnership has an unallocated General Fund Reserve of £130,000.
- 2.15** Based on the forecast requirement for drawdown of £29,000 at 31st March 2025, the Partnership's unallocated General Fund Reserve will be reduced to £101,000.
- 2.16** The Reserves Policy recommends that where slippage occurs on approved revenue projects, the balance of slippage is retained as an earmarked balance. £168,000 of project slippage has been carried forward from 2023/24 and is included in the Projects budget presented in Appendix 2.
- 2.17** An update of Financial Risks for 2024/245 is included at Appendix 3.

3 Recommendations

It is recommended that the Performance and Audit Committee:

- 3.1** notes the forecast overspend on the Core revenue budget of £29,000, which is principally due to a reduction in Scottish Government grant funding will be met by a drawdown from the Partnership’s unallocated reserve;
- 3.2** notes that expenditure is forecast to be within budget for Project expenditure;
- 3.3** notes the proposed re-alignment of the Projects 2024/25 budget, subject to the conclusion of the 2023/24 external audit.

Richard Lloyd-Bithell

Treasurer

5 September 2024

Appendix Appendix 1 – Core Budget Statement at 31st July 2024
 Appendix 2 – Projects Budget as at 31st July 2024

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 as a result of this report.
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.

	Annual Budget £'000	Period Budget £'000	Period Actual £'000	Annual Forecast £'000	Forecast Variance £'000
Employee Costs					
Salaries	499	166	162	495	(4)
National Insurance	57	19	18	55	(2)
Pension Fund	134	45	49	138	4
Training & Conferences	10	3	3	11	1
Interviews & Advertising	2	1	0	0	(2)
	702	234	232	699	(3)
Premises Costs					
Office Accommodation	18	5	5	11	(7)
Transport					
Staff Travel	8	3	1	7	(1)
Supplies and Services					
Communications & Computing	48	17	13	48	0
Hosted Service - Novus FX	44	44	49	44	0
Printing, Stationery & General Office Supplies	7	2	1	6	(1)
Insurance	7	0	0	7	0
Equipment, Furniture & Materials, Miscellaneous	4	1	1	5	1
	110	64	64	110	0
Support Services					
Finance	31	0	0	31	0
Legal Services / HR	7	0	0	7	0
External Consultants	0	0	1	1	1
	38	0	1	39	1
Corporate & Democratic					
Clerks Fees	12	0	0	12	0
External Audit Fees	12	0	(4)	12	0
Members Allowances and Expenses	1	0	0	1	0
	25	0	(4)	25	0
Total Expenditure	901	306	299	891	(10)
Funding:					
Scottish Government Grant	(711)	(407)	(385)	(672)	39
Council Requisitions	(190)	0	0	(190)	0
Total Funding	(901)	(407)	(385)	(862)	39
Net Expenditure/ (Income)	0	(101)	(86)	29	29

Projects Budget 2024/25 - as at 31st July 2024

Appendix 2

	Approved Budget	Slippage from 2023/24	EU /Other Grant	Budget Realignment	Net Expenditure Budget	Annual Forecast	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EU Projects (various)	0	(9)		9	0	0	0
Sustainable Travel	6	79		(60)	25	25	0
RTPI – System Maintenance	25	17	(15)	(27)	0	0	0
RTPI – Regional Framework	0		0	0	0	0	0
RTS Delivery Plan	18	(14)		16	20	20	0
Equalities Access to Healthcare	10	10		(10)	10	10	0
GO e-Bike	10	20			30	30	0
Thistle Assistance	30	2	(24)	(2)	6	6	0
Leith Docks and Newburgh	0	(14)		17	3	3	0
Active Travel Network	0	51		(48)	3	3	0
Projects Consultancy	11	2		9	22	22	0
Mobility as a Service	0	(36)		36	0	0	0
Bus Strategy Development	115	40	(115)	35	75	75	0
Regional EV Infrastructure		20		15	35	35	0
Freight Strategy				10	10	10	0
People & Places	5,326		(5,326)		0	0	0
Harpcat Horizon	100		(100)		0	0	0
Total	5,651	168	(5,580)	0	239	239	0

Risk Description	Mitigation and Controls
<p>Pay award The revenue budget made provision for a pay award of up to 3% in 2024/25. The COSLA pay offer is likely to represent an increase on the budget provision.</p>	<p>The financial impact of the proposed Local Government pay award is included in the forecast.</p>
<p>Inflation There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.</p>	<p>Ongoing monitoring and review of all costs and forecasts during 2024/25.</p>
<p>Delays in payment of grant by the EU - results in additional short-term borrowing costs.</p>	<p>EU projects are now largely concluded, with grant claims settled.</p>
<p>Pension Fund Contributions A deficit on the staff pension fund could lead to increases in the employer's pension contribution.</p>	<p>Following Lothian Pension Fund's Triennial Actuarial Review in 2023, Partnership employer pension fund contribution rates are now confirmed at 26.8% until 31 March 2027.</p>
<p>Funding Reductions Reduction in funding from Scottish Government and/or council requisitions.</p> <p>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.</p>	<p>Scottish Government grant and Council contributions are confirmed for 2024/25.</p> <p>Recruitment control and additional sources of external funding for activities aligned to the Partnership's objectives to supplement resources.</p>

PROJECTS AND STRATEGY PERFORMANCE REPORT

1	INTRODUCTION
1.1	This report and its appendices update the Committee on the performance of the Partnership's strategy and project workstreams over the last quarter.
2	NEW MONITORING AND REPORTING STRUCTURE
2.1	This report continues with previous improvements to the format presented at the last Committee, with the aim of presenting a clear and concise summary of each project currently underway, with a specific focus on budget, programme and risk.
2.2	The cover page to the appendix provides a high-level summary for each project, with following pages providing further detail on each project to allow for additional scrutiny where the Committee feels this would be appropriate. Financial information has been provided on a project-by-project basis, with the original budget figures shown being subject to Board approval and Audit sign off of the 23/24 accounts.
2.3	Also presented is a risk register and an issue log for all projects, so that these can be seen overall rather than by project.
2.4	Ad hoc work will continue to refine this new report structure, and any feedback from the Committee is welcome.
2.5	This project report sits alongside a new project lifecycle management process, that will link directly from the business plan to a project outline document, to a project initiation document and, once this has been approved, into this project progress report. This process will allow us to report to the Committee of progress against project objectives, with the aim of this commencing for all projects from the start of 25/26.
3.	KEY ISSUES AND FUNDING
3.1	Overall, all projects are currently running to plan and budget. One project (the Strategic Active Travel Network) has an estimated 4 week delay due to problems in resolving funding, however this is considered to be a minor issue at this point.
3.2	There are a range of risks across the projects but, following mitigation, no high risks remain. One key theme within the project risks revolves around stakeholder engagement. This will be discussed further as part of internal project management meetings to identify any further actions that may be needed in this area.
3.3	The issue with data from Lothian Buses feeding into the RTPI system is close to a resolution with full system integration work complete and final testing to be complete in September and, if successful, a system-wide rollout will follow. However, it should

