

**SESTRAN PARTNERSHIP BOARD MEETING**

**Dean of Guild Courtroom, City Chambers, Edinburgh, EH1 1YJ**  
**Or via Microsoft Teams**  
**10:00am Friday 14<sup>th</sup> March 2025**

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**09:30 TEA/COFFEE**  
**10:00 PARTNERSHIP BOARD**  
**11:30 BREAK**  
**11:45 PARTNERSHIP BOARD**  
**13:00 LUNCH**

**AGENDA**

**Page No's**

- 1. ORDER OF BUSINESS**
- 2. APOLOGIES**
- 3. DECLARATIONS OF INTEREST**

**AGENDA A – POINTS FOR DECISION**

- |            |  |           |
|------------|--|-----------|
| <b>A1.</b> | <b><u>MINUTES (For Approval)</u></b>   |           |
|            | (a) Partnership Board – Friday 6 <sup>th</sup> December 2024 (note that the PROGRAMME OF MEETINGS 2025 was approved by the Partnership Director following the meeting of the Partnership Board in December 2024) | <b>7</b>  |
|            | (b) Performance and Audit Committee – 28 February 2025   | <b>12</b> |
| <b>A2.</b> | <b><u>FINANCE REPORTS</u></b> - Reports by Richard Lloyd-Bithell, Treasurer/Iain Shaw  |           |
|            | (a) Revenue Budget 2025/26 and Indicative Financial Plan 2026/27 to 2027/28  | <b>16</b> |
|            | (b) Annual Treasury Management Strategy  | <b>25</b> |
|            | (c) Finance Officers Report  | <b>27</b> |
| <b>A3.</b> | <b>GO SESTRAN</b> – Report by Andrew Ferguson/Rebecca Smith  | <b>33</b> |
| <b>A4.</b> | <b>PARTNERSHIP DIRECTOR'S UPDATE</b> – Presentation by Brian Butler  |           |
| <b>A5.</b> | <b>BUSINESS PLAN AND ANNUAL REPORT</b> – Report by Rachael Murphy/Sarah Junik  | <b>39</b> |
| <b>A6.</b> | <b>APPOINTMENTS TO THE PERFORMANCE &amp; AUDIT COMMITTEE AND SUB-COMMITTEE</b> – Report by Brian Butler  | <b>54</b> |
| <b>A7.</b> | <b>20% REDUCTION IN CAR USE</b> – Report by Brian Butler   | <b>58</b> |

**A8. ASSET MANAGEMENT STRATEGY – Report by Brian Butler 65**

**DATE OF NEXT MEETING:**

The date of the next meeting is **Friday 20 June 2025**

**AGENDA B – POINTS FOR NOTING**

- B1. COMMUNICATIONS STRATEGY – Presentation by Sarah Junik 76**  
– for noting from 6 December Board
- B2. PEOPLE AND PLACE 25/26 UPDATE – Report by Michael Melton 81**
- B3. CLIMATE CHANGE DUTIES REPORT – Report by Rebecca 103**  
Smith – for noting from 6<sup>th</sup> Dec Board
- B4. REGIONAL TRANSPORT STRATEGY DELIVERY PLAN – 118**  
Report by Rachael Murphy
- B5. PEOPLE AND PLACE GRANT AWARDS – Report by Michael 131**  
Melton
- B6. CONTRACTS REGISTER – Report by Michael Melton 133**
- B7. RISK REGISTER – Report by Angela Chambers 136**
- B8. PROJECTS AND STRATEGY PERFORMANCE – Report by 153**  
Michael Melton
- B9. EXTERNAL AUDIT - ANNUAL AUDIT PLAN 2024/25 – Report by 161**  
Richard Lloyd-Bithell, Treasurer/Iain Shaw

Gavin King  
Secretary to SESTRAN  
Head of Democracy, Governance and Resilience  
Legal and Assurance Division  
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7 March 2025

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**Partnership Board Agenda Briefing Note – 14 March 2025**

<u>Item</u>	<u>Paper</u>	<u>Board Action</u>
<u>A2(a)</u>	<p><b><u>Revenue Budget 2025/26 and Indicative Financial Plan 2026/27 to 2027/28</u></b></p> <p>This report presents a revenue budget for 2025/26 for approval and an indicative financial plan for 2026/27 for noting.</p> <p>It is recommended that the Partnership:</p> <ul style="list-style-type: none"> <li>• approves the proposed Core budget of £852,000 for 2025/26, as detailed at Appendix 1</li> <li>• approves the proposed Projects budget for 2025/26, as detailed at Appendix 2(a)</li> <li>• notes that financial planning for 2026/27 will be developed throughout 2025 for review by the Partnership in December 2025</li> <li>• note that the proposed budget is subject to a number of risks. All income and expenditure will be monitored with updates reported to each Partnership meeting.</li> </ul>	<u>Approval &amp; Noting</u>
<u>A2(b)</u>	<p><b><u>Annual Treasury Management Strategy</u></b></p> <p>The purpose of this report is to propose a Treasury Management Strategy for 2025/26.</p> <ul style="list-style-type: none"> <li>• It is recommended that the Partnership approves the continuation of the current arrangement.</li> </ul>	<u>Approval</u>
<u>A2(c)</u>	<p><b><u>Finance Officers Report</u></b></p> <p>This report presents the third 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 January 2025.</p> <p>It is recommended that the Partnership notes:</p> <ul style="list-style-type: none"> <li>• the forecast of a balanced Core revenue budget for 2024/25</li> <li>• the forecast underspend on the Projects budget of £83,000 after future lease commitments are met.</li> </ul>	<u>For Noting</u>

	The actual underspend will be confirmed at the financial year-end and carried forward to 2025/26.	
<u>A3</u>	<p><b><u>Go SEStran</u></b></p> <p>The purpose of this report is to update on adverse developments since the Board meeting in September, and to recommend termination of SEStran’s further involvement in the GoSEStran project given problems with the procurement process and the lack of progress made to date on securing long-term funding.</p> <p>As the Chair has ruled that the failure of the procurement process and failure to secure the anticipated level of funding constitute material changes to circumstances it is recommended that the Board:</p> <ul style="list-style-type: none"> <li>• Agrees to discontinue the GoSEStran project and associated app as from 31 March 2025.</li> <li>• Agrees that a review of the project will be carried out at Performance and Audit Strategy and Delivery Oversight Subgroup (PaSDOS)`</li> </ul>	<u>For Approval</u>
<u>A4</u>	<p><b><u>Partnership Director’s Update</u></b></p> <p>Brian Butler will provide an update on the below subjects not covered in the various reports or other presentations that the Board will enjoy today.</p> <ul style="list-style-type: none"> <li>• Equalities Outcomes</li> <li>• Council Requisitions</li> <li>• Cross-Forth Ferry</li> <li>• City Region Deal 2?</li> <li>• Local Government Reorganisation?</li> <li>• Devolution?</li> <li>• Transport Governance?</li> </ul>	<u>For noting</u>
<u>A5</u>	<p><b><u>Business Plan and Annual Report</u></b></p> <p>This report informs the board on progress of the Annual Report for financial year 2024/25 and the Business Plan for 2025/26-2027/28.</p> <p>It is requested that the Board:</p> <ul style="list-style-type: none"> <li>• Read the draft Annual Report and email any comments or feedback to Sarah Junik (sarah.junik@sestrans.gov.uk)</li> </ul>	<u>Noting</u>



	<ul style="list-style-type: none"> <li>• Share the Annual Report, once published, with their network and contacts, to help raise awareness of the work of SEStran.</li> <li>• Give feedback on the business plan methodology, in the Partnership Board Meeting</li> <li>• Give their feedback on the projects themselves</li> </ul>	
<u>A6</u>	<p><b><u>Appointments to the Performance &amp; Audit Committee and Sub-Committee</u></b></p> <p>This report seeks the Board’s approval of nominations to the Performance and Audit Committee by West Lothian Council and the City of Edinburgh Council</p> <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Approve the appointments of Councillors Conn and Jenkinson to the Performance and Audit Committee</li> <li>• Note the membership and remit of the Project and Strategy Delivery Oversight Subgroup</li> </ul>	<u>For Approval and Noting</u>
<u>A7</u>	<p><b><u>20% Reduction in Car Use</u></b></p> <p>This report provides an update on developments since the last Board meeting and seeks to provide assurance to the Board that a revised timetable will allow interested parties to express their views as part of a future consultation process.</p> <p>The Partnership Board is asked to note that:</p> <ul style="list-style-type: none"> <li>• The 20% Reduction in Car Use by 2030 target is being reviewed</li> <li>• The Route Map will not now be published until spring 2026</li> <li>• Local authorities, CoSLA, SCOTS and RTPs will be consulted prior to the Route Map being finalised</li> </ul>	<u>For Noting</u>
<u>A8</u>	<p><b><u>Asset Management Strategy</u></b></p> <p>In its External Audit of SEStran’s accounts for financial year 23/24, Audit Scotland recommended that SEStran should undertake a full review of its asset management procedures, ensuring that the asset register fully reflects the assets in use.</p>	<u>For Approval</u>

	<ul style="list-style-type: none"><li>• A Draft Asset Management Strategy is presented for consideration by the Partnership Board.</li></ul>	
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# SEStran Partnership Board Minutes

**10.00am, Friday 6 December 2024**

Dean of Guild Court Room, City Chambers, Edinburgh, and Microsoft Teams

<u>Present</u>	<u>Name</u>	<u>Organisation Title</u>
	Cllr Sally Pattle (Chair) (presided for items A1 to A6)	West Lothian Council
	Cllr Russell Imrie (Vice Chair) - In accordance with Standing Order 6.4 Cllr Russell Imrie presided for items A6 onwards	Midlothian Council
	Cllr Stephen Jenkinson	City of Edinburgh Council
	Cllr Iain Whyte	City of Edinburgh Council
	Cllr John McMillan (Vice Chair)	East Lothian Council
	Cllr Ian Cameron	Fife Council
	Cllr Colin Cassidy	Midlothian Council
	Cllr Tom Conn	West Lothian Council
	Paul White	Non-Councillor Member
	Simon Hindshaw	Non-Councillor Member
	Callum Hay	Non-Councillor Member
	Alistair Couper	Non-Councillor Member
	Linda Bamford	Non-Councillor Member
	Kate Sherry	Non-Councillor Member

<u>In Attendance</u>	<u>Name</u>	<u>Organisation Title</u>
	Andrew Rose (Clerk)	City of Edinburgh Council
	Iain Shaw	City of Edinburgh Council
	Jamie Robertson	City of Edinburgh Council
	Ian King	East Lothian Council
	John Mitchell	Fife Council
	Nicola Gill	West Lothian Council
	Brian Butler	SEStran
	Rachael Murphy	SEStran
	Sandra Lavergne	SEStran
	Keith Fiskin	SEStran
	Beth Harley-Jepson	SEStran
	Michael Melton	SEStran
	Rebecca Smith	SEStran
	Nikki Boath	SEStran
	Sarah Junik	SEStran

## **Apologies for Absence**

<b><u>Name</u></b>	<b><u>Organisation Title</u></b>
Cllr Fiona Law	Clackmannanshire Council
Cllr Kayleigh O'Neill	City of Edinburgh Council
Cllr Sanne Dijkstra-Downie	City of Edinburgh Council
Cllr Margaret Anslow	Falkirk Council
Cllr Jenny Linehan	Scottish Borders Council
Geoff Duke	Non-Councillor Member

## **A1. Chair's Introduction**

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The Chair welcomed everyone to the meeting, and paid tribute to the Board's Vice Chairs and its Officers for their support and hard work.

The Chair welcomed Councillor Jenkinson to his first meeting of the Board.

## **A2. Minutes**

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### **Decision**

- 1) To agree the minute of the SEStran Partnership Board of 27 September 2024 as a correct record, and
- 2) To agree the minute of the SEStran Performance and Audit Committee of 29 November 2024 as a correct record.

## **A3(a). Indicative Financial Plan 2025/26 to 2026/27**

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The Board considered a report by the Treasurer which provided an update on financial planning being progressed for the 2025/26 revenue budget and an indicative plan for 2026/27.

### **Decision**

- 1) That it be noted that financial planning for 2025/26 to 2026/27 will continue to be developed for the approval of a revenue budget by the Partnership at its meeting in March 2025;
- 2) That it be noted that the proposed budget is subject to a number of risks, and that all income and expenditure of the Partnership will continue to be monitored closely with updates reported to each Partnership meeting.

(Reference – report by the Treasurer, submitted.)

## **A3(b). Finance Officer's Report**

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The Board considered a report by the Treasurer which presented the second 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, and also provided an analysis of financial performance to the end of October 2024.

### **Decision**

- 1) That the forecast overspend on the Core revenue budget of £14,000, which is principally due to a reduction in Scottish Government grant funding and will be met by a drawdown from the Partnership's unallocated reserve, be noted;
- 2) That the forecast underspend on the Projects budget of £50,000, after future lease commitments are met, be noted, and
- 3) That the re-alignment of the 2024/25 Projects budget to reflect planned activity be noted.

(Reference – report by the Treasurer, submitted.)

## **A4. Partnership Directors Update**

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The Partnership Director gave a presentation to the Board on (a) Transport Scotland's "Route Map to 20% Reduction in Car Use"; (b) the Concordat with the City Region Deal; (c) Electric Vehicle Charging Infrastructure; (d) Regional Transport Strategy Delivery Plan

During consideration of the presentation, there was agreement by the Board of a process whereby members could feed back comments on the "Route Map to 20% Reduction in Car Use" in advance of a meeting of COSLA the following week.

### **Decision**

To note the Partnership Director's Update Presentation

(Reference – Presentation by Partnership Director, submitted)

## **A5. People and Place Plan**

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The Board considered a report by the Programme Manager which presented an outline of the People and Place Delivery Plan, including work carried out to date, future plans, and the management of grant funds in 2025/26. The report also sought approval for grant eligibility criteria and the assessment process for the related grant funds.

### **Decision**

- 1) That the content of the report be noted and the People and Place Delivery Plan, attached at Appendix 1 to the report, be approved.
- 2) That the setting of the fund values, as noted at paragraph 4.2 of the report for Grants to Local Authorities, Grants to Third Parties, and the Community Grant Fund, be delegated to the Partnership Director.
- 3) That the eligibility and assessment criteria, detailed at Appendix 2 of the report for grants to third parties, be approved and that the ability to vary the project section of the eligibility criteria, as set out in paragraph 4.4.3 of the report, be delegated to the Partnership Director.

- 4) That the eligibility and assessment criteria, detailed at Appendix 3 of the report for the community grant fund, be approved, and that the ability to vary these criteria to support alignment with SPT and Tactran, as set out in paragraph 4.5.3 of the report, be delegated to the Partnership Director

(Reference – Report by Programme Manager, submitted)

## **A6. Regional Bus Strategy**

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The Board considered a report by the Strategy Manager which informed it of the progress of the SEStran Regional Bus Draft Strategy, which was accompanied by a series of videos which had been shared with Board members prior to the meeting.

At 12.30pm Councillor Pattle (Chair) left the meeting and Councillor Imrie (Vice Chair) assumed the Chair.

### **Decision**

- 1) That the video summaries of the policy areas, and the feedback provided by Board Members, be noted.
- 2) That the Board Members be encouraged to complete and return the follow-up surveys which will be issued after the meeting.
- 3) That the Board continues to engage with, and supports, the strategy process.

(Reference – Report by Strategy Manager, submitted)

Following conclusion of the foregoing item of business, in accordance with Standing Order 6.6 (3) a quorum of Board members was not present. The meeting stood adjourned, however, the Vice-Chair (presiding) requested that officers presented to those Board members still in attendance, the reports as listed on the agenda for information purposes only and acknowledged that no decisions could be taken. Those agenda items not formally considered were:-

A7 – Communications Strategy

A8 – Climate Change Duties Report

A9 – Programme of Meetings 2025

A10 – Date of Next Meeting

B1 – Consultations Update

B2.1 – Minute of Equalities and Access to Healthcare Forum – 26th September 2024

B2.2 - Integrated Mobility Forum – 10th October 2024

B2.3 - Logistics and Freight Forum – 21st November 2024

B3 – People and Grant Awards



**PERFORMANCE & AUDIT COMMITTEE**

**Virtual Meeting via Microsoft Teams  
on Friday 28 February 2025  
1.00pm**

<b>PRESENT:</b>	<u>Name</u>	<u>Organisation Title</u>
	Councillor McMillan (Chair)	East Lothian Council
	Councillor Law (items A8b – A12)	Clackmannanshire Council
	Councillor Linehan	Scottish Borders Council
	Councillor Conn	West Lothian Council
	Callum Hay	Non-Councillor Member
	Simon Hindshaw	Non-Councillor Member
	Doreen Steele	Non-Councillor Member
	John Scott	Non-Councillor Member

<b>IN ATTENDANCE:</b>	<u>Name</u>	<u>Organisation Title</u>
	Brian Butler	SEStran
	Angela Chambers	SEStran
	Cheryl Fergie	SEStran
	Callum Finlayson Crawshaw	Audit Scotland
	Keith Fisker	SEStran
	Andrew Henderson (Clerk)	City of Edinburgh Council
	Sandra Lavergne	SEStran
	Michael Melton	SEStran
	Rachel Murphy	SEStran
	Iain Shaw	City of Edinburgh Council
	Tarryn Wilson-Jones	Audit Scotland

**Action by**

**A1. APPOINTMENT OF CHAIR**

**Decision**

To appoint Councillor McMillan as the Chair for the remainder of the meeting.

**A2. ORDER OF BUSINESS**

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

**A3. APOLOGIES**



Apologies were submitted on behalf of Councillor Imrie (Midlothian Council)

**A4. DECLARATION OF INTERESTS**

None.

**A5. MINUTES**

To approve the minute of the Performance and Audit Committee of Friday 29<sup>th</sup> November 2024 as a correct record.

**A6. PROJECTS AND STRATEGY PERFORMANCE REPORT**

An update on future reporting plans was provided with an overview of performance of the Partnership's strategy and project workstreams in Quarter 4 to date.

**Decision**

To note the contents of this report.

(Reference – report by the Programme Manager, submitted)

**A7. EXTERNAL AUDIT PLAN 2024/2025**

The External Auditor's Annual Audit Plan for 2024/25 was presented.

**Decision**

- 1) To note the External Audit Annual Audit Plan; and
- 2) To refer the External Audit Annual Audit Plan to the Partnership Board meeting of 14<sup>th</sup> March 2025

(Reference – report by the Treasurer, submitted)

**A8. FINANCE REPORTS**

**(a) Revenue Budget 2025/26 and Indicative Financial Plan 2026/27 to 2027/28**

An update on development of a revenue budget for 2025/26 and an indicative financial plan for 2026/27 were presented. The proposed revenue budget for 2025/26 will be presented to the Partnership Board for approval at its meeting on 14th March 2025.

**Decision**

- 1) To note the financial planning assumptions for the Partnership's

proposed revenue budget for 2025/26;

- 2) To note that financial planning for 2025/26 to 2026/27 will continue to be developed for approval of a revenue budget by the Partnership at its meeting in March 2025;
- 3) To note that the proposed budget is subject to a number of risks. All income and expenditure of the Partnership will continue to be monitored closely with updates reported to each Partnership meeting.

(Reference – report by the Treasurer, submitted)

### **(b) Annual Treasury Management Strategy 2024/25**

The Treasury Management Strategy for 2025/26 was presented.

#### **Decision**

- 1) To note the Annual Treasury Management Strategy; and
- 2) To refer the Strategy to the Partnership Board to approve the continuation of the current arrangement, as outlined in Appendix 1.

(Reference – report by the Treasurer, submitted)

### **(c) Finance Officer's Report**

An 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 was presented with an analysis of financial performance to the end of January 2025.

#### **Decision**

- 1) To note the forecast of a balanced Core revenue budget for 2024/25; and
- 2) To note the forecast underspend on the Projects budget of £83,000 after future lease commitments are met. The actual underspend will be confirmed at the financial year-end and carried forward to 2025/26.

(Reference – report by the Treasurer, submitted)

## **A9. RISK MANAGEMENT FRAMEWORK**

An update on SEStran's strategic risk register was presented. Whilst presenting the report officers highlighted an inaccuracy in relation to

paragraph 3.1 and clarified that the decision to focus on the key strategic risks was prompted by a conversation with Audit Scotland, and was not a recommendation in the final Audit Report as stated in the paper.

### **Decision**

- 1) To note the contents of the report, 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)

## **A10. SESTRAN BUSINESS PLAN 2025/26**

An update on the new and ongoing work SEStran officers plan to deliver in the year 2025/26, as well as a direction for these projects in the medium term was presented.

### **Decision**

- 1) To note the themes and core activity of the business plan on the Miro Board presented at the meeting;
- 2) Note the activity planned by officers and give feedback; and
- 3) To approve progress of the draft plan for presentation to the Partnership Board in March for discussion; and
- 4) To request that officers include a reference to learning strategies in future.

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

## **A11. CONTRACTS REGISTER**

The contract register was presented for review in line with a commitment to transparency in procurement.

### **Decision**

To note the Contract Register as attached at Appendix 1

(Reference – report by the Programme Manager, submitted)

## **A12. DATE OF NEXT MEETING**

Friday 8<sup>th</sup> June 2025

## Revenue Budget 2025/26 and Indicative Financial Plan 2026/27

### 1. Introduction

- 1.1 This report presents a revenue budget for 2025/26 for approval and an indicative financial plan for 2026/27 for noting.
- 1.2 This report was reviewed by the Performance and Audit Committee at its meeting on 28<sup>th</sup> February 2025.

### 2. Main Report

#### Scottish Government Budget 2025-26

- 2.1 The Scottish Budget was passed by the Scottish Parliament on 25th February 2025.
- 2.2 It is anticipated Scottish Government funding to Regional Transport Partnerships (RTPs) for 2025/26 will be advised in early 2025.
- 2.3 Following a reduction of £39,000 (5%) in 2024/25, it is anticipated there will be no further change to the Partnership's core funding of £0.743m from the Scottish Government, and that there will be no re-allocation of the grant among RTP's. Both assumptions remain to be confirmed.
- 2.4 If available, an update will be provided to the meeting of the Partnership Board on 14th March 2025.