	be noted that this project has been subject to repeated slippages over the past few months.
3.4	<p>Key progress updates:</p> <ul style="list-style-type: none"> ▪ The case of change for the Regional Bus Strategy has been approved by the Board subject to minor edits. Work is now progressing on investigating strategy and options. ▪ Work is progressing on an investigation into collaborative procurement of EV public charging infrastructure. ▪ A joint procurement exercise to replace the currently Mobility as a Service platform and improve the customer experience is currently underway with Tactran. This includes GoSEStran (our Mobility as a Service app), VoyagAR (an add-on that allows carers to remotely follow user journeys, to communicate with users in real time, and adds an augmented reality view of streetscape to make it easier for users to follow directions), and 3 Tactran apps covering NHS, education and a national park.
3.5	The ACCESS to Goods proposal was not approved for funding from the UK Research & Innovation Fund, but positive feedback was received, it was an extremely competitive fund with a high number of submissions. SEStran and partners will look to progress the concept via other funds. The ACCESS for goods project aimed to co-create a novel tool to support local authorities in designing appropriate policies and plans to maximise opportunities for sustainable logistics in local areas while reducing carbon emissions due to their movements.
3.6	SEStran, in partnership with European partners, submitted an EU (European Union) Horizon project proposal in September. The FUSION (Freight and Urban System Integration for Optimised Networks) project, if approved for funding, will focus on developing solutions and pilots to optimise urban transport networks through innovative synchro- and co-modality approaches, integrating complementary modes of transport to enhance efficiency and sustainability. Feedback is expected from the EU Commission in January 2025.
3.7	Baselining of projects in the RTS Delivery Plan is behind schedule. This is due to the internal decision to meet with all the Regional Prosperity Framework local authority officer leads individually, to fully understand their transport dependencies, which could be fulfilled by projects in the matrix. Doing this ourselves now will offer two obvious benefits: it's an opportunity to build relationships with RPF leads and it could reduce work (and thus cost) undertaken by a consultant in the next stage.
4	PEOPLE AND PLACE PLAN
4.1	The People and Place Plan has been integrated into appendix 1 but, given its scale, it is presented with its own risk register and budget. For reporting purposes, the Plan has been broken down into three areas according to who will be spending the funding – Local Authorities, third parties, and SEStran.
4.2	The People and Place Plan is currently running to programme and budget. We expect to have a clear quarterly spend profile for all projects funded by mid-June and, from

	there, it will be possible to track progress quarter by quarter. There are no high risks on People and Place and no issues are currently being managed. There are however 5 medium risks that are being actively managed with the mitigations noted.
4.3	Progress on the People and Place Plan (PPP) has gone well over the quarter. At the start of the quarter, project update reports were received from most partners, and these were compiled and sent to Transport Scotland (TS) as one regional report. Feedback from TS on this report and SEStran's progress to date was positive.
4.4	<p>Alongside the reporting, grant claims were received from all except one non-local authority delivery partner, and 1 local authority. The total claim for Q1 was £425,118 - which was £43,257 lower than forecast. The reasons for this were:</p> <ul style="list-style-type: none"> ▪ One invoice was miscoded which meant spent was not recorded against PPP – this has since been resolved ▪ Several small claims that weren't submitted due to being very low value – this grant has been spent and will be part of the Q2 claim ▪ A small number of projects spending less than expected in Q1 due to initial delays/longer planning periods than expected – all of these are expected to make up this spending in future quarters and spend their grants in full <p>A grant claim for Q2 will be made to TS over 2 instalments in September and October. These are currently forecast to total £1.4million.</p>
4.5	<p>A key highlight of the quarter has been a knowledge-sharing workshop which was run by SEStran on 29th August, with representatives of each LA among around 20 attendees, including Transport Scotland. Feedback from the day was positive with many local authorities finding it a great networking opportunity to find out about other active travel behaviour change projects across the region:</p> <ul style="list-style-type: none"> ▪ 75% of attendees found the event extremely organised, and 25% well organised, ▪ 75% of attendees found the event extremely organised, and 25% well organised, ▪ 63% ranked the event excellent, and the remaining 38% ranked the event good, ▪ And 88% found the themes relevant to their work. ▪ And 88% found the themes relevant to their work <p>Many fed back that they found the in-person particularly helpful in understanding the content. The feedback also suggests there is a large degree of interest in themed events, and in a wider range of events involving other stakeholders.</p>
4.6	To ensure transparency over projects being funded and to share details of this amongst all partners and stakeholders to help facilitate collaboration, an online dashboard has been created with the support of Urban Tide. Whilst still awaiting some final updates before being widely shared, Members are welcome to view the map here: https://usmart.io/org/sestran/
5	RECOMMENDATIONS
5.1	The Committee is asked to review, discuss and note progress recorded by project in the past quarter, summarised in the attached Appendix

Michael Melton Programme Manager 13 th September 2024	
Appendix: SEStran Projects & Strategy Tracker – September 2024	

Policy Implications	Outlined project work contributes to the objectives identified within the SEStran Regional Transport Strategy.
Financial Implications	All project work is delivered within confirmed budgets.
Equalities Implications	There are no adverse equalities implications arising from SEStran projects. Several projects actively work to reduce inequalities.
Climate Change Implications	There are no negative climate change implications arising from SEStran projects. Several projects actively work to tackle climate change through the creation of, or support for more sustainable transport options.

Project Summary

Project	Finance Status		Programme Status		Milestones					Risks		Issues			Last Updated	
	Finance Status	Change since Q1	Programme Status	Change since Q1	No on track	No completed	No late completed	No delayed	No late	No Medium	No High	No Medium	No High	No Critical		
Thistle Assistance	On Budget	↔	On Target	↔	0	0	0	0	0	0	0	0	0	0	0	30/08/2024
VoyagAR	On Budget	↔	On Target	↔	2	0	0	0	0	1	0	0	0	0	0	26/08/2024
Real Time Passenger Information	On Budget	↔	On Target	↔	1	0	0	1	0	2	0	1	0	0	0	22/07/2024
GoSEStran	On Budget	↔	On Target	↔	2	0	1	1	0	3	0	1	0	0	0	26/08/2024
Go Ebike	On Budget		On Target		4	0	0	0	0	0	0	0	0	0	0	02/09/2024
Strategic Network	On Budget	↔	Minor Delay	↔	1	0	0	1	1	1	0	0	0	0	0	30/08/2024
EV Delivery	On Budget	↔	Minor Delay	↓	0	1	1	3	0	2	0	0	0	0	0	30/08/2024
Regional Bus Strategy	On Budget	↔	On Target	↔	2	0	1	0	1	3	0	0	0	0	0	26/08/2024
Transport to Healthcare	On Budget	↔	On Target	↔	0	1	0	1	0	2	0	1	0	0	0	30/08/2024
Regional Freight Strategy	On Budget	↔	On Target	↔	0	1	1	0	0	2	0	0	0	0	0	30/05/2024
RTS Delivery Plan	On Budget	↔	On Target	↔	5	1	0	0	1	2	0	0	0	0	0	30/08/2024
Rail Strategy	On Budget	↔	On Target	↔	0	0	0	0	0	1	0	0	0	0	0	30/05/2024
Total					17	4	4	7	3	19	0	3	0	0		
People and Place Plan:										6	0	0	0	0		
Local Authority Projects	On Budget	↔	On Target	↔	3	2	1	0	0							30/08/2024
Non-Local Authority Projects	On Budget	↔	On Target	↔	3	2	0	0	0							30/08/2024
SEStran Projects	On Budget	↔	On Target	↔	5	2	0	0	0							30/08/2024
Total					11	6	1	0	0	6	0	0	0	0		