#### Proposed Revenue Budget 2025-26

- 2.5 Section 3 of the Transport (Scotland) Act 2005, as amended by the Section 122 of the Transport (Scotland) Act 2019 requires the constituent councils of a Regional Transport Partnership to meet the estimated net expenses of the Partnership.
- 2.6 A financial planning report was considered by the Partnership on 6th December 2024. The Partnership noted the financial planning assumptions being progressed for 2025/26 and 2026/27.
- 2.7 Financial planning for 2025/26 and 2026/27 is based on receiving £743,100 of grant funding from Transport Scotland and £190,000 from constituent council requisitions. This represents a stand-still in both the Transport Scotland grant and Council requisitions.
- 2.8 In 2024/25, the Partnership was awarded additional funding of £5.326m from Transport Scotland to progress the People and Place Programme (PPP).

- 2.9** For 2025/26, the Scottish Government has advised PPP revenue funding of £2.099m and capital funding of £4.270m – a total of £6.369m. This is an increase of £1.043m from 2024/25. A similar level of funding is estimated for 2026/27, although funding for 2026/27 remains to be confirmed.
- 2.10** The financial plan make provision for a pay award of 3% in 2025/26 and 2026/27.
- 2.11** The proposed budget for 2025/26 includes the change in employers National Insurance contribution rates announced by the Chancellor of the Exchequer on 30<sup>th</sup> October 2024. This is estimated to cost an additional £11,000.
- 2.12** In the Scottish Government Local Government Finance Settlement announcement, it was advised that discussions remained in progress between the Scottish Government and the UK Government on the provision of additional funding to offset the impact of changes in employer’s National Insurance from April 2025.
- 2.13** Following the Scottish Parliament’s Stage 1 debate on the Scottish Government budget, a shortfall is estimated in the funding to be provided for the increase in National Insurance contributions, with the scope of organisations covered by the funding announcement to be confirmed.
- 2.14** The proposed budget for 2025/26 therefore seeks to contain the additional National Insurance contribution liability.
- 2.15** Other budget estimates have been updated to reflect forecast future costs.
- 2.16** An analysis of the proposed Core budget for 2025/26 and Indicative Financial Plan for 2026/27 is shown in Appendix 1.
- 2.17** Appendix 2 shows the Project Financial Plan for 2025/26. The Plan is based on the indicative Project activity reported to the Partnership on 15<sup>th</sup> March 2024. Proposed project activity for 2026/27 will be developed during 2025/26.
- 2.18** A summary of the proposed revenue budget for 2025/26 and indicative plan for 2026/27 is presented in the table below. Expenditure is forecast to be within the funding available for each year. The 2026/27 Projects budget is a best estimate of project activity, at this stage.

	<b>2025/26</b>	<b>2026/27</b>
	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>		
Core	852	933
Projects	205	150
People and Place	6,369	6,369
<b>Total Expenditure</b>	<b>7,426</b>	<b>7,452</b>
<b>Income</b>		
Scottish Government grant	(743)	(743)
Council contribution	(190)	(190)
Other external income	(124)	(150)
People and Places grant	(6,369)	(6,369)
<b>Total Income</b>	<b>(7,426)</b>	<b>(7,452)</b>

<b>Total</b>	<b>0</b>	<b>0</b>
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**2.19** Appendix 3 shows all budgeted expenditure and income since 2019/20.

**2.20** The 2025/26 Council requisitions, based on the proposed budget are shown in the table below.

<b>Council</b>	<b>Requisition</b>
Clackmannanshire	6,094
East Lothian	13,344
Edinburgh	61,389
Falkirk	18,610
Fife	43,786
Midlothian	11,528
Scottish Borders	13,683
West Lothian	21,565
<b>Total</b>	<b>£190,000</b>

**2.21** In accordance with the provisions of the Transport Scotland (2019) Act, the Partnership has agreed a Reserves Policy and established an unallocated General Fund reserve of £47,000, based on 5% of the core revenue budget.

**2.22** At 1<sup>st</sup> April 2024, the Partnership has an unallocated General Fund Reserve of £135,000. Based on the forecast of a balanced budget at 31<sup>st</sup> March 2025, the Partnership's unallocated General Fund Reserve will remain at £135,000. This is 14% of the Core budget.

**2.23** A risk assessment for 2025/26 is included at Appendix 4. Financial scenario planning is included at Appendix 5.

### **3 Next Steps**

**3.1** Following approval of the proposed budget by the Partnership, requisitions will be issued by the Treasurer to constituent councils.

### **4 Recommendation**

**4.1** It is recommended that the Partnership:

**4.1.1** approves the proposed Core budget of £852,000 for 2025/26, as detailed at Appendix 1;

**4.1.2** approves the proposed Projects budget for 2025/26, as detailed at Appendix 2(a);

**4.1.3** notes that financial planning for 2026/27 will be developed throughout 2025 for review by the Partnership in December 2025;

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

### **5 Background Reading/External References**

- 5.1 [Indicative Financial Plan 2025/26 and 2026/27](#) – report to South-East Scotland Transport Partnership 6<sup>th</sup> December 2024
- 5.2 [Revenue Budget 2024/25 and Indicative Financial Plan 2025/26](#) – report to South-East Scotland Transport Partnership 15<sup>th</sup> March 2024

**Richard Lloyd-Bithell**

Treasurer

7<sup>th</sup> March 2025

- Appendix**    Appendix 1 – Proposed Core Budget 2025/26 and Indicative Budget 2026/27  
                   Appendix 2(a) – Projects - Proposed Activity 2025/26  
                   Appendix 2(b) - Projects - Indicative Activity 2026/27  
                   Appendix 3 – Summary of Revenue Budget 2019/20 – 2025/26  
                   Appendix 4 - Risk Assessment 2025/26  
                   Appendix 5 – Scenario Planning 2025/26

**Contact**        [iain.shaw@edinburgh.gov.uk](mailto:iain.shaw@edinburgh.gov.uk)

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

**Appendix 1**

**Proposed Core Budget 2025/26 and Indicative Financial Plan 2026/27**

	<b>Approved Budget 2024/25</b>	<b>Proposed Budget 2025/26</b>	<b>Indicative Budget 2026/27</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Employee Costs</b>			
Salaries	499	564	589
National Insurance	57	76	80
Pension Fund	134	151	157
Recharges	0	(149)	(103)
Training & Conferences	10	8	8
Interviews & Advertising	2	2	2
	<b>702</b>	<b>652</b>	<b>733</b>
<b>Premises Costs</b>	<b>18</b>	<b>21</b>	<b>21</b>
<b>Transport</b>	<b>8</b>	<b>5</b>	<b>5</b>
<b>Supplies and Services</b>			
Communications & Computing	48	48	48
Hosted ICT – Novus FX	44	45	45
Printing, Stationery & General Office Supplies	7	7	7
Insurance	7	7	7
Equipment, Furniture, Materials, Miscellaneous	4	4	4
	<b>110</b>	<b>111</b>	<b>111</b>
<b>Support Services</b>			
Finance	31	31	31
Legal Services / HR	7	7	7
	<b>38</b>	<b>38</b>	<b>38</b>
<b>Corporate &amp; Democratic</b>			
Clerks Fees	12	12	12
External Audit Fees	12	12	12
Members Allowances and Expenses	1	1	1
	<b>25</b>	<b>25</b>	<b>25</b>
<b>Interest</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Gross Expenditure</b>	<b>901</b>	<b>852</b>	<b>933</b>
<b>Funding</b>			
Scottish Government Grant	(711)	(662)	(743)
Council Requisitions	(190)	(190)	(190)
<b>Total Funding</b>	<b>(901)</b>	<b>(852)</b>	<b>(933)</b>



## Projects – Proposed Activity 2025-26

Service	2024/25	2025-26			Description
	Net Budget £'000	Expenditure £'000	Income £'000	Net Expenditure £'000	
Sustainable Travel	25	20	(20)	0	Development of approaches to Sustainable Travel.
Active Travel	3	5	(5)	0	Design support for infrastructure.
Bus Strategy Development	75	40	(40)	0	Regional Bus Strategy development.
Regional Transport Strategy	20	18	0	18	Development of the Regional Transport Strategy delivery plan.
Transport Appraisal	8	0	0	0	Projects that use transport appraisal STAG guidance e.g. Newburgh Station work.
GO e-BIKE	49	10		10	Regional bike sharing scheme.
Thistle Assistance	6	30	(24)	6	Public facing accessibility programme for public transport.
Consultancy support	22	22	0	22	External support for officers.
Equalities Access to Healthcare	5	10		10	Development and delivery of travel to healthcare work.
EV Strategy	35	5	0	5	Development and coordination of regional approach to EV charging.
Freight Strategy	10	20	(20)	0	Development and coordination of regional approach to freight and logistics.
Real-Time Passenger Information System	0	25	(15)	10	Development and delivery of regional real time information for bus/tram/train.
Carried forward from 2023/24	(187)				
<b>Total</b>	<b>71</b>	<b>205</b>	<b>(124)</b>	<b>81</b>	
<b>People and Places</b>					
Revenue projects	1,914	2,099	(2,099)	0	
Capital projects	3,412	4,270	(4,270)	0	
<b>Total</b>	<b>5,326</b>	<b>6,369</b>	<b>(6,369)</b>	<b>0</b>	

## Summary of Revenue Budget 2019/20 – 2025/26

	19/20	20/21	21/22	22/23	23/24	24/25	25/26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Core	584	581	663	619	774	901	852
Projects	690	1,080	809	907	713	325	205
People and Places							
- Revenue						1,914	2,099
- Capital						3,412	4,270
<b>Total Budget</b>	<b>1,274</b>	<b>1,661</b>	<b>1,472</b>	<b>1,526</b>	<b>1,487</b>	<b>6,552</b>	<b>7,426</b>
<b>External Funding</b>							
EU Grants	82	142	106	210	26	100	0
Other income	220	547	394	344	489	154	124
People and Places							
- Revenue						1,914	2,099
- Capital						3,412	4,270
<b>Total External Funding</b>	<b>302</b>	<b>689</b>	<b>500</b>	<b>554</b>	<b>515</b>	<b>5,580</b>	<b>6,493</b>
Scottish Government	782	782	782	782	782	743	743
Council Requisition	190	190	190	190	190	190	190
<b>Total Funding</b>	<b>1,274</b>	<b>1,661</b>	<b>1,472</b>	<b>1,526</b>	<b>1,487</b>	<b>6,513</b>	<b>7,426</b>
<b>Net Position – Surplus (+ve)/ Shortfall (-ve)</b>						<b>(39)</b>	<b>0</b>

Note: For 2024/25, the shortfall of £39,000 reflects a reduction in Scottish Government grant funding. The reduction was confirmed after the Partnership had approved the 2024/25 budget. The shortfall is being managed by recharging appropriate staff costs to the People and Place Programme in 2024/25.

Risk Description	Existing Controls
<p><b>Pay awards</b> The indicative budget makes provision for a pay award of up to 3% in 2025/26. An uplift of 1% in pay award equates to an increase of £7,757.</p>	<p>Alignment with Local Government Pay Policy. Forecasts will be updated when the final pay settlement is confirmed.</p>
<p><b>Staff recharges to Projects and People and Place Programme</b> The proposed budget assumes that £149,000 of staff time can be recharged to Projects and to the People and Place Programme.</p> <p>There is a risk this may not be achievable.</p>	<p>The forecast of employee recharges will be reviewed throughout 2025/26 as part of the ongoing monitoring of expenditure and income.</p> <p>Expenditure commitments will be reviewed in the event of any forecast shortfall in employee recharges.</p>
<p><b>Inflation</b> There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.</p>	<p>Allowance made for specific known price inflation. Budgets adjusted in line with current cost forecasts.</p>
<p><b>Pension Fund Contributions</b> The value of the Partnership's pension fund was restricted to 'Nil' at 31 March 2024, following proper accounting practice. The actual surplus may lead to a decrease in future employer's pension fund contributions.</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><b>Funding Reductions</b> Reduction in funding from Scottish Government and/or council requisitions.</p> <p>There is a risk that current levels of activity / staffing cannot be maintained due to funding constraints and that the Partnership will incur staff release costs.</p>	<p>Continue to seek to source external funding.</p> <p>Recruitment control and additional sources of external funding for activities aligned to the Partnership's objectives to supplement resources.</p>

### Scenario planning

The principal assumptions underpinning the proposed budget are noted in the table below.

	2025/26	2026/27
Staff pay award (all staff; average provision)	3%	3%
Employee Recharges to Projects and People and Place Programme	£149,000 of employee costs can be recharged to Projects and People and Place Programme in 2025/26.	
Office Rental	Per Scottish Government Memorandum of Terms of Occupation Agreement (MoTO).	
Other contractual commitments	Budget estimates updated, when cost commitments are known.	
Transport Scotland core grant funding	Budget estimate updated when funding advised by Transport Scotland.	
People and Place grant funding	Budget estimate updated when funding advised by Scottish Government.	

The factors with the largest impact on the Partnership's income and expenditure at 2025/26 estimated values are noted in the table below.

	At 2025/26 levels, every 1% change would result in following change from core assumptions
Transport Scotland core grant funding year-on-year change	£7,500
Staff pay award (all staff; average provision)	£7,800
Employee Recharges to Projects and People and Place Programme	£1,490
Office Rental cost (MoTO)	£200
People and Place Programme funding	£64,000

In seeking to manage changes from core assumptions, the Partnership would:

- In the first instance, seek to identify additional project funding opportunities. The Partnership has a consistent track record of leveraging external funding.
- Review the partnership's costs, with the intention of reducing costs to achieve expenditure within the available funding.
- Where appropriate, discuss funding with Transport Scotland, using the Regional Transport Partnerships Chairs Forum, as required.
- Where appropriate, discuss funding with constituent councils.

## ANNUAL TREASURY MANAGEMENT STRATEGY 2025/26

### 1 Purpose of report

- 1.1 The purpose of this report is to propose a Treasury Management Strategy for 2025/26.

### 2 Annual Treasury Management Strategy

- 2.1 The Partnership currently maintains its bank account as part of the City of Edinburgh Council's group of bank accounts. Any cash balance is effectively lent to the Council, but is offset by expenditure undertaken by the City of Edinburgh Council on behalf of the Partnership. Interest is given on month end net indebtedness balances between the Council and the Partnership in accordance with the former Local Authority (Scotland) Accounts Advisory Committee's (LASAAC) Guidance Note 2 on Interest on Revenue Balances (IoRB). These arrangements were put in place given the existing administration arrangements with the City of Edinburgh Council and the relatively small investment balances which the Partnership has. Although the investment return will be modest, the Partnership will gain security from its counterparty exposure being to the City of Edinburgh Council.
- 2.2 The Annual Treasury Management Strategy was reviewed by the Partnership's Performance and Audit Committee at its meeting on 28<sup>th</sup> February 2025.

### 3 Recommendations

- 3.1 It is recommended that the Partnership approves the continuation of the current arrangement, as outlined in Appendix 1.

**Richard Lloyd-Bithell**  
Treasurer

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**Appendix** Appendix 1 - Annual Treasury Management Strategy

**Contact/tel** Iain Shaw, Tel: 0131 469 3117  
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## APPENDIX 1

### Annual Treasury Management Strategy

#### (a) Treasury Management Policy Statement

1. The Partnership defines its Treasury Management activities as:

*The management of the Partnership's investments, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*

2. The Partnership regards the successful identification monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. The Partnership acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive measurement techniques, within the context of effective risk management.

Treasury Management is carried out on behalf of the Partnership by the City of Edinburgh Council. The Partnership therefore adopts the Treasury Management Practices of the City of Edinburgh Council. The Partnership's approach to investment is a low risk one, and its investment arrangements reflect this.

#### (b) Permitted Investments

The Partnership will maintain its banking arrangement with the City of Edinburgh Council's group of bank accounts. The Partnership has no Investment Properties and makes no loans to third parties. As such the Partnership's only investment / counterparty exposure is to the City of Edinburgh Council.

#### (c) Prudential Indicators

Whilst the Partnership has a Capital Programme this is funded by grant income and no long term borrowing is required. The indicators relating to debt are therefore not relevant for the Partnership. By virtue of the investment arrangements permitted in (b) above, all of the Partnership's investments are variable rate, and subject to movement in interest rates during the period of the investment.

## **Finance Officer's Report**

### **1. Introduction**

- 1.1** This report presents the third 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 January 2025.
- 1.2** This report was reviewed by the Performance and Audit Committee at its meeting on 28<sup>th</sup> February 2025
- 1.3** 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 ten months to 31<sup>st</sup> January 2025 was £701,000. This is within the Core budget resources available for the period.
- 2.3** Estimates have been updated to reflect current expenditure commitments.
- 2.4** It is projected that net expenditure for the year will be within budget.
- 2.5** Following the 5% reduction in the 2024/25 revenue grant received from Transport Scotland (£39,000) and review of costs and recharges, the funding shortfall is forecast to be offset by recharging appropriate staff costs to the People and Place Programme. The forecast includes:
  - 2.5.1** employee costs recharged to the 'People and Place Programme' contributing to a net saving of £41,000 for employee costs;
  - 2.5.2** Other minor non-employee cost overspends of £2,000.

### **Projects Budget**

- 2.6** The approved Projects budget is detailed in Appendix 2.
- 2.7** The Partnership was on track to spend the full Projects budget during 2023/24 until the requirement to deliver the Scottish Government funded 'People and Place Plan' emerged in December 2023. This necessitated the short-term redeployment of key staff to engage intensively with Transport Scotland and other stakeholders for the remainder of 2023/24. This resulted in the postponement of some project work and carry forward of £187,000 of projects budget to 2024/25.

- 2.8** Budget of £106,000 has also been carried forward from 2023/24 to meet future lease cost commitments for an Active Travel Network project. This expenditure is fully committed.
- 2.9** Following confirmation of the 2023/24 outturn, a review and re-alignment was undertaken of the Projects budget to reflect current and planned activity. The re-alignment is shown in Appendix 2.
- 2.10** It is projected that net expenditure on projects in 2024/25 will be £83,000 less than budget. This forecast is based on a full spend of project slippage from 2023/24. The forecast of expenditure on Projects is shown in Appendix 2.
- 2.11** 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**

- 2.12** 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:

<b>Date</b>	<b>Balance due to SEStran(+ve) /due by SEStran (-ve)</b>
	£
30 April 2024	+ 727,711
31 May 2024	+ 620,534
30 June 2024	+ 662,946
31 July 2024	+ 833,285
31 August 2024	+ 794,158
30 September 2024	+ 718,140
31 October 2024	+ 1,437,366
30 November 2024	+ 1,229,406
31 December 2024	+ 444,115
31 January 2025	+ 1,885,721

- 2.13** Interest is charged/paid on the monthly indebtedness between the Council and the Partnership. Interest will be calculated in March 2025.
- 2.14** The positive cash balance at 31<sup>st</sup> January 2025 is attributable to funding received from Scottish Government grants, including the grant for 'People and Place Programme 2024/25'.



## Reserves

- 2.15** 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 1<sup>st</sup> April 2024, the Partnership has an unallocated General Fund Reserve of £135,000.
- 2.16** Based on the forecast of a balanced budget at 31<sup>st</sup> March 2025, the Partnership's unallocated General Fund Reserve will remain at £135,000. This is 14% of the Core budget.
- 2.17** The Reserves Policy recommends that where slippage occurs on approved revenue projects, the balance of slippage is retained as an earmarked balance. Based on the Projects expenditure forecast £83,000 will be carried forward from 2024/25 to 2025/26. The actual carry forward will be confirmed at the financial year-end.
- 2.18** An update of Financial Risks for 2024/25 is included at Appendix 3.

## 3 Recommendations

It is recommended that the Partnership notes:

- 3.1** the forecast of a balanced Core revenue budget for 2024/25;
- 3.2** the forecast underspend on the Projects budget of £83,000 after future lease commitments are met. The actual underspend will be confirmed at the financial year-end and carried forward to 2025/26.

## Richard Lloyd-Bithell

Treasurer

7<sup>th</sup> March 2025

**Appendix** Appendix 1 – Core Budget Statement at 31st January 2025

Appendix 2 – Projects Budget as at 31<sup>st</sup> January 2025

**Contact** [iain.shaw@edinburgh.gov.uk](mailto: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.

Core Budget 2024/25 – as at 31st January 2025

Appendix 1

	Annual Budget £'000	Period Budget £'000	Period Actual £'000	Annual Forecast £'000	Forecast Variance £'000
<b>Employee Costs</b>					
Salaries	499	416	425	512	13
National Insurance	57	48	47	57	0
Pension Fund	134	111	116	140	6
Recharges (to Projects)	0	0	0	(53)	(53)
Training & Conferences	10	8	2	5	(5)
Interviews & Advertising	2	2	0	0	(2)
	<b>702</b>	<b>585</b>	<b>590</b>	<b>661</b>	<b>(41)</b>
<b>Premises Costs</b>					
Office Accommodation	18	13	10	21	3
<b>Transport</b>					
Staff Travel	8	7	1	3	(5)
<b>Supplies and Services</b>					
Communications & Computing	48	40	32	47	(1)
Hosted Service - Novus FX	44	44	48	45	1
Printing, Stationery & General Office Supplies	7	6	6	7	0
Insurance	7	7	8	8	1
Equipment, Furniture & Materials, Miscellaneous	4	3	5	7	3
	<b>110</b>	<b>100</b>	<b>99</b>	<b>114</b>	<b>4</b>
<b>Support Services</b>					
Finance	31	0	0	31	0
Legal Services / HR	7	0	0	7	0
External Consultants	0	0	1	1	1
	<b>38</b>	<b>0</b>	<b>1</b>	<b>39</b>	<b>1</b>
<b>Corporate &amp; Democratic</b>					
Clerks Fees	12	0	0	12	0
External Audit Fees	12	0	0	12	0
Members Allowances and Expenses	1	1	0	0	(1)
	<b>25</b>	<b>1</b>	<b>0</b>	<b>24</b>	<b>(1)</b>
<b>Total Expenditure</b>	<b>901</b>	<b>706</b>	<b>701</b>	<b>862</b>	<b>(39)</b>
<b>Funding:</b>					
Scottish Government Grant	(711)	(638)	(603)	(672)	39
Council Requisitions	(190)	(190)	(155)	(190)	0
<b>Total Funding</b>	<b>(901)</b>	<b>(828)</b>	<b>(758)</b>	<b>(862)</b>	<b>39</b>
<b>Net Expenditure/ (Income)</b>	<b>0</b>	<b>(122)</b>	<b>(57)</b>	<b>0</b>	<b>0</b>

Projects Budget 2024/25 - as at 31st January 2025

Appendix 2

	Approved Budget	2023/24 Under-spend	Future Lease costs	EU /Other Grant	Budget Realign ment	Net Expenditure Budget	Annual Forecast	Forecast Variance
	£'000	£'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			(15)	5	2	(3)
GO e-Bike	10	39				49	24	(25)
Thistle Assistance	30	2		(24)	(2)	6	6	0
Transport Appraisal	0	(14)			22	8	8	0
Active Travel Network	0	51	106		(48)	109	109	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	25	(50)
Regional EV Infrastructure		20			15	35	30	(5)
Freight Strategy					10	10	10	0
People & Places	5,326			(5,326)		0	0	0
Harpcat Horizon	100			(100)		0	0	0
<b>Total</b>	<b>5,651</b>	<b>187</b>	<b>106</b>	<b>(5,580)</b>	<b>0</b>	<b>364</b>	<b>281</b>	<b>(83)</b>

Risk Description	Mitigation and Controls
<p><b>Pay award</b> The revenue budget made provision for a pay award of up to 3% in 2024/25. The Local Government pay award represents an increase on the budget provision.</p>	<p>The financial impact of the Local Government pay award is included in the forecast.</p>
<p><b>Inflation</b> 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><b>Delays in payment of grant by external funding bodies</b> Resulting in additional short-term borrowing costs.</p>	<p>Grant claims submitted timeously and in line with conditions of grant award.</p>
<p><b>Pension Fund Contributions</b> 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><b>Funding Reductions</b> 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>

## **GoSEStran**

### **1. INTRODUCTION**

1.1 At its meeting of 15 March 2024, the Board received a report on GoSEStran, updating on progress and continued operation of this pilot project to trial Mobility as a Service (MaaS) and Digital Demand Responsive Transport (DDRT). The Board agreed:

- To note the risks and opportunities for SEStran in relation to the continuation of the GoSEStran MaaS project
- Subject to the above, to agree to SEStran continuing to participate in a procurement exercise in collaboration with Tactran and other Integrated Mobility Partnership (IMPs) members, and entering into such licence and other agreements as are necessary to secure the continuation of the GoSEStran and other IMPs partners apps, subject always to appropriate levels of funding being secured
- To note that a report detailing the outcome of the funding bids and, if appropriate, the procurement exercise, would be put to the September 2024 meeting of the Partnership Board

1.2 It was also agreed that, if any of the following criteria had not been met, then officers would recommend that SEStran withdraw from the MaaS pilot:

- Long term funding committed (at least three years)
- Successfully concluded procurement exercise to confirm future partners
- Service Level Agreement in place with Tactran and other Integrated Mobility Partnership (IMPs) partners to confirm responsibilities, including project management

1.3 Officers provided an update to the Board as requested at its meeting on 27 September 2024. The report noted that the three criteria in the March report had not been met, in that SEStran had not yet secured funding which guaranteed a three-year contract, but that it had successfully developed the SLA with Tactran, and that the procurement exercise was then under way.

The Board accordingly agreed:

- To the continuation of GoSEStran as part of the Integrated Mobility Partnership due to the significant progress on funding made as outlined in the report, and achieving two of the three criteria presented at the March Board
- To authorise the Partnership Director to enter into such contractual agreements as were required to progress the GoSEStran and VoyagAR projects to their fullest extent possible within available funding levels
- To receive regular progress updates via the Projects Update at Performance and Audit Committee, with such Board reporting as was necessary as the projects progress.

1.4 The purpose of this report is to update on adverse developments since the Board meeting in September, and to recommend termination of SEStran's further involvement in the GoSEStran project given problems with the procurement process and the lack of progress made to date on securing long-term funding.

1.5 Given that the Board meeting on 27 September took place less than six months ago, Standing Order 20 is relevant:

Revoking a Resolution: A decision of the Partnership cannot be changed within six months unless the Chairperson rules that there has been a material change of circumstances; and notice has been given of the proposed change.

## 2. BACKGROUND

2.1 To support climate change, air quality and social inclusion objectives, not only must sustainable transport opportunities be improved, there must also be effective ways of making people fully aware of their travel options. A lack of ability to plan and book transport services in advance can be a barrier for people, hence journey planning must be made as convenient and easy for users as possible.

2.2 Transport Scotland's [MaaS Investment Fund](#) enabled pilots of Mobility as a Service (MaaS) to offer easy, digital access to travel information and allow for planning, paying, and booking on one platform. The initial GoSEStran pilot period ended on 31 March 2024, and a [final report](#) was submitted to Transport Scotland for evaluation along with the other MaaS Investment Fund pilots.

2.3 Funding for year 2024/25 was secured by SEStran to carry on the existing SEStran and Tactran pilots. This consisted of:

- Transport Scotland (TS) grant of £42k to SEStran towards extension of the current contract, pending the outcome of the procurement
- A successful bid by SEStran of £100k from Smarter Choices Smarter Places for this current year, matched by an additional £50k from external sources and £50k of officer time
- Potential carry over from SEStran's 23/24 budget of £50k.

## 3. PROGRESS

### 3.1 Partnership Working

3.1.1 A Service Level Agreement (SLA) was signed with Tactran in July. This enabled a Tactran officer to be assigned full time to project manage the joint project, partly funded by SEStran, freeing up vital resources in SEStran. However the project has encountered a number of obstacles since this date, and has continued to require a significant amount SEStran officers' time. Despite this input, there continue to be significant delays to the project which are outlined in 3.2.

## 3.2 Procurement

- 3.2.1 Following the Board's approval in March, Tactran initiated a procurement exercise for the tech supplier, and Innovate UK was engaged to assist. This open procurement route was chosen as one of Innovate UK's aims is to enable tech suppliers to the public sector where traditional procurement can be restrictive. The outcome of the procurement was to be a framework contract, allowing SEStran and Tactran to contract with the preferred tech supplier, with timescales being dependent on the available funding.
- 3.2.2 When the procurement exercise was nearing completion, both legal and procurement advice concluded that the 'challenge' process run by Innovate UK did not constitute a sufficiently robust route to appointment of a tech supplier. As of the date of drafting this report, a subsequent, modified procurement exercise has not been initiated. This delay means that it is no longer possible to spend the allocated budget in the current financial year, resulting in the loss of approximately £40k external funding.
- 3.2.3 In addition to procurement of a technical supplier, Tactran and SEStran were looking to secure other consultancy services to support the project. This work is being led by Tactran with the support of Perth and Kinross Council Procurement team. This has not been completed. However, SEStran engaged Mott MacDonald on a short-term basis to assist with the project in the light of resource issues at Tactran.

## 3.3 Funding

- 3.3.1 As at the date of writing this report, there is no clear sustainable funding path for the project.
- The potential funding opportunities for 25/26 are based on one year funding with no certainty that it will be funded in the longer term.
  - The inclusion of sustainable transport within the People and Place Grant does offer the opportunity to fund MaaS staff roles from that funding pot in 25/26 but this still leaves a significant gap on the funding required to continue or improve the platforms.

## 3.4 Policy

- 3.4.1 The Smart, Digital, Integrated Ticketing and Payments Delivery Strategy was published in August 2024 and outlines TS's roadmap to digital solutions including MaaS. This indicates that MaaS solutions could be supported depending on the outcome of their evaluation. At present it remains unclear how much further funding will be available through this Strategy's roadmap.
- 3.4.2 MaaS Scotland recently published their 'Implementing Mobility as a Service: A Roadmap for Scotland' which recommends Scotland would be best served by the implementation of a single, centralised National MaaS Platform. It also notes that a lack of leadership has been a major barrier to successful delivery. These recommendations indicate that allocating significant resource to regional MaaS projects going forward would not be in line with the learnings to date.

- 3.4.3 SEStran has been pushing discussions with TS and other potential partners towards the creation of a national MaaS platform. This could be integrated with the national journey planning app (Traveline) allowing for one trusted platform. This would provide significant economies of scale, reduce duplication with other MaaS apps, and increase the reach of the current apps to a level that may be attractive to advertisers, providing a potential opportunity to increase revenue.
- 3.4.4 The evaluation of the MaaS pilots was recently published on [Transport Scotland's website](#). This highlights the need for more work to be undertaken in order to produce a definitive national policy and approach.
- 3.4.5 In summary, there is no realistic prospect that longer term funding could be achieved within the current funding environment. The lack of certainty would result in short term planning with no ability to fund platform improvements or expansion.

#### 4. RISKS AND OPPORTUNITIES

##### 4.1 Risks and mitigations

Risk	Implication	Proposed mitigations
Dropping out of procurement will result in tech supplier being procured by Tactran only which is different to initial procurement scope	Reputational damage based on the project being withdrawn	Contract has been extended with current supplier to enable Tactran to complete procurement  Discussion with current supplier and partners will be held to explain reasoning for withdrawing from the project  Legal advice taken
Loss of progress in developing MaaS platform	The chance for SEStran to be at the forefront of MaaS in Scotland will be lost  Costs associated with 'starting again' with MaaS are high	Based on the low numbers of users, and findings from the policy documents noted in 3.4, it has been concluded that these risks are minimal  A review of the project will be carried out at PASDoS to ensure lessons learnt can be fully realised
No base MaaS platform to implement VoyagAR accessibility features	The work developed by SEStran is not tested or implemented	Develop review for VoyagAR options in 25/26



	No additional support provided to users before and during journey	
Loss of current user base due to withdrawal of service	Reputational damage. In January 2025, there were under 200 users accessing the platform.	Users will be informed of the project's closure and advised of suitable alternatives.
Old advertisements of app being misleading	There are no active ads in digital media. There will likely be some physical advertisements on bus stops and in other locations.	Where possible, these will be removed, and any QR codes will lead to alternative information.
Loss of direct partnership working on MaaS	This may impact partners including City of Edinburgh Council, East Lothian Council, and St Andrews University. Users and partners will lose trust in similar products in the future.	Project closure discussions will be held with them, and a way forward on MaaS generally agreed

## 4.2 Opportunities

### 4.2.1 • Learnings can be picked up from partners

Even with the platform being discontinued, there are learnings which can be utilised internally and by partners. The IMPs group continues to offer an opportunity for conversations on MaaS in Scotland. Additionally, learnings can feed into future working groups on the national MaaS solution.

### 4.2.2 • Reduced staff resourcing

The project has required significant staff time since its inception. Currently, the work on GoSEStran requires 0.2 FTE of consultancy time and 0.3 FTE project officer time from the core budget. This time could be reallocated to other projects within the business plan for 25/26.

## 5. CONCLUSION

5.1 It was agreed as part of the March 2024 decision that progress against the following key success criteria would be reported to the September Board meeting, and that, if any of the criteria had not been met, then officers would recommend that SEStran withdraw from the MaaS pilot:

- Long term funding committed (at least 3 years)
- Successfully concluded procurement exercise to confirm future partners
- Service Level Agreement in place with Tactran and other Integrated Mobility Partnership (IMPs) partners to confirm responsibilities, including project management.

5.2 Although in September it was considered that sufficient progress had been made to allow officer to recommend continuation of the project at that time, these criteria have not been achieved over the past 12 months, and hence officers now recommend the project is discontinued.

5.3 However, given that the Board granted approval to continue the project on 27 September 2024, that resolution occurred slightly less than six months ago, and the Standing Orders make it clear that Board resolutions cannot be changed within six months unless ‘the Chairperson rules that there has been a material change of circumstances; and notice has been given of the proposed change’.

## 6. RECOMMENDATIONS

6.1 As the Chair has ruled that the failure of the procurement process and failure to secure the anticipated level of funding constitute material changes to circumstances it is recommended that the Board:

6.1.1 Agrees to discontinue the GoSEStran project and associated app as from 31 March 2025.

6.1.2 Agrees that a review of the project will be carried out at Performance and Audit Strategy and Delivery Oversight Subgroup (PaSDOS)

Rebecca Smith  
Project Officer

Andrew Ferguson  
SEStran Consultant

6 March 2025

Policy Implications	None
Financial Implications	The funding position is as set out in the report.
Equalities Implications	The project was subject to an Equalities Impact Assessment (EQIA).
Climate Change Implications	None
Appendices	None
Background Papers	The following background papers were relied on in the production of this report: <a href="#">GoSEStran Final Report (March 2024)</a>

## Annual Report 24/25 and Business Plan 25/26 Report

### 1 INTRODUCTION

- 1.1 This report informs the board on progress of the Annual Report for financial year 2024/25 and the Business Plan for 2025/26-2027/28.

### 2 ANNUAL REPORT

- 2.1 A rough first draft of the 2024/25 Annual Report has been prepared. For this year, we have refreshed the approach to the Annual Report, focussing on creating a document which is easy to read and understand. This will allow the scope and impact of our work to be quickly and easily digested.

The new approach provides a short section of context to each project, highlights how the programme ties to the RTS objectives and actions, and a brief update of achievements over the year.

The report will be enhanced with a key stats section at the beginning of the document, to highlight the context in which we are working in. Key statistics, and where relevant, quotes, will be included throughout the document to help demonstrate impact.

- 2.2 The foreword and final 'looking ahead' sections are still to be drafted and will be completed ahead of publication in 2025/26.
- 2.3 When the draft has been signed off, the Annual Report will be sent to our graphic designer company and then be made available on our website.

### 3. BUSINESS PLAN

- 3.1 The planned work for 2025/26 has been grouped into five themes (below) that align with RTS Objectives:
- **Behaviour Change:** Informing and engaging the public in active and sustainable transport
  - **Integrated Networks:** Working for effective movement of people and freight across South East Scotland
  - **Strategy Development:** Realising the vision, objectives, policies and actions of the Regional Transport Strategy
  - **Innovation:** Future-proofing our efforts as transport develops and changes in our region
  - **Accessibility and Safety:** Advocating for and working towards access and safety for all

- 3.2 The Business Plan is presented in a Miro Board, an online platform officers have used to make the projects easy to develop, connect and share with others (see pictorial example in Appendix 1).
- 3.3 Miro Boards improve productivity, creativity, and efficiency in business planning by providing a dynamic and interactive platform for team collaboration.
- 3.4 The methodology was presented to the Performance and Audit committee on 28 February and was well received, with particular praise for the connection between the annual report of the year just gone and the plan for the upcoming year, 25/26, as well as the opportunity to overview projects, thus seeing the holistic body of work.
- 3.5 New projects included in this year's business plan:
- A policy note on e-scooters
  - A paper on multi-modal interchanges
  - SEStran at Twenty, a communications exercise to celebrate twenty years of the 2005 Transport Act and ten years to go of the RTS
  - A rail strategy
  - A discovery paper on a Data Strategy
  - A Transport to Health strategy

#### **4. KEY ISSUES AND FUNDING**

- 4.1 The key issue limiting the impact of SEStran work is the single-year funding model used. Whilst we have highlighted our direction of travel for three years, we are still not able to commit beyond March 2026.

#### **5. RECOMMENDATIONS**

##### **5.1 It is requested that the Board:**

- 5.1.1 Read the draft Annual Report and email any comments or feedback to Sarah Junik ([sarah.junik@sestran.gov.uk](mailto:sarah.junik@sestran.gov.uk))
- 5.1.2 Share the Annual Report, once published, with their network and contacts, to help raise awareness of the work of SEStran.
- 5.1.3 Give feedback on the business plan methodology, in the Partnership Board Meeting
- 5.1.4 Give their feedback on the projects themselves

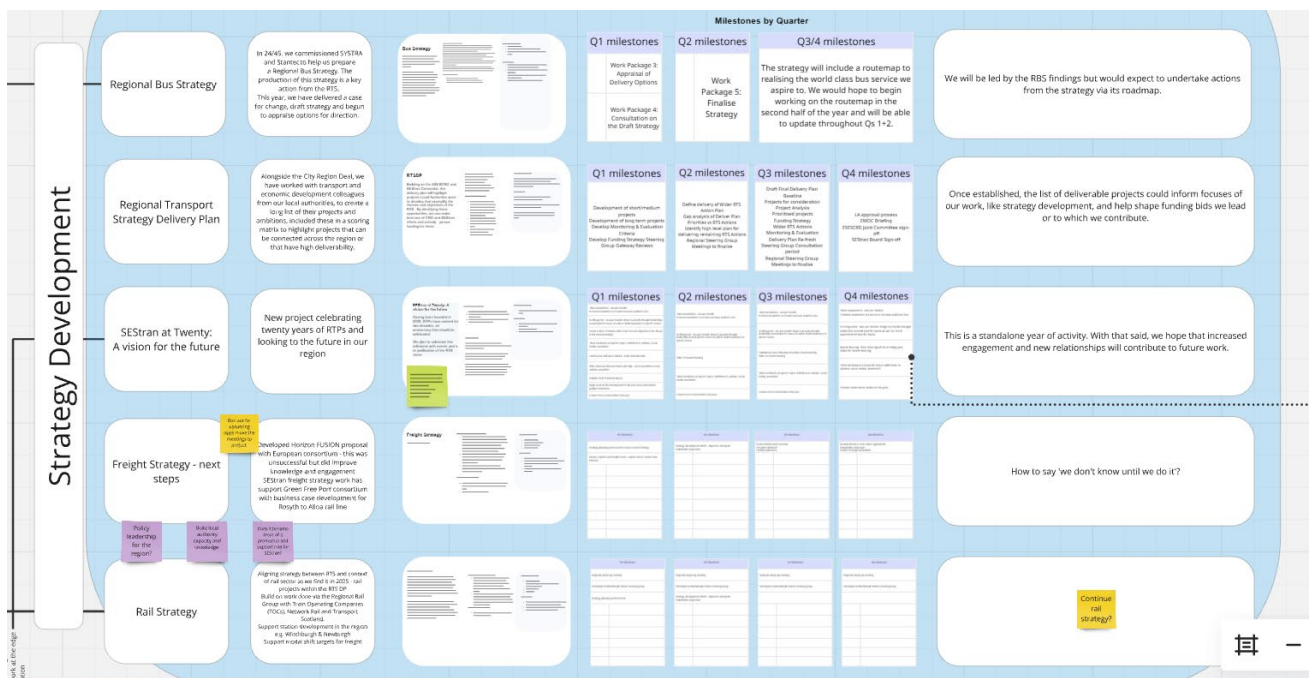
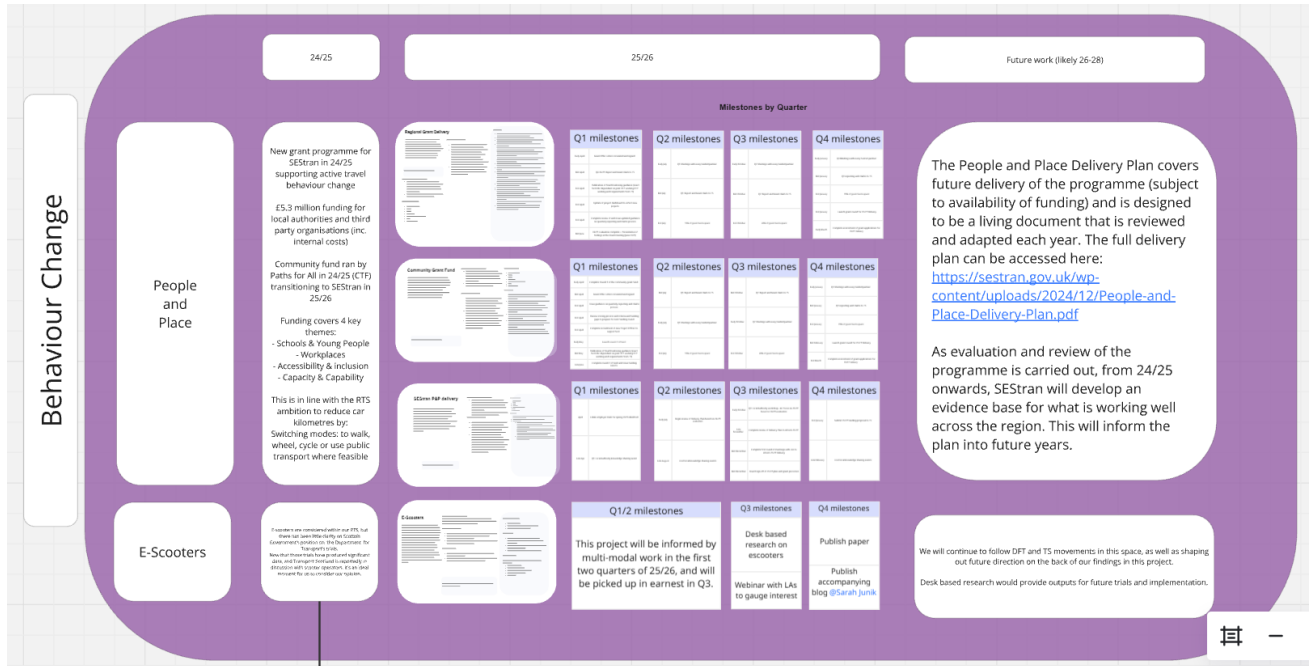
Rachael Murphy  
**Strategy Manager**

Sarah Junik  
**Communications and Marketing Officer**

7 March 2025

Policy Implications	Outlined project work contributes to the objectives identified within the SEStran Regional Transport Strategy.
Financial Implications	The majority of projects will be delivered within SEStran's core budget or through grants like People and Place. Where funding is not guaranteed, this has been highlighted within the plan.
Equalities Implications	SEStran does not expect any negative equalities impacts from the projects and strategies to be delivered next year. Several projects actively work to reduce inequalities.
Climate Change Implications	SEStran does not expect any negative climate impacts from the projects and strategies to be delivered next year. Several projects actively work to tackle climate change through the creation of, or support for more sustainable transport options.