Project Risk Register

Risk Number	Project	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PR001	Thistle Assistance	Use of the app leads to an accident due to lack of training or awareness from transport operators	Unlikely	Major	Medium Risk	Good communication material made available and training provided for operators	Remote	Moderate	Low Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR002	Thistle Assistance	Issue with app software prevents users from accessing the app	Unlikely	Moderate	Low Risk	Working closely with the software developers to ensure that the app is up to date and in compliance with apple store / Google requirements	Remote	Moderate	Low Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR003	Thistle Assistance	Data breach for personal data collected as part of card process	Unlikely	Major	Medium Risk	SEStran GDPR policy to be followed at all times and data deleted at regular intervals in line with this, with no personal data retained	Remote	Major	Low Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR004	VoyagAR	Supplier cannot be found to take over development and launch the app	Possible	Major	Medium Risk	Procurement combined with GoSEStran to increase attractiveness, discussions held with potential suppliers to gauge interest	Unlikely	Major	Medium Risk	As per planned response/mitigations 30/08	Met with Tactran 05/24 to agree procurement approach	In Progress	01/04/2024	30/08/2024	KF
PR005	Real Time Passenger Information	Operator data is inaccurate or drops out, resulting in poor user impression/loss of faith in data accuracy/damage to SEStran reputation	Probable	Major	High Risk	Regular meetings with transport operators to ensure data accuracy	Possible	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR006	Real Time Passenger Information	System failure and/or data feed disruption resulting in system becoming unavailable	Possible	Major	Medium Risk	Regular meetings with tech supplier to ensure updates are being made and contingency plans are in place	Possible	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR007	Real Time Passenger Information	At contract end, framework contract negotiation fails and/or results in increase in costs impacting ability to delivery additional screens	Possible	Moderate	Medium Risk	Seek negotiation of contract when required working with LA partners and suppliers to come to agreement	Unlikely	Minor	Low Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR008	GoSEStran	Lack of funding to continue with the app past September	Probable	Major	High Risk	Continue to seek other funding sources in collaboration with Tactran. Ongoing dialogue with TS around future plans for MaaS and outcome of pilot evaluation	Possible	Major	Medium Risk	Put in place outline comms plan in case funding cannot be secured and app has to close - RS by 11/07 Raise with TS 11/07	Some additional funding secured from TS and SCSP fund - 01/04	In Progress	01/04/2024	04/07/2024	RS
PR009	GoSEStran	Uncertainty over responsibilities and workload between SEStran and Tactran either leading to duplication or effort or tasks being missed	Probable	Moderate	Medium Risk	Regular dialogue with Tactran on joint working at all levels. SLA being developed with Tactran to clearly identify responsibilities.	Possible	Moderate	Medium Risk	Tactran to sign SLA - remove risk once complete	Task list created by Tactran to allow SEStran to track workload and progress 20/06 SLA signed by BB 04/07	In Progress	01/04/2024	04/07/2024	RS

Project Risk Register

Risk Number	Project	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PR010	GoSEStran	Delays to procurement mean a new supplier cannot be in place until after September when the current contract expires, leaving a gap in provision Risk of app being closed down if issues are not resolved	Possible	Major	Medium Risk	Ongoing discussion with Tactran to identify optimal procurement route - Identifying process for extending Ember contract to ensure continuous delivery	Possible	Major	Medium Risk	Put in place outline comms plan in case funding cannot be secured and app has to close - CD/RS by 30/06	Joint procurement workshop held with Tactran and P&K Council Discussions held with Innovate UK on potential for procurement support	In Progress	01/04/2024	20/06/2024	RS
PR011	GoSEStran	Challenge to extension of current contract by 6 months by other potential tenderers	Possible	Major	Medium Risk	Take legal advise. Explain to potential suppliers need for extension to current contract to allow funding discussions to conclude. Issue a VEAT notice and advise potential tenders of forthcoming procurement.	Remote	Major	Low Risk	As per planned response/mitigations 29/05	Communication sent to all potential tenderers about extension and future plans - 28/03 VEAT notice published - 28/03	In Progress	01/04/2024	29/05/2024	AF
PR012	Strategic Network	Lack of funding to proceed with work leads to project being paused/cancelled	Probable	Major	High Risk	Seek alternate funding for Falkirk routes elements to ensure these can progress. Deliver mapping work as part of PPP. Continue to seek funding to conclude review of network	Possible	Moderate	Medium Risk	As per planned response/mitigations 29/05	Include mapping work in PPP support tender - 30/04 Funding agreed with Falkirk Council to complete Falkirk route design - 28/05	In Progress	01/04/2024	29/05/2024	MM
PR013	Strategic Network	Lack of data availability makes mapping element longer than expected and/or incomplete	Probable	Moderate	Medium Risk	Ensure early engagement with each LA to access any available mapping data. Seek other partners who may have relevant data	Possible	Minor	Low Risk	As per planned response/mitigations 29/05	Met with Scottish Ramblers re their walking mapping work and potential to work together - 23/05	In Progress	01/04/2024	29/05/2024	BHJ
PR014	EV Delivery	failure to secure funding commitments from local authorities to fund a collaborative exercise	Possible	Major	Medium Risk	Gain understanding of approval processes required by each LA and support getting delegated approval in place as required. Develop clear and costed project scope to support funding decisions	Unlikely	Major	Medium Risk	Finalise procurement of Project Manager to complete the Project Initiation Document	Drafted standard Committee paper that each LA can use to seek relevant approvals Met with senior officer in each LA to discuss plans and seek initial £5k of funding Met with TS to understand level of grant remaining across the region	In Progress	01/04/2024	29/05/2024	MM
PR015	EV Delivery	Compressed timescale required to reach contract start date is very tight, and leads to either low quality of work and/or missed deadlines	Probable	Major	High Risk	Seek early procurement of specialist support to drive forward project	Possible	Major	Medium Risk	Finalise procurement of consultant support with regional agreement - 07/06	Met with CEC to secure agreement to extend scope of their existing commission to cover regional work	In Progress	01/04/2024	29/05/2024	MM
PR016	Regional Bus Strategy	Work produced by the consultant is of low quality and/or delivered behind programme	Possible	Major	Medium Risk	Weekly meetings with consultants to check on progress and work produced to date, staggered payment schedule for invoicing	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM

Project Risk Register

Risk Number	Project	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PR017	Regional Bus Strategy	Lack of buy in from stakeholders	Possible	Major	Medium Risk	Regular updates to SEStran Board, website page on bus strategy updated regularly	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05	Website page created: https://sestran.gov.uk/projects/regional-bus-strategy/	In Progress	01/04/2024	03/09/2024	RM
PR018	Regional Bus Strategy	Lack of investment at a national level for delivery of outputs of strategy	Probable	Major	High Risk	Continue to support the case for bus investment at relevant meetings with TS	Possible	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM
PR019	Transport to Healthcare	Lack of buy in from stakeholders	Possible	Major	Medium Risk	Regular meetings and ongoing opportunities to collaborate	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM
PR020	Transport to Healthcare	Lack of strategic direction from Scottish Government	Possible	Major	Medium Risk	Active engagement with policy leads at Scot Gov	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM
PR021	Regional Freight Strategy	Lack of buy in from stakeholders	Possible	Major	Medium Risk	Run quarterly Regional Freight & Logistics forum meetings	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR022	Regional Freight Strategy	Lack of capacity in the public sector to further develop and deliver on freight strategy	Possible	Major	Medium Risk	Look to provide training and support as needed	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF
PR023	RTS Delivery Plan	Lack of engagement from stakeholders	Possible	Major	Medium Risk	Regular meetings and opportunities to collaborate	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM
PR024	RTS Delivery Plan	Low data input from partners	Possible	Major	Medium Risk	Seek to minimise requests as much as possible, when making requests give long lead in times	Unlikely	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	03/09/2024	RM
PR025	Rail Strategy	Lack of investment at a national level for delivery of outputs of strategy	Probable	Major	High Risk	Continue to support the case for rail investment at relevant meetings with TS	Possible	Major	Medium Risk	As per planned response/mitigations 29/05		In Progress	01/04/2024	29/05/2024	KF

Project Risk Register

Risk Number	Project	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PR026	GoSEStran	Ad hoc nature of support service through Zoho could mean responses to customers are delayed resulting in poor customer experience	Possible	Moderate	Medium Risk	Schedule checks with Tactran to ensure reponses are sent within a timely manner	Unlikely	Moderate	Low Risk	As per planned response/mitigations 20/06		In Progress	20/06/2024	20/06/2024	RS