# Appendix 1. Examples of 2025/26 Plan



## **Annual Report 2024/2025**

### **Welcome – Cllr Sally Pattle**

Maximum 300 words. **To follow**

### **Contents**

Who we are and what we do

About our region

The Regional Transport Strategy

- Go E-bike

- GoSEStran

- EV Delivery

- RTPI

- Thistle Assistance

- Travel to Healthcare

- RTS Delivery Plan

- Regional Bus Strategy

- Regional Freight Strategy

- Rail Strategy

- People and Place

Looking ahead

### **Who we are and what we do**

We are the South East of Scotland Regional Transport Partnership (SEStran), one of seven regional transport partnership in Scotland, created following the Transport (Scotland) Act 2005. We cover eight local authorities – Scottish Borders, East Lothian, Midlothian, City of Edinburgh, West Lothian, Falkirk, Clackmannanshire and Fife.

There are a wide range of transport issues across our region, and we are responsible for producing a Regional Transport Strategy that looks to tackle these whilst also moving the region towards a more sustainable and efficient transport network.

We work closely with a range of partners of wide variety of projects. This annual report sets out our achievements over the 2024/2025 year, demonstrating how each project ties back to our Regional Transport Strategy.

You can read more about who we are and what we do (including more information about our Board and governance) on our website: [www.sestran.gov.uk](http://www.sestran.gov.uk)

## About our region

Key stats about the region:

- Population<sup>1</sup> = 1,619,460
- No households<sup>2</sup> = 738,714
- Car ownership<sup>3</sup> = estimated at over 870,000, on average 1.18 cars per household (but varies greatly between local authorities)
- Kms of road<sup>3</sup> = 11,671
- 135 million passenger journeys on local buses in 2022-23<sup>3</sup>
- 63 train stations<sup>3</sup>
- 12,623 million vehicle kms in 2022<sup>3</sup>
- 23% of the population have a limiting long-term physical or mental health condition<sup>4</sup>
- 19% of population are over 65 with significant growth in elderly population anticipated in the future<sup>4</sup>
- **Additional stats to follow**

<sup>1</sup> National Records of Scotland: Mid-year population estimates 2023

<sup>2</sup> National Records of Scotland: Households and dwellings in Scotland 2023

<sup>3</sup> Scottish Transport Statistics 2023

<sup>4</sup> Scottish Household Survey

## The Regional Transport Strategy

Our Regional Transport Strategy has four key objectives, and throughout this Annual Report, we will demonstrate how our programmes of work and projects relate back to these.

Regional Transport Strategy objectives:

- Objective 1: Transitioning to a sustainable, post carbon transport system.
- Objective 2: Facilitating healthier transport options.
- Objective 3: Transforming public transport connectivity and access across the region.
- Objective 4: Supporting safe, sustainable and efficient movement of people and freight across the region.

## Go e-Bike

Go e-Bike enables people to access e-bikes and bike share initiatives through a variety of ways, including e-bike trials, bike share initiatives and bike training and bike maintenance training.

RTS objectives: 1, 2 and 4



RTS actions:

- Expand the provision of bike-sharing initiatives across the region.
- Identify locations where implementation of shared mobility solutions could be beneficial and reduce the level of 'forced' car ownership.

#### *e-bike trials*

During 2024/25 e-bike trials took place at East Lothian Council, St John's Hospital and Persimmon Homes in West Lothian, and at Skills Development Scotland in Edinburgh. The trials are supported in partnership with West Lothian Bike Library and gives access to a fleet of e-bikes for staff to use for four weeks.

#### Add stats

*"Having access to the e-bike gave me the confidence to try commuting to work where before I'd have felt it was 'too far', and that it'd be 'too hard' before a day in the office. I soon realised my preconceptions were wrong. My journey to and from work was really enjoyable, energising and helped me deal with the mental stresses and strains of the day."*

Ailsa Morgan, Skills Development Scotland (use pic of Ailsa)

#### *Bike share*

During the year, we began trialling Brompton bike lockers in two locations. The lockers provide access to Brompton's folding bikes, which can be hired for up to 60 days at a time. The bike lockers are at Sheriffhall park and ride in Edinburgh and Queen Margaret University in East Lothian.

#### Add stats

#### *Bike training and maintenance*

We provided cycle ride leader training to staff at the Social Bite Village in Edinburgh to support the use of the e-bike fleet with both staff and residents. We also delivered bike maintenance and cargo bike training to Porty Community Energy to support volunteers with the e-bikes available to loan.

#### Add stats / quote

### **Go SEStran**

Go SEStran is a pilot regional journey planning app. It has been designed to prioritise sustainable travel. This approach is often referred to as Mobility as a Service (MaaS). We received funding from Paths for All to run a pilot to assess the viability of MaaS in the south-east of Scotland and have been working with Tactran, our neighbouring Regional Transport Partnership, who are developing similar pilots in their region.

RTS objectives: 1, 3 and 4

RTS actions:

- 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.

Our focus during 2024/25 has been to investigate opportunities for the app to offer more to users, including signposting to more payment methods, integrating more features and targeting specific user groups. Alongside this, we have been developing VoyagAR, an app focused on providing digital support to users. This includes augmented reality providing visuals during the journey, and chat support for carers, friends and family.

Tactran has been leading the project this year, which has focused on developing the platforms and procuring services.

Stat: 1,800 unique scans of Go SEStran marketing QR codes.

### **Electric vehicle charging infrastructure**

To help support the move to electric vehicles (EVs), we have been working with seven of the eight local authorities in our region (East Lothian Council is working independently) and Dumfries and Galloway (the SWESTrans region) to develop documentation and explore opportunities to procure regionally for public EV charging infrastructure. The aim is to create efficiencies by creating a bigger market for suppliers in the final tender process, and to support a joined up network for the public.

RTS objectives: 1 and 4

RTS actions:

- Engage with the 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.

The beginning of the year saw us putting into place the formal governance structure needed to run the project, along with the procurement of a consultant to develop documentation and support local authorities. We worked with Transport Scotland to identify the grant available to each local authority and understand the available budget.

The second half of the year was focused on agreeing a lead local authority (Edinburgh City Council) and running regular steering group and working group meetings to determine the best route forward.

**“This procurement offers the opportunity to expand the public charging network in the South of Scotland in a fair and representative way.”** To be agreed and attributed to someone from Scottish Futures Trust.

### **Real time passenger information**

Reliable real time passenger information is vital if we are to encourage people to move towards more sustainable travel methods rather than use their car. We work with local authorities and operators in our region to provide real time, and accurate, information for bus users. The screens can also be used to advertise local campaigns and information.

RTS objectives: 1, 3 and 4

RTS actions:

- 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.

A focus for the year has been the integration of live Lothian bus information to the network of screens across the region. We've worked with Journeo to provide training for local authorities so new staff members can report faults, track the status of screens, add imagery and adverts to screens, and track performance.

We were pleased to be able to use the screens in advance of Storm Eowyn in January 2025 to inform public that no bus or tram services would be running during the region's red weather warning.

Stat: 94 indoor screens in libraries, community centres and transport exchanges.

### **Thistle Assistance**

Thistle Assistance is an initiative to help people feel safer and more comfortable when using public transport. The free Thistle Assistance card and app are recognised by many public transport operators across Scotland, and the initiative allows people, in an easy and subtle way, to request the extra support they would like. We manage and operate Thistle Assistance for the whole of Scotland, and on behalf of the other regional transport partnerships.

RTS objectives: 1, 3 and 4

RTS actions:

- Deliver improved public transport information in a variety of formats, supported by appropriate wayfinding infrastructure on the transport network.

The focus for Thistle Assistance has been to understand how the Thistle Assistance card and app are currently being used and where improvements may be needed. To do this we worked with Disability Equality Scotland and distributed a questionnaire to their members. We also promoted the questionnaire more widely across our own channels. The results of this work will enable us to improve Thistle Assistance going forward.

**Insert stats and quotes from questionnaire. To follow once available.**

We have also been focusing on marketing Thistle Assistance, working with a media buying agency to advertise to target audiences across a range of digital channels.

Insert stats about advertising once available.

## Transport to health

Getting to and from an appointment at a hospital, at the local doctor's surgery or other healthcare setting can be difficult for many people. We're working with healthcare partners across our region to better understand the issues and find ways to tackle them. By connecting key stakeholders, we hope to enable positive and educational conversations, leading to more joined-up and strategic thinking on this complex subject.

RTS objectives: 1,2,3,4

RTS actions:

- Support the delivery of bus services and infrastructure measures which ensure access to healthcare for all.

During the first half of the year, our focus was on developing relationships with our four health boards (Fife, Lothian, Forth Valley and Borders), NHS Assure and the Scottish Ambulance Service. Following this, we set up a transport to health project group and began meeting regularly to share best practices and discuss current challenges.

During the second half of the year, we began working with Public Health Scotland to grow engagement and knowledge of the key relationship between transport and health. We presented our work at the Public Health Scotland conference in November 2024 and held a joint stakeholder event in February 2025. This event brought together transport, planning and public health colleagues from across the region to address our shared ambitions to improve health, take climate action and reduce inequalities.

"Delighted to have partnered with you on this enthusiastic and productive discussion, SEStran! Thank you for a great event!" Public Health Scotland

"I really enjoyed today's workshop – some great discussions and it was lovely to meet others working on similar pieces of work across the region." Sustainability Officer from NHS Fife

## Regional Transport Strategy Delivery Plan

The Regional Transport Strategy Delivery Plan provides a mechanism to assess and prioritise regional projects required over the next ten years to realise the ambitions of the Regional Transport Strategy, supporting the economic and net-zero goals of the Regional Prosperity Framework. The Regional Transport Strategy Delivery Plan dovetails with the Strategic Transport Projects Review 2 (STPR2) to support the delivery of a transport network that:

- Takes climate action.
- Addresses inequalities and accessibility.
- Improves health and wellbeing.
- Supports sustainable and inclusive economic growth.
- Improves safety and resilience.

The Regional Transport Strategy Delivery Plan complements STPR2, highlighting projects within and outside the plan that contribute to our concordat vision with the Edinburgh and South East of Scotland City Region Deal.

RTS objectives: 1, 2, 3 and 4

RTS actions:

- Partner councils work with SEStran through the statutory planning processes to implement RTS policies with regards to major developments.

Over the course of the year, we have been working closely with colleagues from both the Edinburgh and South East of Scotland City Region Deal and local authorities to develop a matrix of regional projects, agree scoring and weighting that brings parity across our eight authorities. Those priorities are now plotted with Power BI and GIS mapping to demonstrate how rich our region is with opportunities.

“Linking the regional economic ambitions to the way we deliver transport infrastructure and services is essential to maximise the opportunities across the region, while ensuring we deliver an infrastructure first approach enabling people to access these opportunities sustainably in the future. Working in partnership with SEStran to deliver the Regional Transport Strategy Delivery Plan continues to strengthen the approach of putting the end user at the heart of everything we do and utilising data to help inform decision making.”

Ewan Doyle, Workforce Mobility Manager at Edinburgh and South East of Scotland City Region Deal

Images from Ewan Doyle

## **Regional Bus Strategy**

We want a world-class bus service for our region. Pre-covid, almost half of residents in our region used a bus at least once a month. The impact of covid saw this reduce drastically, but data shows that bus patronage is building. 2024/25 saw the beginning of the process to shape a bus strategy for our region.

RTS objectives: 1, 3 and 4

RTS actions:

- 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.

At the beginning of the year, we procured consultants Stantec and Systra and engaged our local authorities and bus operators in the bus strategy development process. With ongoing engagement from our local authorities, bus operators, Partnership Board and a group from our Integrated Mobility Forum, we have worked through a Case for Change and consulted on draft strategy policies and actions.

**Insert stats/graphs from the Case for Change**

## **Regional Freight Strategy**

As set out in the Regional Transport Strategy we will support, where appropriate, the development of new or enhanced rail freight services in our region. We are currently exploring an innovative idea to incorporate freight on trams in Edinburgh. We are also looking at how our region can support improved road freight services with better driver facilities and using non-traditional fuel for HGVs and LGVs as we transition to a post carbon transport system.

RTS objectives: 1 and 4

RTS actions:

- 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.

During the year we have been working to achieve funding for two proposals:

- Access to goods proposal in partnership with the University of the West of Scotland.
- Edinburgh Tram for Freight proposal - part of the wider Freight and Urban System Integration for Optimised Networks (otherwise known as FUSION), which aims to cut average travel delays by 30%, reduce transport energy consumption, and lower greenhouse gas emissions through simulations and pilot programmes.

Unfortunately, due to a very competitive funding market, we have not yet been successful in securing funds, but we'll continue to explore opportunities to improve freight transport in our region.

We are also working with the Forth Green Freeport partners on enhanced freight links between Rosyth and Alloa.

## **Rail Strategy**

The rail network has an important role to play in helping people travel sustainably around the south-east of Scotland. Our work includes exploring how improvements to the rail network can help people travel in a more sustainable way. This can include 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.

RTS objectives: 1, 3 and 4

RTS actions:

- 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.

The main focus of our rail work during 2024/25 has been supporting the Newburgh community in Fife in the quest to get the railway station in the town reinstated, and working with the community in Winchburgh, through their monthly steering group, on the case for a station in the town following substantial house building and development.

### *Newburgh*

During the year, and in response to comments from Transport Scotland, we completed work to enhance the existing STAG appraisal, including a stakeholder workshop. This has now been submitted to Transport Scotland for review.

### *Winchburgh*

The Winchburgh work is progressing with both the development of the business case and the design of the new station. We are a member of the steering group, which meets monthly.

## **People and Place**

In 2024/25, Transport Scotland set out their new regional approach to funding active travel behaviour change across Scotland, passing funding to each of Scotland's seven regional transport partnerships. The programme supports activity that gives people the knowledge, skills and confidence to choose to walk, wheel and cycle more often.

Following this, we developed our People and Place Plan and through this distributed £5.3million of funding to 18 delivery partners, including our region's eight local authorities. This funding focused on:

- Schools and young people
- Workplaces
- Accessibility and inclusion
- Capacity and capability building

Through the funding, our People and Place work will:

- Deliver increases in walking, wheeling and cycling, by both enabling and encouraging people that don't make these choices to start to do so, and those that do so already to do more.
- Raise awareness of the benefits of active travel to many other people, making them more likely to choose active travel in future.
- Work in many of the region's communities, schools, and residential settings, plus build capacity and capability for further change.

RTS objectives: 1, 2 and 4

### *Schools and young people*

We funded two regional projects to work intensively with schools to support young people to choose active travel more often.

We provided funding to the WOW project, allowing 49 schools across the region to encourage more children to walk to school.

We funded six local authorities to deliver a range of cycle storage improvements in their primary and secondary schools.

[Young person quote]

[Short case study example]

### *Accessibility and inclusion*

We funded seven projects to audit streets / areas with high pedestrian, wheeling and cycling potential and remove barriers where needed.

Our funding enabled the creation of an active travel hub in East Lothian.

[East Lothian quote, or from hub person]

We funded two organisations to deliver walking and cycling activities for their local communities to encourage participation in active travel.

[Short case study example]

### *Workplaces*

We funded TravelKnowHow, to support employers in the region to enable their staff to travel by more sustainable modes.

Our funding allowed NHS Fife to improve cycle storage facilities and to set-up an e-bike hire scheme for staff.

We funded Midlothian Council's project to encourage staff to walk more with a series of lunchtime led walks and council wide step count challenges.

Our funding allowed East Lothian Council to install additional cycle storage facilities for staff.



[quote from one of the orgs?] – can provide case study from Mid or Fife

[Short case study example]

### *Access to Cycles*

We funded an access to cycles project across the region to support cycle repairs, bike recycling and purchase of new cycles.

Six local authorities funded to provide access to bikes for young people.

Our funding allowed Fife Council to purchase 13 adaptive cycles for young people.

We funded a bike library for children to loan bikes for free in Edinburgh.

### *Capacity and capability building*

We funded a strategy officer to work with Falkirk Council to develop a comprehensive behaviour change strategy for active travel.

We delivered a shared learning workshop for all local authorities in our region.

We funded the creation of a public dashboard to share information on funding distribution and project delivery.

We organised a visit for the Cabinet Secretary for Transport to funded projects in Edinburgh.

Worked with our partners in the creation of a future delivery plan for People and Place.

We commissioned an evaluation of the 2024/25 People and Place programme delivery.

More detailed information about the impact and evaluation of the first year of our People and Place funding is available... [link to follow once available](#)

**Looking ahead to 2025/26** [To follow](#)

## **Appointments to The Performance & Audit Committee and Sub-Group**

### **1. INTRODUCTION**

- 1.1 This report seeks the Board's approval of nominations to the Performance and Audit Committee by West Lothian Council and the City of Edinburgh Council
- 1.2 It also details the membership of the Project and Strategy Delivery Oversight Subgroup (PaSDOS)

### **2. APPOINTMENTS**

- 2.1 West Lothian Council made the following nomination for a representative to the Performance and Audit Committee: Cllr Tom Conn
- 2.2 The City of Edinburgh Council made the following nomination for a representative for the Performance and Audit Committee: Cllr Steven Jenkinson

### **3. PROJECT AND STRATEGY DELIVERY OVERSIGHT SUBGROUP (PaSDOS)**

- 3.1 The Performance and Audit Committee meeting of the 29 November 2024 agreed to set up a Project and Strategy Delivery Oversight Subgroup (PaSDOS) to add to, and not replace, normal scrutiny of project and strategy delivery, which is currently reported to the Performance and Audit Committee and the Partnership Board.
- 3.2 The remit of Subgroup is to:
- Undertake a detailed analysis of key project documentation including the Project Outline Document, Project Initiation Document, Project Status Reports, and Project Closure Reports
  - Review progress in the most recent quarter
  - Review progress against outcomes as agreed in the Business Plan
  - Scrutinise financial projections for the year as agreed in the Annual Budget and spend within the quarter
  - Monitor progress against project timelines and milestones as agreed in the Business Plan
  - the current programme risk register and issues log
- 3.3 Membership of PaSDOS was to be made up of at least two Councillor members and two non-Councillor members, and was to be initially by invitation, at the direction of the Committee Chair, in order that members with specific skillsets can be targeted. These skillsets may include audit, accounts, programme or project management, change management, risk

management or legal knowledge. The following have been agreed as the Members of the Subgroup:

- Councillor John McMillan
- Councillor Tom Conn
- John Scott
- Simon Hindshaw
- Alastair Couper

3.4 The first meeting of PaSDOS was held on 14 February. At the meeting, the Subgroup:

- Appointed Councillor John McMillan as Chair
- Reviewed their terms of reference and agreed to a number of revisions. Agreed to revisit the ToR at the next meeting
- Discussed reporting requirements to ensure adequate scrutiny

A copy of the minutes of the meeting is attached at Appendix 1.

#### **4. RECOMMENDATIONS**

4.1 The Board is asked to:

4.1.1 Approve the appointments of Councillors Conn and Jenkinson to the Performance and Audit Committee

4.1.2 Note the membership and remit of the Project and Strategy Delivery Oversight Subgroup

Michael Melton  
Programme Manager  
7 March 2025

#### **Appendix 1: Minutes of the Performance and Strategy Delivery Oversight Subgroup - 14th February 2025**

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

**PROJECT AND STRATEGY DELIVERY OVERSIGHT SUBGROUP**

**Virtual Meeting via Microsoft Teams  
on Friday 14 February 2025  
2.00pm**

<b>PRESENT:</b>	<u>Name</u>	<u>Organisation Title</u>
	Councillor McMillan (Chair from item 6)	East Lothian Council
	Councillor Conn	West Lothian Council
	Simon Hindshaw	Non-Councillor Member
	John Scott	Non-Councillor Member

<b>IN ATTENDANCE:</b>	<u>Name</u>	<u>Organisation Title</u>
	Brian Butler (chair up to item 5)	SEStran
	Keith Fisker	SEStran
	Sandra Lavergne	SEStran
	Michael Melton	SEStran
	Rachael Murphy	SEStran

**Action by**

**1. ORDER OF BUSINESS**

It was confirmed that there was no change to the order of business. Brian Butler confirmed that he would chair the meeting until the election of a permanent chair at item 5.

**2. APOLOGIES**

Apologies were submitted on behalf of Alastair Couper (Non-Councillor Member).

**3. DECLARATION OF INTERESTS**

None.

**4. PROPOSED TERMS OF REFERENCE**

A brief overview of the Terms of Reference was provided to the group.

Discussions focused on how to ensure that the groups remit in the

Terms of Reference (ToR) was suitably refined to make sure the required information was provided to the group and that discussion were as focused as possible. Other elements to be incorporated into the remit included reporting to the Performance and Audit Committee by exception and reviews of RAG statuses.

It was agreed that Michael Melton would redraft the remit section of the ToR for discussion with Cllr John McMillan and then onward circulation to the group for review by email in advance of the next meeting for final approval. MM

### **Decision**

Approval of the Terms of Reference was deferred until the next meeting of the Subgroup.

## **5. ELECTION OF CHAIR**

John Scott nominated Cllr John McMillan to be chair, which was seconded by Cllr Tom Conn. All were in agreement and Cllr John McMillan was elected chair of the Subgroup.

## **6. FUTURE REPORTING FORMAT AND CONTENT**

A summary of the paper was provided, and then each section was taken in turn to allow time for discussion

Risks and Issues: it was noted that the information here is very text heavy and hard to identify where the group should focus its attention. It was agreed it would be beneficial to review the format and order of the risk register in light of this.

Finance: it was agreed to add in a breakdown of spend to date by quarter

Programme: it was generally agreed that the current format is not ideal, and that some relevant narrative would be helpful.