Project Issue Log

Issue Ref	Project	Description	Severity	Next Steps (date and who)	Lessons Learnt	Status	Date Raised	Last Updated	Owner
PI001	Real Time Passenger Information	Lothian Buses data integration has been problematic as there is a separate stream of work being undertaken by LB to update their internal systems. The data feed is currently incompatible with the regional system.	Medium	A solution is in place and the target is for real time data will roll out from their fleet from end June 2024. For the regional screen network only, scheduled data will be displayed. The screens will be updated with a message to this effect. KF having regular meetings to discuss and update.	tbc	In Progress	11/12/2023	29/05/2024	KF
PI002	Transport to Healthcare	Outcome of UK Government funding bid will be delayed until after the election due to the purdah period	Medium	RM working with partners to understand impact of any delays on potential programmes. As this become known further updates will be made to this issue.	When a minor partner but nonetheless with an active role in delivery, confirm with funder and lead partner that all comms will be shared.	Closed	22/05/2024	29/05/2024	RM
PI003	GoSEStran	Appointment of tech supplier/ new contract/ legal support will be delayed due to timescales for procurement. This is expected to result in the Ember contract being extended to Dec to ensure app is continuously live between suppliers.	Medium	Ember contract drafted to allow for 3 month extension till Dec 2024.	Develop clearer timescales when preparing for procuring and ensure additional time is given in the transitional period from one supplier to another.	New	20/06/2024	22/07/2024	RS

Thistle Assistance

Budget Code: 92077
 Responsible Officer: Keith Fisken
 Manager: Keith Fisken
 RTS Objectives: 1, 3, 4
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> • Deliver improved public transport information in a variety of formats, supported by appropriate wayfinding infrastructure on the transport network
Project Summary
The Thistle Assistance Programme provides helps to those that have difficulty in using and accessing public transport. SEStran aim to provide a national approach. The programme increases awareness of challenges faced by vulnerable transport users and reduces the cost for transport operators.
Q1 Progress
Research brief has been drafted and will be reviewed by KF. Understanding of next steps and how the research will inform the development of the Thistle Assistance Comms Plan.
Q2 Progress
Updates made to existing App - security and useability enhancements
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
n/a					

Budget		
	Income	Expenditure
Original Budget	£15,996	£42,000
Current Budget	£15,996	£42,000
Spend to Date	£0	£804
Remaining	£15,996	£41,196
Predicted future spend	£15,996	£41,196
Predicted total spend	£15,996	£42,000
Predicted Variance	£0	£0

VoyagAR

Budget Code: 92089
 Responsible Officer: Rebecca Smith
 Manager: Keith Fiskin
 RTS Objectives: 1, 3, 4
 Last Updated: 26/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> Deliver improved public transport information in a variety of formats, supported by appropriate wayfinding infrastructure on the transport network
Project Summary
The VoyagAR system provides users with an accessible option within the public transportation ecosystem. Aimed at the traveller within this scenario, who is likely to be a vulnerable individual, the mobile application allows its user to navigate along a pre-defined journey (defined by their carer(s) using the carer app via the web) or create their journey from starting point to an end destination using in-app navigation prompts which update in real-time based upon the users' location and device GPS data.
Q1 Progress
SEStran has received all of the core coding from the outgoing developer Sentireal To secure a new partner to manage further development the VoyagAR procurement will be included in the wider MaaS procurement programme. The procurement is being run in partnership with Tactran, with the work underway
Q2 Progress
SLA for IMPs partnership signed and includes exploring VoyagAR and its future development. Procurement for tech supplier live 10/07/2024 through Innovate UK - open till 05/08/2024. Focus is MaaS apps but VoyagAR and accessibility development forms part of the bid. Innovate UK pitch days set up for Sept. 2024 which will determine how suppliers see the app being integrated.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Procurement of supplier complete	30/09/2024			On Track	26/08/2024
Go live date for app	31/01/2025			On Track	26/08/2024

Budget		
	Income	Expenditure
Original Budget	£0	£0
Current Budget	£0	£0
Spend to Date	£0	£0
Remaining	£0	£0
Predicted future spend	£0	£0
Predicted total spend	£0	£0
Predicted Variance	£0	£0

Real Time Passenger Information

Budget Code: 92019
 Responsible Officer: Rebecca Smith
 Manager: Keith Fiskin
 RTS Objectives: 1, 3, 4
 Last Updated: 22/07/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> •Deliver improved public transport information in a variety of formats, supported by appropriate wayfinding infrastructure on the transport network •Introduce Real Time Passenger Information for public transport services through mobile applications, stations and stops and across all parts of the region
Project Summary
The provision of real-time information contributes to tackling declining bus patronage in the SEStran region, helps makes public transport more accessible and reliable and increases confidence in public transport.
Q1 Progress
LA project group continues to meet weekly Lothian bus feed solution has been developed by the Lothian bus team and is being tested for integration into the SEStran system. End of June 2024 is proposed 'go live' date
Q2 Progress
Lothian bus feed solution is now expected to go live at end of September with full 'disruption' data being available end of September. Testing successful as of 03/09/2024. Speaking with several organisations with offline screens to determine how to progress. Midlothian screen replcement largely complete, West Lothian will comence in September.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Complete review of screen network	30/09/2024			On Track	26/08/2024
Lothian tracker going live on RTPi screens	31/07/2024	31/09/2024		Delayed	26/08/2024

Budget		
	Income	Expenditure
Original Budget	£15,000	£15,000
Current Budget	£15,000	£15,000
Spend to Date	£5,000	£0
Remaining	£10,000	£15,000
Predicted future spend	£10,000	£15,000
Predicted total spend	£15,000	£15,000
Predicted Variance	£0	£0

Go SEStran

Budget Code: 92086
 Responsible Officer: Rebecca Smith
 Manager: Michael Melton
 RTS Objectives: 1, 3, 4
 Last Updated: 26/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> Deliver improved public transport information in a variety of formats, supported by appropriate wayfinding infrastructure on the transport network Deliver a regional MaaS pilot scheme to establish the long-term viability of MaaS in the region
Project Summary
The GoSEStran MaaS app is a digital tool which promotes and enables sustainable travel as well as helping improve the viability of shared multi-modal transport opportunities. This project will support the continued running of the app under its current contract until September. Any continuation of this project post September is subject to Board approval, and in turn completing procurement exercise and securing funding for the continuation.
Q1 Progress
The current contract has been extended by 6 months as per the board decision. Discussions have been ongoing with Tactran to agree future roles, and Tactran have taken a lead on procurement. Discussions have been held with Perth and Kinross Council and Innovate UK to identify the best procurement route.
Q2 Progress
SLA for IMPs partnership signed and inception meeting set up for August. PID and Contract Strategy signed off by Tactran and SEStran directors. Procurement for tech supplier live 10/07/2024 through Innovate UK - open till 05/08/2024. Innovate UK pitch days set up for Sept. 2024. 14 suppliers applied with 7 taken forward for pitch days. Ember contract extension confirmed through change control notice to ensure app continues running Sept-Dec 2024 whilst procured supplier onboards.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Report to Board on next steps	27/09/2024			On Track	26/08/2024
New supplier in place	30/09/2024			On Track	26/08/2024
Ember contract extension awarded	31/07/2024	20/08/2024	13/08/2024	Complete - Late	26/08/2024
Funding secured for 2025-27	27/09/2024	31/12/2024		Delayed	26/08/2024

Budget		
	Income	Expenditure
Original Budget	£174,750	£174,750
Current Budget	£174,750	£174,750
Spend to Date	£56,000	£3,978
Remaining	£118,750	£170,772
Predicted future spend	£118,750	£170,772
Predicted total spend	£174,750	£174,750
Predicted Variance	£0	£0

Go Ebike

Budget Code: 92076
 Responsible Officer: Beth Harley-Jepson
 Manager: Michael Melton
 RTS Objectives: 1, 2, 4
 Last Updated: 02/09/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
7.0 Delivering Safe Active Travel • Expand the provision of bike-sharing initiatives across the region 8.0 Enhancing Access to and Accessibility of Public Transport • Identify locations where implementation of shared mobility solutions could be beneficial and reduce the level of 'forced' car ownership
Project Summary
The Go e-bike project involves supporting access to e-bikes and bike share through a variety of routes. Employer e-bike trials are supported in partnership with West Lothian Bike Library. This allows employers to trial a fleet of e-bikes for 4 weeks to give employers and employees to understand the benefits of e-bikes. Community groups across the region have been provided with fleets of e-bikes. This supports access to e-bikes at a local level. Public access bike share is supported through a trial of Brompton (folding bikes) lockers. These are operating in Midlothian and East Lothian. We are in discussion with Scotrail to add a further locker (owned by Sustrans) at Haymarket.
Q1 Progress
Employer trial was held at St Johns Hospital and Persimmon Homes in West Lothian. Survey data was collated from 23/24 employer trials. Brompton hire lockers were vinyl wrapped ahead of going live.
Q2 Progress
Four e-bikes were relocated from the Scottish Borders due to insufficient use. These were moved to City of Edinburgh Council for a longer term employer trial (April 2025) and to West Lothian Bike Library to supplement their public hire fleet. Discussions were started to identify additional employers to take part in further employer trials. Skills Development Scotland were identified as interested. Brompton hire lockers went live at Musselburgh QMU and at Sheriffhall Park and Ride.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Brompton Haymarket locker gets go-ahead from Scotrail	30/09/2024			On Track	02/09/2024
Brompton Haymarket locker installed on site	31/03/2025			On Track	02/09/2024
Two employer trials delivered in partnership with TKH	30/03/2025			On Track	02/09/2024
Existing Brompton lockers small launch event and promotion campaign.	28/10/2024			On Track	02/09/2024

Budget		
	Income	Expenditure
Original Budget	-£2,638	£27,362
Current Budget	-£2,638	£27,362
Spend to Date	-£2,638	£515
Remaining	£0	£26,847
Predicted future spend	£0	£26,847
Predicted total spend	-£2,638	£27,362
Predicted Variance	£0	£0

Strategic Network

Budget Code: 92082
 Responsible Officer: Beth Harley-Jepson
 Manager: Michael Melton
 RTS Objectives: 1, 2, 4
 Last Updated: 30/08/2024

Programme Status: Minor Delay

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> •Progress the delivery of the SEStran Strategic Network and broader cross boundary networks with partners. Develop further phases of this network to ensure a long-term pipeline of investment •Deliver road safety measures that enable people to safely use active travel within the region
Project Summary
This project is in 2 parts: 1. Complete the design of the Falkirk to Polmont and Falkirk to Larbert to the point of being 'construction ready'. This 6 month piece of work will conclude the design work begun in previous years on behalf of Falkirk council for 2 routes that form elements of the SEStran Strategic Network. 2. Carry out a review of the current network and its fit with changing local authority plans, with the aim of a robust regional document that support local authorities in securing funding for elements of the network that align with their priorities.
Q1 Progress
<u>Falkirk routes:</u> Funding bid to Sustrans was placed on hold due to lack of funding, alternate funding offered by Falkirk Council via their TS grant, consultant brief completed and quote received, project to start early June (approx. 4 week delay). <u>Network review:</u> Baseline mapping work included in tender for PPP development support, to begin in early June on schedule
Q2 Progress
<u>Falkirk Routes:</u> Procurement complete, but work start is further delayed due to resource constraints at Falkirk Council - kick off meeting expected early September, so delay is now up from 1 month in Q1 to 4 months at present. Still anticipate completion by end 24/25. <u>Network review:</u> work continues to gather data, remains on schedule at this time
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Feedback on current design complete	30/06/2024	31/08/2024		Late	19/08/2024
Completion of design work	30/09/2024	31/01/2025		Delayed	19/08/2024
Completion of baseline map (via PPP)	30/11/2024			On Track	30/05/2024

Budget		
	Income	Expenditure
Original Budget	£42,399	£45,450
Current Budget	£42,399	£45,450
Spend to Date	-£3,051	£0
Remaining	£45,450	£45,450
Predicted future spend	£45,450	£45,450
Predicted total spend	£42,399	£45,450
Predicted Variance	£0	£0

EV Delivery

Budget Code: 92088
 Responsible Officer: Michael Melton/Rebecca Smith
 Manager: Brian Butler
 RTS Objectives: 1, 4
 Last Updated: 30/08/2024

Programme Status:

Minor Delay

Finance Status:

On Budget

RTS Actions
<ul style="list-style-type: none"> •Engage with Scottish Government for effective national strategy/guidance/specifications on fleet decarbonisation and rollout of appropriate and future-proofed supporting infrastructure. This should include legislation to manage on street charging provision and the provision of chargers in new developments. •Work with the private sector and partners to develop a regional electric vehicle (and e-bike) investment and charging strategy, with associated technical guidance, including a spatial strategy across the area for long journey, rapid-charging facilities and for local area hub/community charging
Project Summary
<p>This project seeks to support the development of common procurement documentation for public EV charging infrastructure in the SEStran and SWESTran regions. It will also recommend procurement approaches to be taken forward, whether this be a single regional procurement or several different procurement waves across the region with common tender documents. The overall project aim is to pool resource to create efficiencies for all LAs, and to secure a increased competition and better value in the final tender by presented a bigger market for suppliers.</p>
Q1 Progress
<p>Agreement gained from all LAs (plus Dumfries and Galloway) to jointly develop public EV charging procurement documents. Formal governance structure put in place to oversee the project. Worked with TS to identify grant available to each LA to understand available budget. Ongoing discussion with CEC and a consultant with the aim of having a PM and project delivery support in place from early June.</p>
Q2 Progress
<p>Consultant procurement was completed later than anticipated, which has led to further programme delays, but overall these are minor and with end dates being delayed by around 1 month. Fortnightly working groups meetings are approx. monthly steering groups have taken place over the quarter with the aim of creating a procurement plan and documents that can be used by each LA, whether separately or as part of joint procurement(s).</p>
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Form governance structure	30/04/2024	31/08/2024	30/04/2024	Complete	19/08/2024
Procure PM & consultant support	31/05/2024	07/06/2024	19/06/2024	Complete - Late	19/08/2024
Procurement docs complete	30/09/2024	31/10/2024		Delayed	30/08/2024
Procurement begins (scope tbc)	31/10/2024	06/01/2025		Delayed	30/08/2024
Tender awarded (scope tbc)	30/05/2025	30/06/2025		Delayed	30/08/2024

Budget		
	Income	Expenditure
Original Budget	£0	£35,000
Current Budget	£0	£35,000
Spend to Date	£0	£0
Remaining	£0	£35,000
Predicted future spend	£0	£35,000
Predicted total spend	£0	£35,000
Predicted Variance	£0	£0

Regional Bus Strategy

Budget Code: 92087
 Responsible Officer: Rachael Murphy
 Manager: Keith Fiskin
 RTS Objectives: 1, 3, 4
 Last Updated: 26/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> •Undertake a Regional Bus Connectivity study for non-Edinburgh travel to identify settlement pairs where travel demand is high and bus services are poor, as a means to promoting new routes and connectivity (in partnership with other policies) •Undertake a Regional Bus Priority study which will identify regional, cross-boundary, quality bus corridors and key bus priority interventions to reduce bus journey times and improve bus journey time reliability where Edinburgh is likely to be a focus •Deliver the bus priority interventions funded by Transport Scotland's Bus Partnership Fund and subsequently identified by the Regional Bus Priority study •Review the bus powers detailed in the Transport (Scotland) Act 2019 and identify if they could be implemented across all or parts of the region within an integrated strategy to enhance the bus network
Project Summary
<p>The RTS sees the bus network at the heart of the region's public transport system, building alongside the National Transport Strategy (NTS2). Almost half (47%) of residents across the South East of Scotland used a bus service at least once a month in 2019 and patronage is building back. At SEStran's June Partnership Board Meeting, the Towards a World Class Bus Service paper begun the process of shaping a Regional Bus Strategy for the South East of Scotland.</p>
Q1 Progress
<p>Consultants procured (Systra + Stantec) Local Authorities and operators engaged Inception documents created EQIAs drafted Case for Change first draft shared with SEStran Summary shared as part of board papers</p>
Q2 Progress
<p>Increased Budget C4C shown to the board and accepted (ongoing drafting) RBS main body in progress</p>
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Case for Change	17/05/2024	30/05/2024	30/05/2024	Complete - Late	26/08/2024
Options Appraisal	31/08/2024			Late	26/08/2024
Draft Strategy Published	31/12/2024			On Track	26/08/2024
Consultation on Strategy	01/02/2025			On Track	26/08/2024