Overall, it was also agreed to adopt an iterative approach to reporting, with time at the end of the next meeting to review and discuss any changes for the following meeting.

### **Decision**

To note the contents of the report.

## **7. DATE OF NEXT MEETING**

Friday 25<sup>th</sup> April 2025

## **20% Reduction in Car Use by 2030**

### **1. Introduction**

- 1.1 In 2021, Transport Scotland committed to a highly ambitious target of reducing car use by 20% by 2030. The route map to direct this work, to be delivered by TS and COSLA, has been delayed and the actions within it have still to be agreed.
- 1.2 As the time available to make interventions between the present day and 2030 has reduced, the required interventions have become more intensive. A recent iteration of the draft interventions included Road User Charging.
- 1.3 At the Partnership Board meeting on 6 December 2024, as part of the Partnership Director's Update, there was an extended discussion about the potential use of demand management tools including Road User Charging, to encourage people to use their cars less frequently.
- 1.4 The Partnership Director was requested to take make the board's concerns about such measures, if not appropriately combined with a radically improved active, sustainable and public transport network, clear to Transport Scotland.
- 1.5 This report provides an update on developments since the last Board meeting and seeks to provide assurance to the Board that a revised timetable will allow interested parties to express their views as part of a future consultation process.

### **2. Background**

- 2.1 Transport accounts for around a quarter of Scotland's greenhouse gas emissions, with cars making up roughly 40% of these. Research modelling the decarbonation pathway for the transport sector demonstrated that – alongside the transition to zero-emissions vehicles – a 20% reduction in car use by 2030 was needed in order to meet the trajectory for transport carbon emission reductions required to achieve Scotland's 2030 net zero targets.
- 2.2 Transport Scotland (TS) set this challenging target and a draft Route Map was prepared in 2021. It was agreed by COSLA at that time. However, Ministerial changes within the Scottish Government subsequently delayed publication of the Route Map until late 2024.

- 2.3 Given the delay, the Route Map had been significantly amended, including intensive interventions, to attempt to achieve the targeted reduction in a far shorter period.
- 2.4 The Scottish Collaboration Of Transportation Specialists (SCOTS) responded to the consultation on behalf of its members (Scotland's 32 local authorities and seven RTPs), and the RTPs sent a joint response. Both responses welcomed production of the draft Route Map, but emphasised the need to incentivise behaviour change rather than focus on disincentivise current behaviours.
- 2.5 The request to focus on incentivising positive behaviour, is particularly apposite given that several initiatives designed to incentivise the change had largely either been paused, withdrawn, or had not matched the initial expectations. For example:
- The Bus Partnership Fund (BPF), which was to provide £500m of funding to improve bus services across Scotland, mainly through improvements to infrastructure, was introduced in 2023/24. It was paused later that year, then cancelled without announcement in December 2024. To date only around £26m has been spent – entirely on consultants' fees with nothing at all spent on road improvements.
  - In 2025/26 the BPF will be replaced by the Bus Infrastructure Fund, but the scope, qualifying criteria and value of this fund have not been clarified despite it having been announced in December 2024. It is likely that the value will be in the region of £10-£20m.
  - Under the Bute House Agreement, 10% of the total Transport budget would be spent on Active Travel from 2024/25 onwards. It had been anticipated that this could amount to c.£320m in 2024/25. In the event, unforeseen financial constraints meant that only around £190m has been allocated this year, so many infrastructure and behaviour change projects remain unfunded.
- 2.6 At the Partnership Board meeting in December 2024, as part of the Partnership Director's update, there was discussion about the need to offer long-term, appropriately funded, positive behaviour change interventions, relevant to rural and urban communities alike; and that these need to time to be well bedded in, before demand management interventions are introduced. Further, it was felt that citizens should not be penalised when the delays in delivering on the government commitment was not their responsibility.
- 2.7 The Partnership Director reported that the issue would be discussed at COSLA's Environment and Economy Board on Friday 13 December, in order to agree a response to the consultation.
- 2.8 The Board requested the Partnership Director to draft an urgent letter on behalf of the Chair to Fiona Brown, Interim Director of Strategy and Analysis at TS, and to copy the letter to Gail Macgregor, COSLA's Environment and Economy Spokesperson.

### **3. Update**

- 3.1 The letter requested in 2.8 was sent by the Chair to both Fiona Brown and Gail Macgregor.
- 3.2 The TS consultation was discussed at COSLA's Environment and Economy Board on Friday 13 December. COSLA members expressed concern, as they had at their previous meeting in November. These concerns included that the document should be considered as a framework, as opposed to a route map, noted a lack of data and evidence, a lack of clarity over available funding, and a perceived lack of engagement with stakeholders like RTPs.
- 3.3 Since that meeting, COSLA and TS have worked closely together, and a number of options were considered at COSLA's Environment and Economy Board on 7 February 2025 (see Appendix 1). After discussion, it was agreed to take forward Option 2, to revise the Route Map and, as a result of subsequent discussions, COSLA has released an outline of a new policy statement which will be published in spring 2025 (see Appendix 2).
- 3.4 On 6 March 2025, in response to a Parliamentary Question about the TS response to the above audit, the Cabinet Secretary for Transport was expected to confirm, among other things, that the target would be revised based on an impending report from the Climate Change Committee, and that the Route Map would now be published in Spring 2026.
- 3.5 For information only - in parallel with all of the above, Audit Scotland published a report titled 'Sustainable Transport: Reducing Car Use'. The report cited a lack of leadership, transparency and guidance, and produced a number of recommendations aimed at getting performance against this target back on track (see Appendix 3).

#### **4. Recommendations**

- 4.1 The Partnership Board is asked to note that:
- 4.1.1 The 20% Reduction in Car Use by 2030 target is being reviewed
  - 4.1.2 The Route Map will not now be published until spring 2026
  - 4.1.3 Local authorities, CoSLA, SCOTS and RTPs will be consulted prior to the Route Map being finalised

**Brian Butler**  
Partnership Director  
5 March 2025



## Appendix

**Contact** [brian.butler@sestran.gov.uk](mailto:brian.butler@sestran.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 due to this report

## **Appendix 1: Options presented to the CoSLA Environment and Economy Board on 7 February 2025**

### **Option 1**

The Route Map as previously considered by the Board is jointly published with Transport Scotland in Spring 2025 as originally intended and, where appropriate, includes changes to the content, as suggested by the Board at meetings in November and December 2024, and following feedback from key partners such as SCOTS and RTPs.

### **Option 2**

Officers progress work on a revised document, presented as a renewed policy statement, following a staged approach. Throughout this process, the Board will have the chance to scrutinise and comment on the work being conducted by officers from COSLA and Transport Scotland, with updates provided where appropriate:

The Route Map is reframed as a renewed policy statement and published jointly with Transport Scotland in Spring 2025. The statement is reduced in scope compared to the original route map, setting out the high-level necessity for a reduction in car use and the importance of joint action by key stakeholders such as Scottish and Local Government, as well as key partners such as RTPs. The statement will take into account feedback from the Board, as well as key stakeholders such as RTPs and SCOTS. The statement would be subject to agreement by Leaders. A draft outline of the contents of this statement, as developed jointly with Transport Scotland, can be found in Annex A.

The Scottish Government takes forward in the spring the regulatory review required for the development and implementation of demand management measures required to meet car use reduction targets. This will allow councils with plans for demand management to develop their ideas further with partners. This would not be a joint publication, although COSLA may wish to respond to the review.

From late 2025 onwards, COSLA and Transport Scotland progress work on the development of a costed delivery plan. The plan will be developed to include further detail on the actions, responsibilities, costs, and timescales required to achieve car use reduction targets. The plan will be informed by Audit Scotland recommendations published in January 2025 and updated advice from the Climate Change Committee expected to be received in Spring 2025. This plan will be subject to discussion and agreement by the Board and Leaders.

Option 2 would see the Board agreeing to action in a key policy area and taking positive steps towards net zero in transport, in accordance with the Board's agreed principles, while also retaining a level of scrutiny and oversight over future work in this area which recognises the concerns raised by members at previous meetings.

### **Option 3**

COSLA does not endorse the publication of either a Route Map or revised document. The Board recognises the difficulties this will result in for achieving our shared carbon emission reductions targets, and the potential reputational damage to both COSLA and Scottish Local Government as a whole in future debates on carbon reduction in Scotland.

## Appendix 2: Outline of the Renewed Policy Statement

The renewed policy statement may cover the following areas. This is not intended to be an exhaustive list of areas, and the final document may be subject to changes:

- The current position in Scotland regarding car use in 2025.
- Outlining the clear evidence that we need to reduce car use at pace and scale to achieve net zero in transport by 2045.
- Acknowledgement that achieving this target will be difficult, as well as noting that monitoring of the data suggests that we off-track to meet 2030 targets.
- Re-emphasise our joint Scottish and Local Government commitment to car emissions reduction.
- Transport Scotland's long-term position on car use reduction will be set out in the draft CCP covering the period 2026-2040.
- The need for a behavioural change approach to car use reduction, including a new national conversation, and greater communication with the public.
- The identification of four sustainable travel behaviours for people to adopt according to their needs and circumstances.

The need for the creation of an enabling environment for both transport and other sectors, such as health and digital, to empower people to reduce car use via a combination of: Incentives to use sustainable transport – including a reaffirmation of the importance of bus services and active travel.

Disincentives to discourage car use and the need for demand management interventions. This also includes the need for reform of fuel duty.

Commitment in principle to the development of delivery plans, emphasising the importance of action by key stakeholders.

### **Appendix 3: Audit Scotland Sustainable Transport Audit Recommendations**

#### **The Scottish Government should:**

As soon as possible, clarify its commitment to reducing transport emissions through the car kilometre target and how it aligns with the new carbon budget approach towards climate change policy.

By the end of 2025 at the latest, publish a realistic delivery plan that sets out how it will work with partners to achieve the restated target. This should include the impact Scottish Government, councils and RTPs are expected to have, clear roles and responsibilities, timescales, costs, and an appropriate monitoring and evaluation plan.

As soon as possible, publish the evidence on discouraging car use through demand management tools.

In 2025, publish guidance for councils on how to reduce car use and the need to travel in their communities, including the role that rural councils can play.

By summer 2025, review the first full year of the new system for active travel delivery, identify and address the identified challenges. It should evaluate the impact of the changes and whether they have resulted in more efficient delivery.

In 2025, start a national conversation with the public about their travel choices using effective behaviour change techniques to educate and encourage people to reduce their car use.

#### **Scottish Government and COSLA should:**

By the end of the 2024/25 financial year, confirm the joint governance and collective accountability arrangements for delivering, overseeing and scrutinising progress towards the 20 per cent target. These arrangements should include clear roles and responsibilities and have membership from across the Scottish Government, councils and representation from Regional Transport Partnerships (RTPs).

#### **The Scottish Government, councils and Regional Transport Partnerships should:**

From 2025, report annually through the climate change plan update, or transport strategy updates, how spending in the year has affected the desired outcomes of fewer people using their car and more people travelling via sustainable modes such as active travel and public transport.

Use the Equality Impact Assessment (EQIA) process to consult with communities, businesses and the third sector and ensure that efforts to reduce car use are part of a just transition and do not deepen inequalities. The EQIA should clearly capture how bodies have considered and fully involved the needs of different groups as part of their decision-making.

#### **Councils and Regional Transport Partnerships should:**

As part of their Local Transport Strategies and Regional Transport Strategies, set out to what extent they will contribute to the 20 per cent target. This should include measurable key performance indicators, costs and timescales.

Regularly share good practise and learning, including their detailed analysis of how to achieve the target in their local area.

## Asset Management Strategy

### 1. Introduction

- 1.1 The purpose of this report is to present to the Partnership Board, SEStran's draft Asset Management Strategy for approval.
- 1.2 Effective asset management plays a critical role in achieving SEStran's business objectives and ensuring the organisations long-term sustainability. This strategy outlines SEStran's approach to managing assets throughout their lifecycle, from acquisition to disposal, in alignment with our organisational goals and regulatory requirements.

### 2. Main Report

- 2.1 Public bodies are required to prepare an annual report and accounts comprising financial statements and other related reports. These are the principal means of accounting for the stewardship of public funds.
- 2.2 The Partnership Board approved the Partnership's audited accounts for 2023/24 at its meeting on 6 December 2024.
- 2.3 In its External Audit of SEStran's accounts for financial year 2023/24, Audit Scotland recommended that SEStran should undertake a full review of its asset management procedures, ensuring that the asset register fully reflects the assets in use.
- 2.4 For reference, the External Audit recommendations are re-stated at Appendix 1.
- 2.5 SEStran committed to devise an Asset Management Strategy addressing all of the External Auditor's recommendations and to submit it for approval at the Partnership's Board meeting on 14 March 2025. The strategy is attached as Appendix 2.
- 2.6 The Partnership's audited Annual Accounts for 2023/24 record Partnership assets with a net book value of £0.189m. The assets include:
- Bus passenger transport information system (RTPI) computer equipment and screens
  - Cycling equipment and infrastructure, including electric bicycles (eBikes)
  - Bus 'Ticketer' equipment
  - Office computer equipment.
- 2.7 The table below provides a summary of the Partnership's assets included in the audited Annual Accounts 2023/24.

Net Book Value at:				
	Number of Assets	Total Cost	31 March 2024	31 March 2025
RTPi system	183	£394,497	£89,740	£64,451
e-bike	99	£166,951	£89,073	£66,989
Ticketer	122	£256,495	£2,702	Nil
Office Equipment	35	£32,002	£7,521	£4,941
<b>Total</b>	<b>439</b>	<b>£849,945</b>	<b>£189,036</b>	<b>£136,381</b>

2.8 Based on the Partnership's existing asset accounting policy, the assets are forecast to have a net book value of £0.136m at 31st March 2025.

### 3. Accounting Policy

3.1 The draft Asset Management Strategy includes a revised Accounting Policy.

3.2 The Partnership's existing Accounting Policy for Non-Current Assets is stated in paragraphs 3.2.1 to 3.2.3 below:

3.2.1 **Plant and Equipment** is categorised into the following classes:

- Vehicles, plant and equipment;
- Assets under construction.

3.2.2 **Depreciation** is provided on all Property, Plant and Equipment:

- The Partnership provides depreciation on its Plant and Equipment from the month when it comes into use. Thereafter depreciation is provided on a straight-line basis over the expected life of the asset.
- No depreciation is provided on Assets Under Construction.

3.2.3 **Measurement:** Plant and Equipment is included in the Balance Sheet at:

- The lower of net current replacement cost or
- Net realisable value in existing use, net of depreciation.

3.2.4 The Partnership's Accounting Policy for Non-Current Assets has existed largely unchanged since the Partnership was established as a statutory body.

- 3.2.5 It is proposed to update the Accounting Policy to reflect the Partnership's investment in assets to deliver region-wide objectives of the Regional Transport Strategy including investment in:
- RTPi system infrastructure
  - E bike assets and infrastructure.
- 3.4 The proposed Accounting Policy for Non-Current Assets is presented in the table at paragraph 3.5. New elements of the Policy are highlighted in colour. New elements of the Policy reflect:
- 3.3.1 A minimum value of £10,000 for recognition of project expenditure on non-current assets. Where individual assets do not exceed £10,000 in value, but which collectively form part of a programme of expenditure on delivery of a service, which meets the definition of an asset, the asset will be included as part of that programme e.g. RTPi system.
- 3.3.2 Plant and Equipment to be measured at fair value. Fair value is defined as the amount equivalent to depreciated historical cost. As the Partnership's non-current assets have a useful life of five years or less and have relatively low value, there is likely to be limited change to the valuation currently applied.
- 3.3.3 A policy on de-recognition for non-current assets which are either disposed of or where no future economic benefits or service potential are expected from its use or disposal.
- 3.3.4 An accounting policy for intangible assets.
- 3.4 The Partnership is required to adopt International Financial Reporting Standard 16 Leases (IFRS 16), when preparing the Annual Accounts for 2024/25. Any further update to Accounting Policies required for adoption of IFRS16 will be reported to the Partnership when the unaudited Annual Accounts are presented in June 2025.
- 3.5 **Proposed Revised Accounting Policy**
- Tangible Assets
- Plant and equipment is categorised into the following classes:
- Vehicles, plant, furniture and equipment;
  - Assets under construction.
- Recognition
- Expenditure lower than £10,000 on individual assets is charged to revenue.
- Measurement
- Assets under construction are initially measured at historic cost, comprising their purchase price and any costs attributable to bringing the assets into use for their intended purpose.

- All other classes of property, plant and equipment are measured at fair value.
- Vehicles, plant, furniture and equipment - fair value is the amount equivalent to depreciated historical cost for short life and/or low value assets. For assets with longer lives and/or high values, fair value is the amount that would be paid for the asset in its existing use or depreciated replacement cost for specialised /rarely sold assets where insufficient market-based evidence exists.
- Surplus assets - fair value is the price that would be paid for an asset in its highest and best use.

#### Depreciation

- Depreciation is provided on all property, plant and equipment, other than assets under construction.
- The Partnership depreciates its non-current assets in the year of acquisition. The Partnership will operate a five-year rolling revaluation programme for assets and provides for depreciation on a straight-line basis on the opening book value plus the cost of acquisitions and enhancements during the year over the remaining useful life of the asset.
- The charge to the Comprehensive Income and Expenditure Statement for the year is impacted by changes in asset value during the year arising from enhancements but not revaluation.

#### De-recognition

- An asset is de-recognised either on its disposal, or where no future economic benefits or service potential are expected from its use or disposal.

#### Intangible Assets

##### Recognition

- Intangible assets are non-current assets that have no physical substance but are identifiable and controlled by the Partnership and it can be established that there is an economic benefit or service potential associated with the item which will flow to the Partnership. This expenditure is mainly in relation to the purchase of software licenses. Expenditure on the acquisition, creation or enhancement of intangible assets is capitalised on an accruals basis.

##### Measurement

- Intangible assets are initially measured at cost and included in the Balance Sheet at net historical cost.

##### Depreciation

- In most cases intangible assets are depreciated over the period of the licence. Where the period of the licence is deemed 'infinite' the software is depreciated based on an assessment of expected useful life.
- Depreciation is calculated using the straight-line basis on the opening book value over the remaining useful life of the asset.



**4. Recommendations**

- 4.1 The Partnership Board is recommended to:
  - 4.1.1 Approve the Asset Management Strategy,
  - 4.1.2 Approve the proposed Revised Asset Accounting Policy detailed at paragraph 3.5.
  - 4.1.3 Note that any further update to Accounting Policies required for adoption of IFRS16 will be reported to the Partnership Board when the unaudited Annual Accounts are presented in June 2025

**Brian Butler**  
Partnership Director  
11 March 2025

- Appendix**
- 1. External Audit Recommendations
  - 2. Draft Asset Management Strategy

**Contact**      [brian.butler@sestran.gov.uk](mailto:brian.butler@sestran.gov.uk)

Policy Implications	SEStran’s Asset Accounting Policy will be revised to reflect the changes recommended in 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 due to this report

**Exhibit 2****Significant findings and key audit matters from the audit of the annual accounts**

Issue	Resolution
<p><b>1. Management and recording of non-current assets</b></p> <p>SEStran holds a large number of relatively low-value individual assets which include bikes, screens and technology related to real-time transport information. Our review of the asset register and corresponding entries in the accounts found a number of material findings:</p> <ul style="list-style-type: none"> <li>• The asset register and balance sheet presented for audit included £198,000 of assets which were impaired in previous years and should have been removed from the disclosures in the accounts.</li> <li>• Not all assets disclosed on the register are allocated a unique reference or serial number, meaning there is often no direct link between the asset register and the physical item.</li> <li>• The asset register has been cumulatively modified over several years, and no longer provided a clear audit trail to the disclosures in the accounts. This included duplication of information and complex formulas.</li> </ul>	<p>The non-current asset register was extensively revised to provide a clearer link to the disclosures in the accounts. This resulted in a prior year correction to remove £198,000 of impaired assets from 2015/16 which had been included in error.</p> <p>SEStran should undertake a full review of its asset management procedures, ensuring that the asset register fully reflects the assets in use. The partnership should:</p> <ul style="list-style-type: none"> <li>• Review and update the accounting policy for non-current assets in line with Code requirements, including information on useful lives, the approach to impairment and the basis of capitalisation.</li> <li>• Improve the asset register to provide a direct link to the disclosures in the accounts, including sufficient detail to ensure that physical items are individually identifiable</li> <li>• Ensure that that physical items are appropriately tagged to create a direct link between the register and the asset.</li> <li>• Ensure that impairment reviews are carried out on a regular basis, including physical inspection of assets. This should be documented in a systematic and methodical way which allows the asset register to be reflective of asset condition. It is important that the partnership works closely with their finance colleagues at City of Edinburgh Council to ensure that disclosures in the accounts are reflective of the assets in operation.</li> </ul>



## ASSET MANAGEMENT STRATEGY

### Document Version Control

Date	Author	Version	Status	Reason for Change
March 2025	SEStran	0.1	DRAFT	For approval by Partnership Board.

## 1. Introduction

- 1.1 Effective asset management plays a critical role in achieving SEStran's business objectives and ensuring the organisation's long-term sustainability. This strategy outlines SEStran's approach to managing assets throughout their lifecycle, from acquisition to disposal, in alignment with our organisational goals and regulatory requirements.

## 2. Definition of an Asset

- 2.1 An asset is a resource with economic value that is owned or controlled by an organisation with the expectation that it will provide a future benefit. SEStran's assets fall into three broad categories.

- 2.1.1 **Property, plant and equipment** – tangible assets (i.e. assets with physical substance) that are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes, and expected to be used during more than one (accounting) period. The Partnership currently holds electronic bicycles and Ticketer equipment, ICT equipment and electronic screens, which support the real time bus passenger information (RTPI) system.

- 2.1.2 **Leases** – a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for the lease term.

- 2.1.3 **Intangible asset** – an identifiable non-monetary asset without physical substance, which is controlled by the Partnership as a result of past events, and from which future economic benefits or service potential are expected to flow. The most common class of intangible assets in local authorities is computer software.