Budget		
	Income	Expenditure
Original Budget	£150,000	£225,000
Current Budget	£150,000	£225,000
Spend to Date	£150,000	£32,051
Remaining	£0	£192,949
Predicted future spend	£0	£192,949
Predicted total spend	£150,000	£225,000
Predicted Variance	£0	£0

Transport to Healthcare

Budget Code: 92062
 Responsible Officer: Rachael Murphy
 Manager: Keith Fiskin
 RTS Objectives: 2
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
• Support the delivery of bus services and infrastructure measures which ensure access to healthcare for all
Project Summary
Transport to health is a key service, connecting Scots with healthcare, from day-to-day appointments at the GP to hospital care. In 2019, the Mobility and Access Committee, working with Transport Scotland, produced MACS Report: Transport to Health and Social Care. This was strengthened by implementation last autumn of parts of the Transport (Scotland) Act 2019, which dealt specifically with Transport to Health. The Primary Health Directorate and Transport Scotland published their Transport to Health Delivery Plan draft. The draft puts an obligation on both health boards and regional transport partnerships to work together when considering transport to health.
Q1 Progress
1-1s with all four health boards, NHS Assure, Scottish Ambulance Service 1st group meeting with these stakeholders Project with Urban Tide progressing, but election means communicating project is paused *challenge* Want to see more leadership UT in meetings with CPC etc *challenge*
Q2 Progress
Update from CPC on how to talk to potential partners about TtH project with DfT funding Further meeting of TtH group and agreement on desire for 'learning network' for at least next six months
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
First meeting with all boards	16/05/2024		16/05/2024	Complete	19/08/2024
Agreed projects for collaboration	31/08/2024	31/03/2025		Delayed	04/09/2024

Budget		
	Income	Expenditure
Original Budget	£0	£10,000
Current Budget	£0	£10,000
Spend to Date	£0	£0
Remaining	£0	£10,000
Predicted future spend	£0	£10,000
Predicted total spend	£0	£10,000
Predicted Variance	£0	£0

Regional Freight Strategy

Budget Code: 92080
 Responsible Officer: Keith Fisken
 Manager: Keith Fisken
 RTS Objectives: 1, 4
 Last Updated: 30/05/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> Work with partners to identify, through the further development of the SEStran Freight Strategy, locations where Freight Consolidation Centres could be located Work with partners to identify, through the further development of the SEStran Freight Strategy, locations where gauge clearances should be increased to enable new and enhanced rail freight services to operate in the region Identify opportunities to implement innovation and automation in the freight and logistics industry in the region, including the delivery of relevant pilot projects Further develop proposals for new rail freight services, including a potential multi-user freight train running from Grangemouth and use of converted passenger trains for freight, as part of the development of the SEStran Freight Strategy
Project Summary
<p>Within the RTS SEStran supports, where appropriate, the development of new or enhanced rail freight services in the region. Opportunities for innovative passenger train forming which incorporates the ability to carry freight should be explored combined with innovation and automation to increase the efficiency of freight and logistics networks across the region. The region should also support improved road freight services with better driver facilities and alternative fuel provision for HGV and LGV working with industry to transition from ICE power.</p>
Q1 Progress
<p>Submitted ACCESS for Goods project funding proposal with the University of West of England, feedback in July Reviewing regional freight study with stakeholders, will present at freight forum in May</p>
Q2 Progress
<p>EU FUSION - Developing draft for Horizon proposal with partners submission in September ACCESS for Goods proposal was rejected by funders, well received but a very competitive fund.</p>
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Present option to freight forum	30/05/2024		30/05/2024	Complete	19/08/2024
Access for goods funding feedback	31/07/2024		08/08/2024	Complete - Late	19/08/2024
Submit FUSION Proposal	06/09/2024				

Budget		
	Income	Expenditure
Original Budget	£0	£10,000
Current Budget	£0	£10,000
Spend to Date	£0	£0
Remaining	£0	£10,000
Predicted future spend	£0	£10,000
Predicted total spend	£0	£10,000
Predicted Variance	£0	£0

RTS Delivery Plan

Budget Code: 92042
 Responsible Officer: Rachael Murphy
 Manager: Keith Fiskin
 RTS Objectives: 1, 2, 3, 4
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
•Partner councils work with SEStran through the statutory planning processes to implement RTS policies with regards to major developments
Project Summary
Building on the ESESCRD and SEStran Concordat, this delivery plan will highlight projects Local Authorities want to develop that exemplify the themes and objectives of the RTS. By identifying these opportunities, we can make best use of CRD and SEStran efforts and actively pursue funding for these.
Q1 Progress
PID created, shared with group participants First meeting of group hosted, PID and matrix discussed Matrix editing begun
Q2 Progress
Matrix work continued, combined with GIS data from PIP Some delay due to summer holidays Commitment to host 1-1 meetings with LAs on their projects 1-1 meetings with RPF projects to gain context. Ewan drafting note.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Project preparation	31/05/2024		31/03/2024	Complete	19/08/2024
Baselining	31/07/2024			Late	19/08/2024
Matrix of projects	30/11/2024			On Track	30/08/2024
Procurement of consultant support	31/12/2024			On Track	30/08/2024
Identify Priority Projects	31/12/2024			On Track	30/08/2024
Develop wider RTS Action Plan	30/06/2025			On Track	30/08/2024
Drafting of RTS Delivery Plan Report	30/11/2025			On Track	30/08/2024

Budget		
	Income	Expenditure
Original Budget	£0	£20,000
Current Budget	£0	£20,000
Spend to Date	£0	£0
Remaining	£0	£20,000
Predicted future spend	£0	£20,000
Predicted total spend	£0	£20,000
Predicted Variance	£0	£0

Rail Strategy

Budget Code: 92047
 Responsible Officer: Keith Fisken
 Manager: Keith Fisken
 RTS Objectives: 1, 3, 4
 Last Updated: 30/05/2024

Programme Status: On Target

Finance Status: On Budget

RTS Actions
<ul style="list-style-type: none"> Work with key stakeholders (Transport Scotland & Network) rail to develop new rail infrastructure supported by appropriate appraisal and business case development Opportunities should be explored with partners to introduce new services, including more direct links across the region, national boundaries and cross-city connections
Project Summary
Enhancements to rail services can deliver improved public transport connectivity. This could take several forms, such as more direct through services between locations, reducing the need for interchange on existing routes, and increased frequencies on particular routes or at key times of the day.
Q1 Progress
Developing response to TS comments on Newburgh appraisal for submission in May ECMA - SEStran participated in an officer group meeting in May
Q2 Progress
Newburgh community stakeholder meeting to support appraisal set up for September Quarterly rail meeting held with stakeholders on 4th September Winchburgh steering group in place to progress station development, will meet monthly
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
n/a					

Budget		
	Income	Expenditure
Original Budget	£0	£2,500
Current Budget	£0	£2,500
Spend to Date	£0	£0
Remaining	£0	£2,500
Predicted future spend	£0	£2,500
Predicted total spend	£0	£2,500
Predicted Variance	£0	£0