## 3. Asset Register

- 3.1 Any asset that is procured must immediately be added to the Asset Register. This is a detailed record that lists all of the assets held by SEStran. It serves as a comprehensive inventory of the assets, providing essential information about each asset to help manage and track them effectively. It includes the following details:

- 3.1.1 **Asset Number:** Every asset on the Asset Register should be assigned a unique identification number, in sequence from the most recent previously procured asset. Where practical, a sticker showing the Asset Number should be securely attached to the asset. In cases where this is not practical, a note should be added to the Asset Register detailing why this is the case.

- 3.1.2 **Serial Number:** The manufacturer's serial number for an individual asset should be recorded on the Asset Register to aid identification.

- 3.1.3 **Asset Category:** Each asset should be assigned to a general category in order that assets can be grouped with those of a similar type e.g. eBikes, RTPI screens. In order to prevent a proliferation of Asset Categories, new categories must be agreed by the Partnership Director.
- 3.1.4 **Asset Location:** The location of the asset should be clearly recorded. For example, a general location such as railway station is unlikely to be specific enough to allow it to be identified quickly in an asset check undertaken by a new member of staff. In cases like this, a more specific direction such as 'above concourse on platform 14' may be more appropriate.
- 3.1.5 **Date of Addition:** This should be the date when ownership of the asset is passed to SEStran, usually the date on which a supplier's invoice is paid.
- 3.1.6 **Cost:** This is the financial cost to SEStran when the asset is procured.
- 3.1.7 **Useful Life:** For accounting purposes, the useful life of an asset must be estimated when it is procured. This is essential in order to determine depreciation and net book value.
- 3.1.8 **Estimated to be Fully Written Down:** This is a function of 'Date of Addition' and 'Useful Life' and, for asset management planning purposes, can be used as a guide for when an asset may require to be replaced.
- 3.1.9 **Net Book Value:** This is the value of the asset after application of depreciation and any impairment adjustment. It will also reflect any revaluation of the asset.

## 4 Accounting Policy

- 4.1 The Accounting Policy is presented in the table in paragraph 4.3 below.
- 4.2 The Partnership is required to adopt International Financial Reporting Standard 16 Leases (IFRS 16), when preparing the Annual Accounts for 2024/25. Any further update to Accounting Policies required for adoption of IFRS16 will be reported to the Partnership when the unaudited Annual Accounts are presented in June 2025.

### 4.3 Accounting Policy

#### Tangible Assets

Plant and equipment is categorised into the following classes:

- Vehicles, plant, furniture and equipment;
- Assets under construction.

#### Recognition

- Expenditure lower than £10,000 on individual assets is charged to revenue.

### Measurement

- Assets under construction are initially measured at historic cost, comprising their purchase price and any costs attributable to bringing the assets into use for their intended purpose.
- All other classes of property, plant and equipment are measured at fair value.
- Vehicles, plant, furniture and equipment - fair value is the amount equivalent to depreciated historical cost for short life and/or low value assets. For assets with longer lives and/or high values, fair value is the amount that would be paid for the asset in its existing use or depreciated replacement cost for specialised /rarely sold assets where insufficient market-based evidence exists.
- Surplus assets - fair value is the price that would be paid for an asset in its highest and best use.

### Depreciation

- Depreciation is provided on all property, plant and equipment, other than assets under construction.
- The Partnership depreciates its non-current assets in the year of acquisition. The Partnership will operate a five-year rolling revaluation programme for assets and provides for depreciation on a straight-line basis on the opening book value plus the cost of acquisitions and enhancements during the year over the remaining useful life of the asset.
- The charge to the Comprehensive Income and Expenditure Statement for the year is impacted by changes in asset value during the year arising from enhancements but not revaluation.

### De-recognition

- An asset is de-recognised either on its disposal, or where no future economic benefits or service potential are expected from its use or disposal.

## **Intangible Assets**

### Recognition

- Intangible assets are non-current assets that have no physical substance but are identifiable and controlled by the Partnership and it can be established that there is an economic benefit or service potential associated with the item which will flow to the Partnership. This expenditure is mainly in relation to the purchase of software licenses. Expenditure on the acquisition, creation or enhancement of intangible assets is capitalised on an accruals basis.

### Measurement

- Intangible assets are initially measured at cost and included in the Balance Sheet at net historical cost.

### Depreciation

- In most cases intangible assets are depreciated over the period of the licence. Where the period of the licence is

deemed 'infinite' the software is depreciated based on an assessment of expected useful life.

- Depreciation is calculated using the straight-line basis on the opening book value over the remaining useful life of the asset.

## **5 Annual Asset Review**

**5.1 Annual Asset Impairment Review:** As part of the annual, end-of-financial-year asset review process, SEStran will undertake an impairment review to establish the condition and value of all assets, and whether the remaining useful life and / or book value require to be adjusted.

This does not necessarily mean that each individual asset will be inspected. It may be that the value of assets in a given asset category is reducing more quickly than originally assumed, so adjustments may have to be made to remaining useful life and / or net book value.

**5.2 Asset Impairment at other times:** the Asset Register should be updated immediately to reflect changes to the condition or operation of an asset e.g. if an asset is no longer operable and cannot be repaired, the Asset Register should be updated.

**5.3** Assets must be physically (or otherwise) checked prior to the end of each financial year, in order to ensure that the asset values reported in the financial statements are accurate and provide a true and fair view of the Partnership's financial position.

**5.4** A snapshot should be taken of the Asset Register on the final day of a financial year, and columns added to show the date on which the asset was checked, the member of staff who checked the asset, and any relevant notes regarding its condition, operation etc.

**5.5** For many assets, such as eBikes, this will require each individual asset to be checked by locating the asset and taking any photographs necessary to show its unique Asset Number.

**5.6** For other Asset Categories, such as RTPI PCs and screens, it may be possible to remotely check whether the equipment is in operation.

**5.7** It should be remembered at all times that evidence that the asset was checked and was operable at that time must be good enough to satisfy an audit at a later date.

## **6 Strategy Review**

**6.1** This document requires to be reviewed within a three-year period of previous approval by the Partnership Director and Principal Accountant.

# A7: Communications Strategy

Update by Sarah Junik



South East of Scotland  
Transport Partnership



## Who, what, when, where and why?

- Why? Comms and marketing objectives
- Who? Our audiences
- What, when, where? Comms and marketing tactics



## Why? Comms and marketing objectives

- Raise the profile of SEStran
- Raise awareness of the work we do
- Demonstrate the impact of our work across the region
- Raise awareness of the benefits of active and sustainable transport



# Who? Our audiences

- You – our board members
- Councillors and councils in our region (including forum members)
- Transport Scotland
- Partners, including other regional transport partnerships, transport operators, health boards
- Department for Transport
- National politicians
- The public



## What, where and when – the tactics

- Social media
- Monthly e-newsletter
- Website
- Blogs
- Media releases
- Factsheets
- Project-specific comms and marketing activity



## **PEOPLE AND PLACE 25/26 UPDATE**

### **1 INTRODUCTION**

- 1.1 The purpose of this report is to update the Partnership Board on the progress of the grant funds approved at the meeting on 6<sup>th</sup> December 2024 and the updates made to the scoring and eligibility criteria as delegated to the Partnership Director.

### **2 BACKGROUND**

- 2.1 At its last meeting in December, the Board agreed to:
- Note and discuss the content of this report and approve the People and Place Delivery Plan
  - Delegate to the Partnership Director the setting of the fund values as noted in the report for Grants to Local Authorities, Grants to Third Parties, and the Community Grant Fund.
  - Approve the eligibility and assessment criteria for grants to third parties, and delegate to the Partnership Director the ability to vary the project section of the eligibility criteria as set out in the report
  - Approve the eligibility and assessment criteria for the community grant fund and delegate to the Partnership Director the ability to vary these criteria to support alignment with SPT and Tactran as set out in the report
- 2.2 In line with the timescales shared at that meeting, the People and Place Grant Fund was opened to applications on 29<sup>th</sup> January, and closed on 19<sup>th</sup> February. A total of 30 applications were received for around £5million. At the time of writing this report, all applications have been scored against the approved criteria by 3 members of the SEStran projects team, and a funding panel is arranged for 27<sup>th</sup> February to make decisions on these applications.
- 2.3 In addition to the main grant fund, the People and Place Community Grant Fund was launched on 24<sup>th</sup> February and will close on 19<sup>th</sup> March.

### **3 DETAIL OF DELEGATED CHANGES TO CRITERIA**

- 3.1 As stated in the previous report, it was anticipated that some changes would be made to the project section of the eligibility criteria for main grant fund as detailed discussion with Local Authorities identify areas they wish to deliver in house and elements that they wish SEStran to source an external provider for. Delegated authority was therefore given to the Partnership Director to make changes to this section of the criteria under these specific circumstances.
- 3.2 The updated project eligibility criteria for this grant fund, as approved by the Partnership Director, is shown at Appendix 1. This sets out the

specific projects that were identified by Local Authorities as requiring third party support to deliver. These projects all conform to the project eligibility criteria approved by the Board, and with the agreed People and Place Delivery Plan. No other changes were made to this grant fund under delegated authority beyond minor wording changes to ensure consistency.

- 3.3 No changes were made to the eligibility and assessment criteria of the community grant fund following the Board meeting, with the exception of minor wording changes to ensure consistency. For reference, the final versions of these are attached at Appendix 2.

#### 4 RECOMMENDATIONS

- 4.1 The Partnership Board is asked to:
- Note the contents of this report, including the changes made to the grant fund criteria under delegated authority as set out in section 3.

Michael Melton  
**Programme Manager**  
 14<sup>th</sup> March 2025

**Appendix 1:** SEStran People and Place Grant Fund – Eligibility and Assessment Process

**Appendix 2:** SEStran People and Place Community Grant Fund – Eligibility and Assessment Process

Policy Implications	The People and Place Delivery Plan aligns with the objectives of the RTS and therefore will help deliver on SEStran’s policy objectives
Financial Implications	Project management costs for 2025/26 will be included in the overall Plan budget, so there is no anticipated financial impact.
Equalities Implications	In supporting people to travel actively, this Plan should have a positive impact on equalities. Specific elements of the Plan have been designed to further support the accessibility of active and sustainable travel, with an objective include around this to ensure that this is measured. A programme wide IIA has been produced and will be shared, and all projects will be expected to implement the recommendations of this where appropriate.
Climate Change Implications	In promoting behaviour change from private cars to active and sustainable travel, the People and Place Plan will support the transition to net zero.

# People and Place Grant Fund 25/26 – Eligibility and Assessment Criteria

## Project Eligibility

As part of SEStran’s People and Place Delivery Plan, a list of project scopes has been developed for which grant funding is available for applications that support delivery of these. There will be an assumed **minimum grant per organisation of £50,000** to ensure projects are of a sufficient scale to deliver regional impact.

In addition to the criteria outlined below, we expect all of the projects we fund to be fully inclusive and accessible to all. As such, all projects should conform with the Public Sector Equality Duty and give due regard to the need to:

- put an end to unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation
- advance equal opportunities between people who have a protected characteristic and those who do not
- foster good relations between people who have a protected characteristic and those who do not

A project specific Integrated Impact Assessment (IIA) can be used to demonstrate the above. A [programme wide IIA](#) has been produced and all projects will be expected to implement the recommendations of this where appropriate.

Whilst funding can only be awarded for 25/26, applications are welcomed for projects that could continue into future financial years in line with the timescales provided in the project eligibility criteria. Where projects are proposed to run beyond 25/26, the application should focus primarily on 25/26 delivery as this is what will be assessed, with reference to anticipated funding and programme development in future years. Funding beyond 25/26 will be awarded at the sole discretion of SEStran in line with future year funding timescales, and dependant on available budget, 25/26 performance, and the regional Delivery Plan.

## What is eligible for funding

Eligible applications must fit within one or more of the project scopes identified below, but please note the following:

- Budgets are subject to change, and not all projects listed below as eligible may be funded (in full or in part) depending on budget availability.
- Where you have a coherent application that would run across multiple project scopes, please **only submit one application**, and identify within your programme budget how much would be assigned to each project scope. For example, a coherent application could cover

schools interventions in a number of LA areas, or cover a community focused project plus access to cycles.



Priority Intervention Location/project	Scope of eligible projects	Expected Outcomes	Budget	Timeframe
City of Edinburgh - Promotion of the use of the newly completed infrastructure, in particular the areas around the CCWEL corridor	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using 1FTE of dedicated officer resource, for one secondary school and all of its associated feeder primary schools (school cluster to be agreed with City of Edinburgh Council). It will deliver tailored support packages depending on schools' needs and circumstances, and will include provision of bikes and associated equipment to pupils, improved cycle/scooter storage, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. They may also include measures to complement this cluster-based model. A specific focus of this project should be promotion of the use of the CCWEL infrastructure corridor, from Roseburn through the city centre and along Leith Walk.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Increase the use of the new infrastructure or services</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27
	<p><u>School Community Engagement</u> A project that focuses on providing a range of cycling behaviour change measures to school pupils and their families, with a specific focus on school catchments in the bottom 20% of the SIMD in proximity to the CCWEL infrastructure corridor, from Roseburn through the city centre and along Leith Walk, and including connections such as quiet routes and NCN in south west Edinburgh and the North Edinburgh path network. Interventions would be expected to include cycle training for children and adults, provision of cycles (either directly or in partnership with other local projects), family cycle rides, Dr Bike sessions and bike buses. A specific focus of this project should be the school holidays when to keep children and their families cycling outwith the school term.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Increase the use of the new infrastructure or services</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27
Clackmannanshire - An engagement programme with school catchment communities	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support for Alloa, Alva and Lornhill Academy's and all of their associated feeder primary schools. It will deliver tailored support packages depending on schools' needs and circumstances and will include provision of bikes and associated equipment to pupils, improved cycle/scooter storage, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. They may also include measures to complement this cluster-based model. A specific focus of this project should be reaching out into the entire school community, including teachers and pupils' families, and building connections with local workplaces, community organisations etc. There will be a focus and expectation to concentrate on four primary schools (to be identified by Clackmannanshire Council) where enhanced behaviour change engagement with staff and parents is required.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27

	<p><u>Community Project Support &amp; Delivery</u> A project to provide support for local organisations within Clackmannanshire to deliver, and build local capacity to deliver, projects to encourage people to walk, wheel and cycle, including as part of multi-modal journeys. Whilst initially this will likely include direct delivery of project activities, a key focus of this project should include building local community capacity to delivery such projects to allow them to be run locally in future years. Specific activities to be delivered should be agreed locally to ensure that they address local barriers to active travel. Projects are expected to connect in with wider school communities by developing connections with the projects based in schools identified above.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys by active and sustainable modes in and around the target community</li> <li>• Reduce number of short trips being made by car</li> <li>• Improve perceptions of accessibility to local goods/services, education and employment by non-car modes</li> <li>• Increase the amount of walking, wheeling and cycling for physical activity</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Local partner organisations have increased willingness, capacity and skills to establish and implement effective behavioural change projects</li> </ul>	Exact value to be determined based on balance of other projects, but likely to be around £50,000 per project, mixture of revenue and capital	25/26 with potential to extend to 26/27
East Lothian - A programme to improve and promote multi-modal journeys at specific hubs	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using 0.5FTE of dedicated officer resource, for one secondary school and all of its associated feeder primary schools (school cluster to be agreed with East Lothian Council). The project will deliver tailored support packages depending on each school's needs and circumstances, and will include provision of bikes and associated equipment to pupils, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events. The project officer will support East Lothian Council with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often, with a view to increasing the modal share of active travel reported in each participating school's HUSS results. A specific focus of this project should be promotion of multi modal journeys, including East Lothian's developing network of journey hubs and/or 'park and stride' sites identified as part of the school travel planning process.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>▪ Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Increase the use of the new infrastructure or services</li> </ul>	Expected to be up to £50,000, exact value be determined based on balance of other projects, mixture of revenue and capital (note that application for under £50,000 will be accepted for this project)	25/26 with potential to extend to 26/27
	<p><u>Community Project Support &amp; Delivery</u> A community-based project to provide direct delivery of behaviour change interventions, as well as working with other local organisations to support and build local capacity to deliver more community-led active travel initiatives. Projects supported and/or delivered should encourage people to walk, wheel and/or cycle for everyday journeys, including multi-modal journeys undertaken using East Lothian Council's network of Journey Hubs. Ultimately, the project should support interventions that seek to reduce journeys by private car and increase more sustainable choices for everyday travel (walking, wheeling, cycling, public transport). Whilst initially this will likely include direct delivery of project activities, a key focus of this project should include building local community capacity to deliver projects that can be run locally in future years. Projects should provide 1FTE of staff resource to be based in the community. Specific activities to be delivered should be agreed locally in partnership with East Lothian Council and community partners to ensure that they address local barriers to active travel. A key aspect of this project is partnership working, and so it is expected that it will work with other projects in the area (including in schools and around access to cycles) to support a joined-up delivery model. The focus of delivery should be in Musselburgh/Wallyford and Haddington.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys by active and sustainable modes in and around the target community</li> <li>• Reduce number of short trips being made by car</li> <li>• Improve perceptions of accessibility to local goods/services, education and employment by non-car modes</li> <li>• Increase the amount of walking, wheeling and cycling for physical activity</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Local partner organisations have increased willingness, capacity and skills to establish and implement effective behavioural change projects</li> </ul>	Expected to be up to £120,000, exact value be determined based on balance of other projects, largely capital	25/26 with potential to extend to 26/27

Falkirk - A broad-ranging behavioural change programme with a focus in more deprived communities, in schools, and providing continuity with existing activities	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using up to 1FTE per school cluster of dedicated officer resource, for Larbert, Falkirk and Grangemouth High schools and associated cluster schools and expand the work with Denny High School and its catchment. It will deliver tailored support packages depending on schools' needs and circumstances, and will include provision of bikes and associated equipment to pupils, improved cycle/scooter storage, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. They may also include measures to complement this cluster-based model. A specific focus of this project should be reaching out into the entire school community, including teachers and pupils' families, and building connections with local workplaces, community organisations etc.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27
	<p><u>Community Project Support &amp; Delivery</u> A project for local organisations within Falkirk to deliver and support local organisations to build local capacity to deliver projects to encourage people to walk, wheel and cycle, including as part of multi-modal journeys. Whilst initially this will likely include direct delivery of project activities, a key focus of this project should include building local community capacity to delivery such projects to allow them to be run locally in future years. Specific activities to be delivered should be agreed locally to ensure that they address local barriers to active travel.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys by active and sustainable modes in and around the target community</li> <li>• Reduce number of short trips being made by car</li> <li>• Improve perceptions of accessibility to local goods/services, education and employment by non-car modes</li> <li>• Increase the amount of walking, wheeling and cycling for physical activity</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Local partner organisations have increased willingness, capacity and skills to establish and implement effective behavioural change projects</li> </ul>	Exact value to be determined based on balance of other projects, but likely to be around £50,000 per project, mixture of revenue and capital	25/26 with potential to extend to 26/27
Fife - A broad-ranging behavioural change programme in and around Levenmouth	<p><u>Community Project Support &amp; Delivery</u> A project to provide support for local organisations within the wider Levenmouth area to deliver, and build local capacity to deliver, projects to encourage people to walk, wheel and cycle, including as part of multi-modal journeys. Whilst initially this will likely include direct delivery of project activities, a key focus of this project should include building local community capacity to delivery such projects to allow them to be run locally in future years. Specific activities to be delivered should be agreed locally to ensure that they address local barriers to active travel. Where cycle training is provided, this should follow the national Bikeability standard.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys by active and sustainable modes in and around the target community</li> <li>• Reduce number of short trips being made by car</li> <li>• Improve perceptions of accessibility to local goods/services, education and employment by non-car modes</li> <li>• Increase the amount of walking, wheeling and cycling for physical activity</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Local partner organisations have increased willingness, capacity and skills to establish and implement effective behavioural change projects</li> </ul>	Exact value to be determined based on balance of other projects, but likely to be around £50,000 per project, mixture of revenue and capital	25/26 with potential to extend to 26/27
	<p><i>Further projects may become available for this intervention while the grant fund is open – an updated version of this guidance will be issued if this does occur, and consideration will be given to extending the deadline for these specific projects only.</i></p>			

<p>Fife - A programme of investment focused on children and young people's journeys to and from schools and higher education</p>	<p><b>Higher Education Delivery</b> A project to engage with young people attending higher education site(s) with the aim of encouraging them to travel there sustainably (whether by active travel or public transport). Support should be tailored to the specific setting (therefore could cover a variety of areas) and must have the support of those who manage the site (this support should be demonstrated in any application). A key theme of this project should be tackling transport poverty and therefore increasing access to education, which could include elements such as provision of cycles and relevant support, training, route planning etc. Where cycle training is provided, this should follow the National Standard for Cycle Training. Whilst students are the main target for this project, a secondary audience could be staff members, so consideration of specific project elements to support them to travel sustainably could also be included.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys by active and sustainable modes in and around the target community</li> <li>• Reduce number of short trips being made by car</li> <li>• Improve perceptions of accessibility to local goods/services, education and employment by non-car modes</li> <li>• Increase the amount of walking, wheeling and cycling for physical activity</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	<p>Exact value to be determined based on balance of other projects, but likely to be around £50,000 per project, mixture of revenue and capital</p>	<p>25/26 with potential to extend to 26/27</p>
<p>Midlothian - A programme to improve and promote sustainable travel to new developments</p>	<p><b>Community Project Support &amp; Delivery</b> A community-based project(s) to work in partnership with Midlothian Council to engage with new and existing residents to promote and encourage sustainable transport usage as part of the emerging Shawfair development area.</p> <p>The project should provide direct delivery of behaviour change interventions and also work with other partner organisations in Shawfair to support and build local capacity to deliver. Whilst initially this will likely include direct delivery of project activities, a focus of this project should include building local community capacity to support them to deliver locally in future years. Projects should provide 1FTE of staff resource to be based in the community. Specific activities to be delivered should be agreed locally to align with the growth of new developments and associated access to active and sustainable transport. A key aspect of this project is partnership working, and so it is expected that it will work with other projects in the area (including in schools and around access to cycles) to support a joined-up delivery model.</p> <p>Shawfair is a substantial area of development in Midlothian which will eventually comprise 3,000 new homes with the rail station and a new town centre at its heart. There are existing residents who have moved in as well as significant new housing completions over the next few years (25/26 &gt;134 26/27&gt;296 27/28&gt;318).</p> <p>Significant new developments are being built out and occupied in Midlothian. Development at Auchendinny has also been identified as a potential focus area either in addition to or as a follow-on from project delivery at Shawfair.</p> <p><b>Supporting information:</b></p> <p>Midlothian Active Travel Strategy - <a href="https://midlothiancouncil.citizenspace.com/communications/active-travel-and-transport-surveys/supporting_documents/On%20the%20Move.%20Active%20travel%20strategy%20202434.pdf">https://midlothiancouncil.citizenspace.com/communications/active-travel-and-transport-surveys/supporting_documents/On%20the%20Move.%20Active%20travel%20strategy%20202434.pdf</a></p> <p>Shawfair Sustainable Growth Agreement - <a href="https://www.sepa.org.uk/media/490766/shawfair_sga.pdf">https://www.sepa.org.uk/media/490766/shawfair_sga.pdf</a></p> <p>Shawfair LLP website - <a href="https://www.shawfair.co.uk/">https://www.shawfair.co.uk/</a></p> <p>Midlothian Council Housing Land Audit 2024 (interactive map) - <a href="https://midlothian.maps.arcgis.com/apps/webappviewer/index.html?id=0b4cbc1f44364150bc4e82314231d1c1">https://midlothian.maps.arcgis.com/apps/webappviewer/index.html?id=0b4cbc1f44364150bc4e82314231d1c1</a></p>	<ul style="list-style-type: none"> <li>• Reduce the number of journeys made by car from or to major trip generators</li> <li>• Increase the number of journeys made by active and sustainable modes from or to major trip generators</li> <li>• Improve perceptions of accessibility from or to major trip generators by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	<p>Expected to be up to £120,000, exact value be determined based on balance of other projects, largely capital</p>	<p>25/26 with potential to extend to 26/27</p>



	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using 1FTE of dedicated officer resource, in Lasswade Secondary School and all of its associated feeder primary schools. It will deliver tailored support packages depending on schools' needs and circumstances. This should include, training, campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 only
Scottish Borders - A broad-ranging behavioural change programme in and around Hawick	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using 1FTE of dedicated officer resource, in Earlston Secondary School and all of its associated feeder primary schools. It will deliver tailored support packages depending on schools' needs and circumstances and will include provision of bikes and associated equipment to pupils, improved cycle/scooter storage, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. Note that while the priority intervention location for the Scottish Borders has been identified as Hawick, this project in Earlston is available for funding applications to provide continuity of delivery from 24/25.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 only
West Lothian - A broad-ranging behavioural change programme with a focus in more deprived communities and schools	<p><u>Intensive Schools Delivery</u> A project to provide a programme of intensive support, delivered using 1FTE of dedicated officer resource per school/school cluster, to include:</p> <ul style="list-style-type: none"> <li>• West Calder High and St Margaret's Academy</li> <li>• One additional secondary school and all of its associated feeder primary schools (schools cluster to be agreed with West Lothian Council)</li> </ul> <p>It will deliver tailored support packages depending on schools' needs and circumstances, and will include provision of bikes and associated equipment to pupils, improved cycle/scooter storage, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. They may also include measures to complement this cluster-based model.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27

	<p><b>Intensive Schools Delivery &amp; Support</b> A project to provide a programme of intensive support, with dedicated officer resource, for Linlithgow Academy and all of its associated primary schools. It will deliver tailored support packages depending on schools' needs and circumstances, and will include provision of bikes and associated equipment to pupils, as well as walking/wheeling/cycling training (depending on needs and across a wide range of age groups), campaigns, challenges and events, and support with travel planning to encourage and enable pupils and other members of the schools' communities to travel actively more often. A specific focus of this project should be reaching out into the entire school community, including teachers and pupils' families, and building connections with local workplaces, community organisations etc. To ensure long term success and local capacity building, local organisation(s) should be involved in the management and delivery of this project, with support from an experienced delivery organisation. The medium-term aim should be for the delivery partner to step away and the project to continue not run successfully, managed and delivered at a local level.</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys</li> <li>• Improve perceptions of accessibility to school by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> <li>• Local partner organisations have increased willingness, capacity and skills to establish and implement effective behavioural change projects</li> </ul>	Exact value to be determined based on balance of other projects, mixture of revenue and capital	25/26 with potential to extend to 26/27
Promotion of active and sustainable travel to NHS sites	<p><b>NHS Sites Delivery &amp; Support</b> Projects in this area can cover a range of areas, as long as they focus on promotion of active and sustainable travel to NHS sites. The primary audience for these projects should be those working or studying on NHS sites, but secondary audiences could include patients or other visitors. Funds in this area can be applied for directly by the NHS, or by organisations who would support these projects – where other organisations are applying, we would expect an existing relationship with the NHS/the wider site to exist. NHS site can include any area of a wider site and all users of that site – as an example, this would include the entire Edinburgh Bioquarter campus.</p>	<ul style="list-style-type: none"> <li>• Reduce the number of journeys made by car from or to major trip generators</li> <li>• Increase the number of journeys made by active and sustainable modes from or to major trip generators</li> <li>• Improve perceptions of accessibility from or to major trip generators by non-car modes</li> <li>• Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul>	A total of approximately £280,000 is available in this across all projects, mixture of revenue and capital	25/26 only
A programme to build Local Authority capacity to deliver change	<p><b>Local Authority capacity building</b> A project to provide 1 FTE embedded behaviour change strategy officer to support behaviour change strategy and action plan development. The officer will initially work to complete work carried out in 24/25 with Falkirk Council, and will then move onto work with West Lothian Council. Their work should support delivery of behaviour change from 26/27 onwards, but direct delivery will not be a focus of the role.</p>	<ul style="list-style-type: none"> <li>• Local Authorities are better able to establish and manage effective behavioural change projects</li> </ul>	Approximately £65,000, revenue only	25/26 only
Access to Cycles and Cycle Storage	<p><b>Access to Cycles Grant Management</b> Management of a grant fund to distribute funding to organisations across the region to increase access to cycles. This should include elements such as recycling and refurbishing cycles and purchase of new cycles as appropriate (including adaptive cycles), and funds should be targeted at groups or individuals who would otherwise not be able to access a cycle. Grant funds should be used to support purchase/refurbishment of cycles and additional items required to use the cycle (such as light, helmet etc), and could also cover cycle training (or referrals to local cycle training).</p>	<ul style="list-style-type: none"> <li>• Proportion of short everyday journeys by cycling</li> <li>• Attitudes towards/propensity cycling</li> <li>• Proportion of journeys to school by cycling</li> <li>• Frequency of cycling for pleasure/ exercise</li> <li>• Proportion of people identifying barriers to cycling</li> </ul>	Approximately £500,000, capital only	25/26 with potential to extend to 26/27
	<p><b>Access to Cycles Direct Delivery</b> Projects that provide access to cycles at scale can apply on an individual basis for cycle refurbishment or purchase – such projects could include bike libraries, other loan models, or gifting that are targeted at groups or individuals who would otherwise not be able to access a cycle. Grant funds should be used to support purchase/refurbishment of cycles and additional items required to use the cycle (such as light, helmet etc), and could also cover cycle training (or referrals to local cycle training). Projects funded directly by SEStran will have to be already established and have a proven record of delivery. Projects which will operate at a smaller scale or are newer/require further support will be referred to the grant funding programme noted above.</p>	<ul style="list-style-type: none"> <li>• Proportion of short everyday journeys by cycling</li> <li>• Attitudes towards/propensity cycling</li> <li>• Proportion of journeys to school by cycling</li> <li>• Frequency of cycling for pleasure/ exercise</li> <li>• Proportion of people identifying barriers to cycling</li> </ul>	Exact value to be determined based on balance of other projects, capital only	25/26 with potential to extend to 26/27

	<p><u>Cycle Storage Support &amp; Delivery</u> A project to work with social housing providers to either directly delivery, or support delivery of, cycle storage for social housing residents. Social housing providers should be targeted specifically based on the regional priority interventions listed in the Delivery Plan, and to align with other projects funded through People and Place (it is not expected that specific focuses based on this will be identified in an application, but a process for working with SEStran and Local Authorities post funding award to identify these focuses would support an application). Dependant on the outcomes of local consultation, the scope of storage could be extended to include storage for buggies and mobility aids alongside cycles. Specific consideration should also be given to the installation of storage for adapted cycles where potential demand is identified.</p>	<ul style="list-style-type: none"> <li>• Proportion of short everyday journeys by cycling</li> <li>• Attitudes towards/propensity cycling</li> <li>• Proportion of journeys to school by cycling</li> <li>• Frequency of cycling for pleasure/ exercise</li> <li>• Proportion of people identifying barriers to cycling</li> </ul>	Approximately £100,000, capital only	25/26 only
Regional Projects	<p><u>Schools Incentivisation</u> A project to incentivise walking and wheeling in schools across the SEStran region. Whilst this project will work across the region, a specific focus should be on supporting schools where they align with the regional priority interventions listed in the Delivery Plan, and to align with other projects funded through People and Place (it is not expected that specific focus areas based on this will be identified in an application, but a process for working with SEStran and Local Authorities to identify the focus areas would support an application).</p>	<ul style="list-style-type: none"> <li>• Increase the number of journeys made by young people by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Increase the number of journeys made by parents/carers by active and sustainable modes to school and for other commonly-made journeys</li> <li>• Reduce the number of journeys made by car to school and for other commonly-made journeys <ul style="list-style-type: none"> <li>▪ Improve perceptions of accessibility to school by non-car modes</li> <li>▪ Enable people that were previously excluded from using active or sustainable modes for some journeys to do so</li> </ul> </li> </ul>	Exact value to be determined based on balance of other projects, but likely to be up to £100,000 mixture of revenue and capital	25/26 with potential to extend to 26/27

## What is not eligible for funding

- Any project that does not fit within the eligible project scopes listed above
- Any project that provides for the construction of active or sustainable travel infrastructure
- Any project that does not focus on increasing participation in active or sustainable travel

## Eligible expenditure

This is a project-based grant fund that will operate on the basis of full cost recovery, so all costs related to the delivery of the projects funded will be eligible to be claimed. This will include relevant staff costs as well as proportional overheads, premise costs etc. Costs that do not relate to the specific project being funded (for example, whole organisation overheads or entire premises costs) cannot be funded.

## Organisation Eligibility

The fund will be open to any public body, charity or community organisation (note that local authorities are not eligible for this fund).

All applicants must be able to demonstrate a certain level of capability to deliver behaviour change projects, and have a baseline level of understanding, organisation and team set-up, finances, and insurance. We may ask for evidence of this when you submit your application.

If part of your application involves passing on funding to other groups, they will also need to comply with all of the eligibility criteria within this section.

## Community Organisations

To be eligible, community organisations must:

- Have a signed constitution.
- Have the required number of board members, including a minimum of three unrelated board members.
- Have an up-to-date Public Liability Insurance certificate.
- Be financially solvent, and be able to provide evidence of such, such as recent accounts.
- Have a project team of at least two people committed to lead and manage the project for its duration, including finance and administration.

## Fair Work First

All grants awarded with Scottish Government funds from 1 July 2023 (which includes this fund) must comply with the [Fair Work First](#) conditionality requiring grant recipients to pay at least the real Living Wage, and provide appropriate channels for effective workers' voice, such as trade union recognition.



All principal grant recipients (in the case of People and Place, this is SEStran) are required to meet the real Living Wage and effective voice conditions. Where the grant recipient issues funding to third-party organisations to support the delivery of the funded activity, the conditionality applies as follows:

- The real Living Wage condition applies to workers directly engaged in the delivery of the funded activity who are aged 16 and over, including apprentices and based anywhere in the UK.
- The effective voice condition does not apply.

### *Real Living Wage*

- In general, a grant recipient must demonstrate it is paying the Real Living Wage (rLW) before it can access a grant.
- For the purposes of this grant fund, this condition only applies to workers directly engaged in the delivery of the funded activity who are aged 16 and over, including apprentices and based anywhere in the UK.

Evidence required will depend on the size of the grant as per [Scottish Government guidance](#).

### **Work with vulnerable people**

It is important we have assurances relating to the safeguarding of vulnerable groups. If your programme involves working with vulnerable groups, we will ask you to confirm that you have:

- Robust safeguarding policies and procedures in place to protect vulnerable adults and children (these may include things such as a specific safeguarding policy, training, support and supervision of staff, a Code of Conduct)
- Whistleblowing and monitoring and complaints processes.
- A clear procedure which must be followed if you become aware of any specific safeguarding incident

### **Assessment Process**

Once submitted, in line with SEStran's Grant Standing Orders and to ensure best value, applications will be scored by 3 members of SEStran staff in line with the scoring criteria below. The average score under each criterion will then be taken and compiled into an overall score for each project.

A recommendation will then be made on a project-by-project basis based on the score, but also taking due account of ensuring a geographical spread of projects and transport modes across the region, and how the projects fit within the overall programme budget. This recommendation will then be reviewed by a funding panel, who will make a final recommendation on which projects are successful in line with the set criteria. The Panel will be made up of a minimum of 3 members of staff from SEStran (not including those who have marked the applications). Decisions of the Panel are final and are not subject to appeal. Where projects are proposed to run beyond 25/26, the assessment will focus only on proposals submitted for 25/26 delivery.

## Organisation Financial Assessment

Alongside the assessment, a financial sustainability assessment will be undertaken on organisations in line with City of Edinburgh Council’s processes. If an organisation fails this assessment, they may be ineligible to receive grant funding and their application may be rejected.

## Eligibility Assessment

Prior to the scoring being carried out, an eligibility assessment will be undertaken to ensure the applicant organisation and the project being applied for meet the eligibility criteria above. Where an application is found to be ineligible, it will not be scored and will be deemed to be unsuccessful.

## Scoring Criteria

The scoring criteria that has been developed has been designed to assess projects on their overall quality, fit within the [Delivery Plan](#), experience of the organisation delivering them, and value for money. A total score will be given out to 100 in line with the following criteria.

### *Project outcomes*

This section will be assessed based on how the project will deliver against the relevant outcomes of the specific project scope(s) you have applied for. The following scores will be assigned:

0	Project is unclear or unrelated to any of the project scopes. No reference to how the project will deliver against relevant outcomes.
6	Project has some relevance to a project scope(s) but lacks detail and/or specificity. Project has some reference to relevant outcomes but does not demonstrate how it will deliver against these.
12	Project partly demonstrates how it will deliver on some or all outcomes, and has some alignment with the delivery of a project scope(s).
18	Project demonstrates how it will deliver on some relevant outcomes, and is specific to relevant project scope(s).
24	Project demonstrates how it will deliver on some or all relevant outcomes, and aligns with delivery of the relevant project scope(s).
30	Project clearly and comprehensively demonstrates how it will deliver on the outcomes of the relevant project scope. Project is specific and tailored to the relevant priority scope(s).

### Value for Money

This section will be assessed based on the project budget provided within the [Project Delivery Plan](#), along with the project delivery plan and outcomes. Consideration will also be taken of the overall People and Place budget, the affordability for specific projects within that, and the comparative costs of other proposals (including costs of projects delivered in 2024/25). The following scores will be assigned:

0	Project cost is disproportionately high or low respective to the submitted project delivery plan and outcomes and the overall People and Place budget
10	Project cost is disproportionately high or low respective to the submitted project delivery plan and outcomes, but fits within the overall People and Place budget. Project budget and/or submitted delivery plan and/or outcomes will need adjusted to demonstrate value for money.
20	Project cost is proportionate to the submitted project delivery plan and outcomes, but not the overall People and Place budget. Project budget will need adjusted to fit within the programme.
30	Project cost is proportionate to the submitted project delivery plan and outcomes and the overall People and Place budget

### Delivery Programme

This section will be assessed based on the [project delivery plan](#) provided. Consideration will be taken on use of resources, project timescales, project milestones and risk management. The following scores will be assigned:

0	No evidence of delivery programme or planning in relation to the proposed project
4	Partial details are provided relating to a project delivery plan but these are very limited in detail or missing key information, or the delivery approach is unrealistic with insufficient capacity to successfully deliver the project.
8	Project delivery plan has been provided but lacks detail or specificity to the project and may be missing some information.
12	Project delivery plan demonstrates some understanding of how the project will be delivered. The timescales and/or resourcing are in part appropriate to the delivery of the project and a basic risk management plan is in place.
16	Project delivery plan demonstrates a good understanding of how the project will be delivered. Timescales and resourcing are appropriate to the delivery of the project and a good risk management plan is in place.
20	Detailed and comprehensive project delivery plan that demonstrates a well planned and appropriately resourced project. Project has a realistic timescale with clear milestones, demonstrating a comprehensive understanding of project delivery, along with a thorough risk management plan.

### Organisation Experience

This section will score the evidence that has been provided on an organisations previous success at delivering active and/or sustainable travel behaviour change projects. The following scores will be assigned:

0	No experience provided, or experience is not relevant to behaviour change for the chosen transport mode(s)
3	Relevant experience of delivering behaviour change projects for the chosen transport mode(s), but little or no of evidence of successful delivery of relevant outcomes in previous projects provided
6	Relevant experience of delivering behaviour change projects for the chosen transport mode(s), with some evidence of successful delivery of relevant outcomes in previous projects provided
10	Relevant experience of delivering behaviour change projects for the chosen transport mode(s), with high quality evidence of successful delivery of relevant outcomes in previous projects provided

### Partnership Work

This section will score the evidence that has been provided on an organisation's experience and ability to deliver successful projects in partnership with other organisations and its relevance for the project. The following scores will be assigned:

0	No evidence of partnership working is provided
2	Partnership working is referenced but no evidence is provided
4	Partnership working is referenced and some partial evidence is provided
6	Some evidence of partnership working is provided and there is some relation to how this will contribute to the delivery of the project.
8	Evidence of partnership working is provided, and a demonstration of how this will contribute to the effective delivery of the project.
10	Relevant and clear evidence of partnership working is provided. Evidence outlines the approach and effectiveness of past experiences of partnership working and how this will contribute to the effective delivery of the project.

# People and Place Community Grant Fund 25/26 – Eligibility and Assessment Criteria

## Project Eligibility

The Community fund will focus on projects between £5,000 and £50,000 aiming at delivering key local interventions to encourage active and sustainable transport in the SEStran region.

### What is eligible for funding

Projects can focus solely on active travel or sustainable transport interventions or a combination of both elements. Projects must align with at least one of the three key People and Place themes below:

#### *Schools and Young People*

Interventions in Scottish schools that deliver holistic solutions for creating an environment where active and sustainable travel choices are not only an option, but the most effective ways to travel for young people and families.

#### *Workplaces*

Interventions that focus on places of work, that make active and sustainable travel choices a realistic solution for commuting for staff and volunteers. These could include investment in workplace cycle storage/parking or maintenance provision, or incentivisation schemes that make walking, wheeling, cycling and public transport more attractive choices to private car use.

#### *Accessibility and Inclusion*

Interventions that focus on inclusion of underrepresented groups in Scotland who might face additional barriers to active and sustainable travel, such as cost, social perception, culture, health, ability, and geographical location. Interventions should integrate a good engagement with groups who face such barriers and aim at significantly reducing them to increase opportunities to choose active and sustainable travel.

## Location Criteria

Projects should be run within the SEStran area (but organisations can be based outwith that area). Projects that cross [Regional Transport Partnership \(RTP\)](#) boundaries should get in touch with each RTP and a 'lead' RTP will be agreed who will assess the application and manage any successful project.

## Eligible expenditure

This is a project-based grant fund that will operate on the basis of full cost recovery, so all costs related to the delivery of the projects funded will be eligible to be claimed. This will include relevant staff costs as well as proportional overheads, premise costs etc. Costs that do not

relate to the specific project being funded (for example, whole organisation overheads or entire premises costs) cannot be funded.

### What is not eligible for funding

- Any project that does not focus on increasing rates of walking, wheeling, cycling and/or sustainable travel.
- Any project that provides for the construction of active or sustainable travel infrastructure.

### Organisation Eligibility

The fund is open to:

- community groups
- voluntary organisations
- registered charities
- social enterprises
- community benefit societies
- community interest companies (CICs)

Note that this fund is not open to Local Authorities, other public bodies, or businesses.

To be eligible, organisations must:

- Have a signed constitution.
- Have the required number of board members, including a minimum of three unrelated board members.
- Have an up-to-date Public Liability Insurance certificate or equivalent.
- Be financially solvent, and be able to provide evidence of such, such as recent accounts.
- Have a project team of at least one suitable person committed to lead and manage the project for its duration, including finance and administration.
- Comply with the Fair Work First conditionality – *see more details below*.
- Have robust safeguarding policies and procedures to protect vulnerable adults and children (if applicable to the project) – *see more details below*.

All applicants must be able to demonstrate a certain level of capability to deliver behaviour change projects, and have a baseline level of understanding, organisation and team set-up, finances, and insurance. We may ask for evidence of this when you submit your application.

### Assessment Process

Once submitted, in line with SEStran's Grant Standing Orders and to ensure best value, applications will be scored by 2 members of SEStran staff following the scoring criteria below. The average score under each criterion will then be taken and compiled into an overall score for each project.

An internal recommendation will then be made on a project-by-project basis, based on the score, but also taking due account of ensuring a geographical spread of projects across the

entire People and Place programme, transport modes across the region, and how the projects fit within the People and Place budget. Decisions are final and are not subject to appeal.

## Organisation Financial Assessment

Alongside the assessment, a financial sustainability assessment will be undertaken on organisations in line with City of Edinburgh Council’s processes. If an organisation fails this assessment, they may be ineligible to receive grant funding and their application may be rejected.