People and Place Plan

People and Place Plan Budget

Theme	Programme Name	Who delivers	Revenue Budget	Capital Budget	Total Budget	LA Rev Awards	LA Cap Awards	SEStran Rev Awards	SEStran Cap Awards	Third Party Rev Awards	Third Party Cap Awards	Total Rev Awards	Total Cap Awards	Total Award	Rev Variance	Cap Variance	Total Variance
Schools and Young People	Active Ways to School	Third party	£490,450	£405,849	£896,299					£490,450	£455,849	£490,450	£455,849	£946,299	£0	£50,000	£50,000
Schools and Young People	Encouraging Active Travel: Young People	Local Authorities	£248,500	£231,650	£480,150	£224,500	£265,850					£224,500	£265,850	£490,350	£-24,000	£34,200	£10,200
Schools and Young People	Access to Bikes: Young People	Local Authorities & Third Parties	£0	£608,795	£608,795	£0	£65,000			£0	£458,795	£0	£523,795	£523,795	£0	£-85,000	£-85,000
Workplaces	Active Ways to Work: Large Employers	Third party	£25,000	£80,000	£105,000					£25,000	£80,000	£25,000	£80,000	£105,000	£0	£0	£0
Workplaces	Active Ways to Work: Other Employers	Local Authorities	£46,524	£135,000	£181,524	£24,000	£185,000	£35,524	£10,000			£59,524	£195,000	£254,524	£13,000	£60,000	£73,000
Accessibility and Inclusion	Street Audits and Enabling Facilities	Local Authorities	£0	£500,000	£500,000	£0	£460,800					£0	£460,800	£460,800	£0	£-39,200	£-39,200
Accessibility and Inclusion	Active Travel Hubs	Third party	£0	£150,000	£150,000					£0	£150,000	£0	£150,000	£150,000	£0	£0	£0
Accessibility and Inclusion	Existing Active Travel Hubs Communities support	Third party	£100,792	£334,390	£435,182					£104,768	£334,390	£104,768	£334,390	£439,158	£3,976	£0	£3,976
Accessibility and Inclusion	Encouraging Active Travel: Communities	Local Authorities	£566,600	£485,500	£1,052,100	£592,600	£470,500					£592,600	£470,500	£1,063,100	£26,000	£-15,000	£11,000
Accessibility and Inclusion	Access to Bikes	Local Authorities & Third Parties	£0	£431,016	£431,016	£0	£190,000			£0	£236,016	£0	£426,016	£426,016	£0	£-5,000	£-5,000
Accessibility and Inclusion	Regional AT Comms Campaign	SEStran	£50,000	£0	£50,000			£50,000	£0			£50,000	£0	£50,000	£0	£0	£0
Capacity and Capability Building	Behaviour Change Project Officers	Third party	£129,506	£0	£129,506					£129,506	£0	£129,506	£0	£129,506	£0	£0	£0
Capacity and Capability Building	Programme Management for 2024/25	SEStran	£100,000	£0	£100,000			£100,000	£0			£100,000	£0	£100,000	£0	£0	£0
Capacity and Capability Building	Programme Preparation for 2025/26 onwards	SEStran	£80,000	£0	£80,000			£52,502	£0			£52,502	£0	£52,502	£-27,498	£0	£-27,498
Capacity and Capability Building	Capability and capacity building development	SEStran	£15,000	£0	£15,000			£15,000	£0			£15,000	£0	£15,000	£0	£0	£0
Capacity and Capability Building	Programme level Monitoring & evaluation	SEStran	£40,000	£50,000	£90,000			£67,498	£50,000			£67,498	£50,000	£117,498	£27,498	£0	£27,498
Capacity and Capability Building	Contingency	n/a	£21,582	£0	£21,582			£2,606	£0			£2,606	£0	£2,606	£-18,976	£0	£-18,976
			£1,913,954	£3,412,200	£5,326,154	£841,100	£1,637,150	£323,130	£60,000	£749,724	£1,715,050	£1,913,954	£3,412,200	£5,326,154	£0	£0	£0

Schools and Young People	£738,950	£1,246,294	£1,985,244	£224,500	£330,850	£0	£0	£490,450	£914,644	£714,950	£1,245,494	£1,960,444	£-24,000	£-800	£-24,800
Workplaces	£71,524	£215,000	£286,524	£24,000	£185,000	£35,524	£10,000	£25,000	£80,000	£84,524	£275,000	£359,524	£13,000	£60,000	£73,000
Accessibility and Inclusion	£717,392	£1,900,906	£2,618,298	£592,600	£1,121,300	£50,000	£0	£104,768	£720,406	£747,368	£1,841,706	£2,589,074	£29,976	£-59,200	£-29,224
Capacity and Capability Building	£386,088	£50,000	£436,088	£0	£0	£237,606	£50,000	£129,506	£0	£367,112	£50,000	£417,112	£-18,976	£0	£-18,976

Risk Number	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PPP12	Funding allocation is perceived to be inequitable by some partners	Possible	Moderate	Medium Risk	Careful engagement with LA partners to coordinate activities and help them understand what factors have influenced decisions Online tool being developed for transparency on where all funding is being spent and results of this	Unlikely	Moderate	Low Risk		Monitoring tool to be live by 14/07	In Progress	29/01/24	03/09/24	MM
PPP14	Reduction in revenue funding by TS could lead to an inequitable programme that favours cycling over walking and wheeling and/or lacks capacity to engage with seldom heard groups	Probable	Major	High Risk	Programme revised to retain revenue funding in key areas such as communities and walking/wheeling Jacobs commissioned to carry out EqIA of entire plan	Possible	Moderate	Medium Risk	Promote plan EqIA to projects as a resource to promote equity in project delivery		In Progress	25/03/24	28/05/24	MM
PPP18	Lack of resource to deliver projects within local authorities or third parties leads to slowed/no delivery on specific projects leading to underspend and/or failure to achieve anticipated impact	Probable	Major	High Risk	Grant monitoring process of reporting on anticipated spend in place and regular meetings with partners to understand any resource issues early. Identify projects more likely to underspend. Keep reserve list of projects that can be funded if underspend develops	Possible	Moderate	Medium Risk		Review reserve list of projects by 31/07. Develop proposal for contingency by 31/07.	In Progress	12/04/24	03/09/24	MM
PPP19	Lack of resource within SEStran to delivery on grant management, 25/26 plan development, comms, M&E, and capability building work. This could variously lead to ineffective grant management and/or a failure to deliver on elements of the plan	Possible	Major	Medium Risk	Budget set aside in Plan for staff resource based on estimate of time required 2 new Projects Officers in place. Regular PPP updates to wider team. Distribute LA and third parties between the team	Unlikely	Moderate	Low Risk	Brief new comms officer on budget and proposals w/c 30th September.	Call to LAs for providing case study support.	In Progress	12/04/24	03/09/24	MM
PPP20	Need to claim grant funds from TS after partners have submitted a claim to SEStran either leads to delay in payments to partners or negative cashflow for SEStran and subsequent charges	Highly Probable	Moderate	High Risk	Gain claim profile info from each partner on a monthly basis to understand cashflow requirements. Work with TS to find solution for advance payments based on this claim profile Discuss with TS options for payment up front on this claim profile	Possible	Moderate	Medium Risk	Update grant claim guidance for Q2 claims by 6/09/24	Develop financial reporting sheet and share with partners at inception meetings. Compile initial claim profile from partners and share with TS - by 07/06. Advanced claim submitted to TS in June. Assessed Q1 claim process.	In Progress	12/04/24	03/09/24	MM
PPP21	Potential for overlap of projects being funded via the CPTF could dilute impact or result in confusion over funding	Possible	Moderate	Medium Risk	Regular contact with CPTF team to understand what is being funded by them in the SEStran region. Seek to show these projects on regional project map for full transparency	Unlikely	Minor	Low Risk	Review meeting with Paths for All on 05/09/24.		In Progress	28/05/24	03/09/24	MM
PPP23	Change in funding priorities/ political agenda impacts the programme development work, potentially resulting in work needing to be redone or no longer needed	Probable	Major	High Risk	Development of 5 year plan to be flexible to changing priorities and ensure consultant is aware of this need for flexibility Develop plan to allow for inclusion of public transport and integrated mode projects. TS have stated that sustainable transport measures will be included under future funding for PPP.	Probable	Moderate	Medium Risk	To raise at 1:1 meetings with LAs during Q2	Raise in inception meeting with consultant - by 7/7	In Progress	28/05/24	03/09/24	BHJ
PPP25	Inability to evidence impact of projects on modal shift results in reduced/no funding from TS in future years	Probable	Major	High Risk	Develop open portal for full transparency on projects funded and their monitoring results. Ongoing engagement with TS Gather case study evidence to supplement quantitative reporting, esp when this may not be available until March 25 or into 25/26	Possible	Moderate	Medium Risk	To raise at 1:1 meetings with LAs during Q2 Develop ITT for evaluation of 24/25 programme 20/09/24.	Share monitoring framework with each partner and discuss in inception meetings	In Progress	28/05/24	03/09/24	MM

Risk Number	Risk Detail	Gross Probability	Gross Impact	Gross Risk Score	Planned Response/Mitigation	Net Probability	Net Impact	Net Risk Score	Actions (inc who and date due)	Completed Actions	Status	Date Raised	Last Updated	Owner
PPP26	There is a risk of a cumulative effect of funding confirmation delays and delays to procurement of work being delivered by local authorities that leads to no/limited delivery and/or underspend	Probable	Moderate	Medium Risk	Ongoing discussions with LAs to understand problems early. Flexibility with grant process to move money between projects.	Possible	Moderate	Medium Risk	Consider solutions for 25/26 by 30/09		New	03/07/24	03/07/24	BHJ
PPP27	There is a risk of mistakes / inaccuracy as we use Excel / Word documents instead of automatic system, which could lead to errors in grant claims, submissions to TS, on funding agreements etc	Probable	Moderate	Medium Risk	One Excel doc to track budget. Implemented budget change tracker. Automated cross checking.	Possible	Minor	Low Risk	Investigate cost benefit of alternative system in Q2		New	03/07/24	03/07/24	MM
PPP27	There is a risk of mistakes / inaccuracy as we use Excel / Word documents instead of automatic system, which could lead to errors in grant claims, submissions to TS, on funding agreements etc	Probable	Moderate	Medium Risk	One Excel doc to track budget. Implemented budget change tracker. Automated cross checking.	Possible	Minor	Low Risk	Investigate cost benefit of alternative system in Q2		New	03/07/24	03/07/24	MM

People and Place Plan - Local Authority Projects

Budget Code: 92092, 92093
 Responsible Officer: Beth Harley-Jepson, Rebecca Smith, Sandra Lavergne
 Manager: Michael Melton
 RTS Objectives: 1, 2, 4
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

Project Summary
This area of the PPP covers all grants to Local Authorities. Projects cut across all of the themes of the Plan as set out by Transport Scotland. In total, grants have been awarded to the 8 SEStran Local Authorities to deliver 78 projects.
Q1 Progress
Awards were made later than expected due to delay in received funding from TS, but all awards are now finalised and funding agreements have been issued. Inception meets have also been held with each LA to discuss reporting requirements. There were some minor changes to the budget between programmes in this area to accommodate changes to projects and priorities, but this has not resulted in any changes to the overall plan budget.
Q2 Progress
Reports and grant claims were received at the start of Q1 detailing spend to date and activities completed. Most projects here are running to plan, albeit most were not programmed to begin until Q2. Grant claims were slightly down on expected values, but not significantly so. Work has progressed over the quarter, with updates meetings being scheduled with all LAs towards the end of September.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Project award	01/04/2024	30/04/2024	30/04/2024	Complete - Late	28/05/2024
Inception Meetings	31/05/2024		24/05/2024	Complete	28/05/2024
Q1 Reporting & Claims	12/07/2024		09/07/2024	Complete	05/08/2024
Q2 Reporting & Claims	11/10/2024			On Track	05/08/2024
Q3 Reporting & Claims	17/01/2025			On Track	05/08/2024
Q4 Reporting & Claims	11/04/2025			On Track	05/08/2024

People and Place Plan - Non Local Authority Projects

Budget Code: 92092, 92093
 Responsible Officer: Beth Harley-Jepson, Rebecca Smith, Sandra Lavergne
 Manager: Michael Melton
 RTS Objectives: 1, 2, 4
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

Project Summary
This area of the PPP covers all grants to third parties. Projects cut across all of the themes of the Plan as set out by Transport Scotland. In total, grants have been awarded to 9 organisations to deliver 14 projects.
Q1 Progress
Awards were made later than expected due to delay in received funding from TS, but all awards are now finalised and funding agreements have been issued. Inception meetings have also been held with each organisation to discuss reporting requirements. Once project has had its grant award increased by £3,976 due to a complexity around VAT - this has been covered by the overall plan contingency.
Q2 Progress
Reports and grant claims were received at the start of Q1 detailing spend to date and activities completed. Most projects commenced work in Q1, with good progress reported overall. One project has become undeliverable due to recruitment challenges, with alternative options for use of this funding being explored. Grant claims were slightly down on expected values, but not significantly so. Work has progressed over the quarter, with updates meetings being scheduled with all third parties towards the end of September.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Project award	01/04/2024	30/04/2024	30/04/2024	Complete - Late	28/05/2024
Inception Meetings	31/05/2024		24/05/2024	Complete	28/05/2024
Q1 Reporting & Claims	12/07/2024		09/07/2024	Complete	05/08/2024
Q2 Reporting & Claims	11/10/2024			On Track	05/08/2024
Q3 Reporting & Claims	17/01/2025			On Track	05/08/2024
Q4 Reporting & Claims	11/04/2025			On Track	05/08/2024

People and Place Plan - SEStran Projects

Budget Code: 92092, 92093
 Responsible Officer: Beth Harley-Jepson, Rebecca Smith, Sandra Lavergne
 Manager: Michael Melton
 RTS Objectives: 1, 2, 4
 Last Updated: 30/08/2024

Programme Status: On Target

Finance Status: On Budget

Project Summary
This area of the PPP covers all funding being spent directly by SEStran. It covers some project delivery (including GoEbike and TravelKnowHow), communications, knowledge sharing, overall plan management and development, and plan wide monitoring and evaluation.
Q1 Progress
Due to later than expected funding confirmation, work has been delayed but it is felt at this point that this won't have a material impact on the overall programme. A tender has been awarded for plan wide monitoring and to increase transparency, and an additional tender will be awarded priority to the committee to support programme development. Work has begun to plan a knowledge sharing event in September. There have been no budget changes in this area, but it is expected that there will be some variance in Q2 as budgets for pieces of work become clear.
Q2 Progress
Progress in Q2 continues to be running to plan. Despite the late award of the programme development tender, this work remains on its original programme to report to the Board in December. A successful knowledge sharing workshop was held on 29th August with all 8 LAs being represented for a discussion on common approaches and areas of focus, as well as focusing on the 25/26 onwards plan development.
Q3 Progress
Q4 Progress

Milestones					
Name	Due Date	Revised Date	Completed Date	Status	Last Updated
Award monitoring tender	26/04/2024		26/04/2024	Complete	28/05/2024
Award plan development tender	31/05/2024	07/06/2024	07/06/2024	Complete - Late	28/05/2024
Q1 report to TS	12/07/2024		12/07/2024	Complete	05/08/2024
Q2 Knowledge Sharing Event	29/08/2024		29/08/2024	Complete	30/08/2024
Q2 Report to TS	14/10/2024			On Track	30/08/2024
25/26 Plan approved by Board	06/12/2024			On Track	30/08/2024
Q3 Report to TS	17/01/2025			On Track	30/08/2024
Q4 Report to TS	15/04/2025			On Track	30/08/2024
24/25 evaluation report to TS	30/06/2025			On Track	30/08/2024