## Eligibility Assessment

Prior to the scoring being carried out, an eligibility assessment will be undertaken to ensure the applicant organisation and the project being applied for meet the eligibility criteria above. Where an application is found to be ineligible, it will not be scored and will be deemed to be unsuccessful.

## Scoring Criteria

The scoring criteria that have been developed have been designed to assess projects on their overall quality, fit within the People and Place programme’s objectives, experience of the organisation delivering them, and value for money. A total score will be given out of 100 in line with the following criteria.

### *Community engagement and barrier identification*

This section will be assessed based on the work and engagement that the organisation has undertaken with their community to identify the current needs and barriers to access active and/or sustainable travel. The following scores will be assigned:

0	No evidence of community consultation or engagement and no identification of the current community needs and barriers to access active and/or sustainable transport.
6	Insufficient community consultation or engagement and/or limited understanding of the current community needs and barriers to access active and/or sustainable transport.
12	Partial demonstration of community consultation or engagement and/or partial identification of current community needs and barriers to access active and/or sustainable transport.
18	Relevant community engagement work and/or partial identification of current community needs and barriers to access active and/or sustainable transport.
24	Demonstration of a good community engagement work and/or identification of current community needs and barriers to access active and/or sustainable transport.
30	Demonstration of a strong community engagement and clear identification of current community needs and barriers to access active and/or sustainable transport.

### Project outcomes

This section will be assessed based on how the project will deliver on the relevant outcomes related to the People and Place programme objectives and the three identified People and Place themes. The following scores will be assigned:

0	Project is unclear or unrelated to any of the programme objectives and/or the three identified People and Place themes. No reference to how the project will deliver against relevant outcomes.
4	Project has some relevance to the programme objectives and/or any of the three identified People and Place themes but lacks detail and/or specificity. Project has some reference to relevant outcomes but does not demonstrate how it will deliver against these.
8	Project partly demonstrates how it will deliver on some or all outcomes and has some alignment with the programme objectives and/or any of the three identified People and Place themes.
12	Project demonstrates how it will deliver on some relevant outcomes and is specific to relevant programme objectives and any of the three identified People and Place themes.
16	Project demonstrates how it will deliver on some or all relevant outcomes, and aligns with delivery of relevant programme objectives and any of the three identified People and Place themes
20	Project clearly and comprehensively demonstrates how it will deliver on relevant outcomes and fully aligns with delivery of relevant programme objectives and any of the three identified People and Place themes. Project is specific and tailored to the programme objectives and respective location(s).

### Value for Money

This section will be assessed based on the project budget provided within the [project delivery plan](#) and the stated outcomes. Consideration will also be taken of the overall People and Place budget, the affordability for specific projects within that, and the comparative costs of other proposals (including costs of projects delivered in 2024/25). The following scores will be assigned:

0	Project cost is disproportionately high or low respective to the submitted delivery plan and outcomes and the available budget.
6	Project cost is disproportionately high or low respective to the submitted delivery plan and outcomes but fits within the available budget. Project budget and/or submitted delivery plan and/or outcomes will need adjusted to demonstrate value for money.
14	Project cost is proportionate to the submitted delivery plan and outcomes but does not fit within the available budget. Project budget will need adjusted to fit within the programme.
20	Project cost is proportionate to the submitted delivery plan and outcomes and the available budget.



### Delivery Programme

This section will be assessed based on the [project delivery plan](#) provided. Consideration will be taken on use of resources, project timescales, project milestones and risk management. The following scores will be assigned:

0	No evidence of delivery plan or planning in relation to the proposed project.
3	Partial details are provided relating to a project delivery plan, but these are very limited in detail or missing key information, or the delivery approach is unrealistic with insufficient capacity to successfully deliver the project.
6	Delivery plan has been provided but lacks detail or specificity to the project and may be missing some information.
9	Delivery plan demonstrates some understanding of how the project will be delivered. The timescales and/or resourcing are in part appropriate to the delivery of the project and a basic risk management plan is in place.
12	Project delivery plan demonstrates a good understanding of how the project will be delivered. Timescales and resourcing are appropriate to the delivery of the project and a good risk management plan is in place.
15	Detailed and comprehensive delivery plan that demonstrates a well-planned and appropriately resourced project. Project has a realistic timescale with clear milestones, demonstrating a comprehensive understanding of project delivery, along with a thorough risk management plan.

### Organisation Experience

This section will score the evidence that has been provided on an organisations previous success at delivering relevant projects, including active and/or sustainable travel behaviour change projects. The following scores will be assigned:

0	No experience provided, or experience is not relevant to project delivery.
5	Relevant experience of delivering projects, but little or no of evidence of successful delivery of relevant outcomes in previous projects provided.
10	Relevant experience of delivering projects, with some evidence of successful delivery of relevant outcomes in previous projects provided.
15	Relevant experience of delivering projects with high quality evidence of successful delivery of relevant outcomes in previous projects provided.

## Additional information on eligibility criteria

### Fair Work First

All grants awarded with Scottish Government funds from 1 July 2023 (which includes this fund) must comply with the [Fair Work First](#) conditionality requiring grant recipients to pay at least the real Living Wage, and provide appropriate channels for effective workers' voice, such as trade union recognition.

All principal grant recipients (in the case of People and Place, this is SEStran) are required to meet the real Living Wage and effective voice conditions. Where the grant recipient issues

funding to third-party organisations to support the delivery of the funded activity, the conditionality applies as follows:

- The real Living Wage condition applies to workers directly engaged in the delivery of the funded activity who are aged 16 and over, including apprentices and based anywhere in the UK.
- The effective voice condition does not apply.

#### *Real Living Wage*

- In general, a grant recipient must demonstrate it is paying the Real Living Wage (rLW) before it can access a grant.
- For the purposes of this grant fund, this condition only applies to workers directly engaged in the delivery of the funded activity who are aged 16 and over, including apprentices and based anywhere in the UK.

Evidence required will depend on the size of the grant as per [Scottish Government guidance](#).

#### **Work with vulnerable people**

It is important we have assurances relating to the safeguarding of vulnerable groups. If your project involves working with vulnerable groups, we will ask you to confirm that you have:

- Robust safeguarding policies and procedures in place to protect vulnerable adults and children (these may include things such as a specific safeguarding policy, training, support and supervision of staff, a Code of Conduct).
- Whistleblowing and monitoring and complaints processes.
- A clear procedure which must be followed if you become aware of any specific safeguarding incident.

## Climate Change Reporting

### 1 INTRODUCTION

1.1 SEStran is required by the [Climate Change \(Duties of Public Bodies; Reporting Requirements\) \(Scotland\) Order 2015](#) as amended by the [Climate Change \(Duties of Public Bodies; Reporting Requirements\) \(Scotland\) Amendment Order 2020](#) to report greenhouse gas emissions that result from its organisational activities and services. As per the legislation:

- (1) For each year, a listed body must prepare a report on compliance with its climate change duties
- (2) The listed body must send the report to the Scottish Ministers within a period of 8 months from the end of the report year

SEStran, and all other public bodies, previous reports can be found on the [Sustainable Scotland Network's \(SSN\) Reporting](#).

1.2 The purpose of this report is to provide members with a summary of SEStran's carbon emissions for 23/24, explain changes to the previous year, and provide a summary of targets for 2024/25.

### 2 OVERVIEW OF 23/24 TARGETS

2.1 SEStran's emissions from the baseline year (2014/15) to 2023/24 are summarised below. A comparison of 2023/24 to the previous year is included in Appendix 2.

Timeline	Year	Emissions (tCO <sub>2</sub> e)
Baseline Year	2014/15	20.00
Year 1 carbon footprint	2015/16	16.00
Year 2 carbon footprint	2016/17	11.00
Year 3 carbon footprint	2017/18	9.00
Year 4 carbon footprint	2018/19	15.00
Year 5 carbon footprint	2019/20	17.00
Year 6 carbon footprint	2020/21	3.00
Year 7 carbon footprint	2021/22	3.00
Year 8 carbon footprint	2022/23	5.58
Year 9 carbon footprint	2023/24	9.00

2.2 The year saw a 3.42 tCO<sub>2</sub>e increase in emissions compared to the previous year. This is due to:

- Increase of homeworking hours (office equipment + heating) (2.43 tCO<sub>2</sub>e) due to an error in previous reporting. Figure for 23/24 includes all staff hours where staff are working from home.

- Increase in staff travel to work (2.21 tCO<sub>2</sub>e) due to reporting for 22/23 using the wrong CO<sub>2</sub> figures. When comparing the correct figures for both years, figures show a slight decrease in total emissions for staff travel to work in 23/34.
- Addition of hotel stays (0.17 tCO<sub>2</sub>e) which were not previously included in reporting.

2.3 There was a decrease in business travel (mix of short-haul flights, train journeys, and petrol car journeys) (-1.38 tCO<sub>2</sub>e) primarily due to a reduced number of flight passenger kms travelled.

In the wider report for 2022/23, it was highlighted there was an increasing return to pre-pandemic levels of travel, although a major shift to hybrid working and more online meetings are limiting a full-scale rebound.

SEStran has been reviewing in-person and hybrid meetings on a case-by-case basis to ensure journeys are necessary and business needs are met. This is being formalised in 2024/25 via a Business Transport Guide which provides guidance when choosing method of travel.

### 3 TARGETS FOR 24/25

#### 3.1 Climate Change Strategy

3.1.1 SEStran's top five priorities for climate change governance, management and strategy for the year ahead are as follows:

1. Review all relevant policies on an annual basis and create a process for selecting the best method of staff business travel to support more sustainable journeys being planned.
2. Review performance against carbon targets every quarter.
3. Promoting the current facilities available on site to enable staff and visitors to travel sustainably to Victoria Quay (cycle parking, changing facilities). Due to the small size of the organisation (11-12 people), this has a relatively low impact. The topic can be added to people's PDP conversations to offer more support and/or encouragement to travel to work sustainably (inc. Cycle Friendly Employer Scheme).
4. Create a process to ensure travel to meetings is justified (determining whether meetings should be remote, hybrid or in-person only). Investigate the feasibility of certain board meetings being online only.
5. Promote ability to reclaim travel expenses to encourage public transport being utilised by staff and board members and reduce the reliance on private vehicles.

3.1.2 In addition to these five priorities, we will be reviewing our procurement process to identify areas where sustainability could be prioritised further.

#### 3.2 Climate Change Adaptation

3.2.1 In addition to strategy priorities, SEStran have developed five priorities specifically targeting climate change adaptation. Due to the organisation’s small size (currently 12 employees), our internal influence is limited, however, we are committed to integrate climate change adaptation in relevant regional policies and discussions. Our priorities for 2023/24 are as follows:

1. Ensuring data is current to allow decision making on climate risk to be evidence based.
2. Hold session with team using the climate change adaptation tool (CCAT) to allow for better self-assessment of our impact and identify areas of improvement.
3. Continuing to develop flexible working for business but also to enable continuity for adverse weather and incorporation of the Scottish Government Adverse Weather Charter.
4. We are reviewing online document management and storage structures to ensure effective team working in the event of staff being unable to access the workplace for a long period of time.
5. Being proactive in changing policies to support climate change adaptation.

#### 4 CONCLUSION

4.1 SEStran’s climate change emissions increased in the year 2023/24, however, this was accounted for by an increase in staff travel to work and the inclusion of other emission factors. The priorities set out in 3.1 and 3.2 aim to reduce the organisation’s emissions, both internally and in wider regional work.

Rebecca Smith  
**Project Officer**  
 28<sup>th</sup> November 2024

Policy Implications	This report is part of SEStran’s statutory duty to report on climate change.
Financial Implications	There are no direct financial implications of this report. The actions for 24/25 may result in higher costs (i.e. train fares being higher than flights) but this has been accounted for with a cost-time matrix.
Equalities Implications	The project does not require an Equalities Impact Assessment (EQIA).
Climate Change Implications	The reporting provides a comprehensive overview of SEStran’s 23/24 emissions as well as a plan for reducing emissions in 24/25.
Appendices	<ol style="list-style-type: none"> <li>1. Public Bodies Climate Change Duties South East Scotland Transport Partnership 2023-24</li> <li>2. Data Comparison of 23/23 and 23/24 emissions</li> </ol>

Background Papers	N/A
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## Public Bodies Climate Change Duties Compliance Reporting **Financial Year** Template 2023/24

### 1. Overview

This template is provided for public bodies required to report annually in accordance with the Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015, as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 which took effect for reporting periods commencing on or after 1 April 2021.

Reports must be submitted to [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk) by 30th November. Late submissions will not be accepted for analysis and may be deemed non-compliant with Public Bodies Duties reporting requirements.

### 2. Guidance

1. Please **do not delete any cells, rows or columns**. This may corrupt the template/data and compromise analysis. You can hide any extra rows within tables.

2. Please complete the new "Boundary info" tab. This will enable improved assessment of data coverage and inform SSN analysis.

3. The "Profile of Body" tab must be completed before proceeding to add any other data.

4. To ensure that the correct emission factors are applied please ensure that you are using the correct template for the reporting year type under Q1f. If your organisation reports according to the academic year, usually August to July, you must use the Academic Year template.

5. If you need to add more rows in any table please email the file to [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk)

6. In Q3b emissions sources can be filtered by type in Column C. The list of available factors is visible on the Emission Factors tab. Please do not edit this list, use "other" if an EF is not available.

7. Only use the "other" rows when there is no relevant emission source available in the dropdown list or if you have bespoke data/emission factors. Please provide a brief explanation in the comment.

8. Water supply and treatment (sewage) emission factors are based on Scottish Water's carbon intensities for service supply. If you wish to use UK factors you need to enter manually in an "Other" row.

9. More detailed guidance is available on the SSN website

### 3. Colour Coding used in the template

	Dropdown box - select from list of options
	Uneditable/fixed entry cell
	Editable cell



## Public Bodies Climate Change Duties Compliance Reporting Template 2023/24 FY

Please answer all questions below with respect to the public body's reporting boundary for the reporting period.  
The information is intended to improve data coverage and inform analysis, in particular, to help identify data gaps.  
There are 3 response options:

- YES - where data is available and is reported
- NA - where a category is relevant but no data is available
- NO - the category is not relevant

Any points of clarification can be added in the comments field for the corresponding emission source(s) in Table 3b on the Emissions tab.

Category		Select from dropdown list
Owned estate	Are any buildings owned by the public body?	No
Managed services	Are building services managed on behalf of another public body that shares or leases space?	No
Leased premises	Are building services managed and provided by another public body?	Yes
Streetlighting	Are streetlights owned or operated?	No
Fleet and equipment	Are any vehicles or fossil-fueled machinery or equipment owned or leased, excludes short-term or infrequent hires?	No
Refrigerants/F-gases	Are there any air conditioning or refrigeration systems that require refrigerant gas top-ups?	No
Medical gases	Are medical gases used?	No
Business travel - private	Do staff undertake business travel by private car?	Yes
Business travel - flights	Do staff undertake any business travel by plane?	Yes
Homeworking	Do staff work from home - including hybrid?	Yes
Supply chain	Are any goods or services purchased?	Yes
Land use	Are more than 10 hectares of land owned or managed for public services provision, including for research or recreation?	No
Waste services	Is the public body responsible for collecting household or municipal waste?	No



**PART 1 Profile of Reporting Body**

**1a Name of reporting body**

Provide the name of the listed body (the "body") which prepared this report.

South East of Scotland Transport Partnership (SEStran)

**1b Type of body**

Select from the options below

Transport Partnerships

**1c Highest number of full-time equivalent staff in the body during the report year**

11

**1d Metrics used by the body**

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			

**1e Overall budget of the body**

Specify approximate £/annum for the report year.

Budget	Budget Comments
£972,000	The net revenue budget of the Partnership in 2023/24 was £0.972m.

**1f Report type**

**Check the report year type is correct. The alternative template must be used for academic year reporting.**

Reporting type	Report year comments
Financial/Calendar/Other	

**1g Context**

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

SEStran is the statutory Regional Transport Partnership for the South East of Scotland, covering 8 local authority areas: Edinburgh, East Lothian, West Lothian, Midlothian, Falkirk, Clackmannanshire, Scottish Borders and Fife. SEStran's statutory requirement is to produce a Regional Transport Strategy, and it works with partners to realise the strategy, delivering transport projects with a strong focus on reducing transport related emissions by getting people out of their cars and using sustainable transport. In 2023/24, the partnership developed regional strategic approaches to sustainable transport including electric vehicles, freight, and public transport across the region. SEStran developed the People and Place Plan for Active Travel Behaviour Change in the latter part of 2023/24, and this is now being implemented in 2024/25.

**PART 2 Governance, Management and Strategy**

**Governance and management**

**2a How is climate change governed in the body?**

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements. Provide a diagram / chart to outline the governance structure within the body.

SEStran governs its climate change impact through the following measures:  
 Documentation: The climate change reporting contained within this report is utilised for reporting requirements.  
 Review: SEStran holds a quarterly Performance & Audit Committee which provides scrutiny of the organisation's performance and activities. The annual climate change report is reported to the Performance & Audit Committee, and to the Partnership Board for scrutiny and approval (SEStran's Partnership Board consists of Elected Members and Non-Councillor members). SEStran's Business Plan is approved annually by the Partnership Board.

**2b How is climate change action managed and embedded in the body?**

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body. Provide a diagram to show how responsibility is allocated to the body's senior staff, departmental heads etc.

We plan to review all relevant policies on an annual basis as well as working on our top priorities for climate change governance and adaptation throughout the year.  
 We plan to host an annual team event to:  
 • Discuss performance against targets etc.  
 • Improvements for the following year  
 • Refresher training on policies, especially Business Continuity Plan  
 Following on from this work, we will also be reporting performance to the SEStran Board.

**Strategy**

**2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?**

Provide a brief summary of objectives if they exist.

Wording of objective	Name of document	Document Link
To ensure SEStran contributes to achieving Scotland's target of 'net zero' carbon emissions by 2045, and meet intervening targets, and UK obligations regarding greenhouse gas emissions	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To minimise the negative impacts of transport on natural and cultural resources	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To promote more sustainable travel	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To reduce the need for travel	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To increase transport choices, reducing dependency on private cars	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To reduce car dependency for commuting purposes, particularly single occupancy cars	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>
To seek to reduce our carbon emissions & positively influence other regional stakeholders	Business Plan 2021/24	<a href="https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf">https://sestran.gov.uk/wp-content/uploads/2021/08/2021-24-Business-Plan-FINAL.pdf</a>

**2d Does the body have a climate change plan or strategy?**

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

SEStran do not currently have a separate document detailing a climate change plan/strategy. We will work to deliver a climate change plan within the calendar year.

**2e Does the body have any plans or strategies covering the following areas that include climate change?**

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	Adverse Weather Policy		2019 - present	
	Business Continuity Plan		2024 - present	
Business travel	Business Travel Policy	<a href="http://sestran.gov.uk/wp-content/uploads/2016/07/SEStran-Busin">http://sestran.gov.uk/wp-content/uploads/2016/07/SEStran-Busin</a>	2021 - present	Business Travel Hierarchy to be expanded
	Hybrid Working Policy		2021 - present	
Staff Travel	Home Working Policy	<a href="https://sestran.gov.uk/wp-content/uploads/2022/02/SEStran-Hybr">https://sestran.gov.uk/wp-content/uploads/2022/02/SEStran-Hybr</a>	2021 - present	
Energy efficiency				
Fleet transport				
ICT				
Renewable energy				
Sustainable/renewable heat				
Waste management				
Water and sewerage				
Land Use				
Other (please specify in comments)				

**2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?**

Provide a brief summary of the body's areas and activities of focus for the year ahead.

SEStran's top 5 priorities for climate change governance, management and strategy for the year ahead are as follows:  
 1. Review all relevant policies on an annual basis and create a choice process for staff business travel to support more sustainable journeys being planned.  
 2. Review performance against carbon targets every quarter.  
 3. Promoting the current facilities available on site to enable staff and visitors to travel sustainably to Victoria Quay (cycle parking, changing facilities). Due to the small size of the organisation (11-12 people), this has a relatively low impact. The topic can be added to people's PDP conversations to offer more support and/or encouragement to travel to work sustainably (inc. Cycle Friendly Employer Scheme).  
 4. Create a choice process for meetings to ensure travel to meetings is justified (determining whether meetings should be remote, hybrid or in-person only). Investigate the feasibility of certain board meetings being online only.  
 5. Promote ability to reclaim travel expenses to encourage public transport being utilised by staff and board members and reduce the reliance on private vehicles.

**2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?**

If yes, please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.

Questions from the CCAT tool have been considered when discussing climate change as an organisation. A formal assessment has not been completed due to the size of the organisation. However, this is a tool we will look to utilise to ensure we are considering our scope and ambitions.

**Further information**

**2h Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

SEStran supports reducing carbon emissions, through the implementation of a number of policies including:  
 Flexible Working Policy: This policy allows staff to travel outwith peak hours, thereby reducing our contribution to congestion.  
 Home Working Policy: This policy encourages a decrease in staff travel emissions.  
 Business Travel Policy: This policy aims to encourage employees to reduce unnecessary travel and encourage the use of more sustainable forms of transport.  
 Hybrid Working Policy: This policy facilitates permanent remote working reducing the need to travel to office base.  
  
 We have been in discussions through the year with other RTPs to ensure learnings are shared, and there's consistency in reporting where relevant. We completed a peer review of this year's report with the other RTPs in November.

**PART 3 Corporate Emissions, Targets and Project Data**

**Emissions**

**3a Emissions from the start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year**  
 Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint / management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3) of the Greenhouse Gas Protocol (b). If data is not available for any year from the start of the baseline year to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

(b) This refers to "The greenhouse gas protocol. A corporate accounting and reporting standard (revised edition)", World Business Council for Sustainable Development, Geneva, Switzerland / World Resources Institute, Washington DC, USA (2004). ISBN: 1-56973-568-9.

**SELECT APPROPRIATE BASELINE YEAR. TOTAL EMISSIONS IN THE MOST RECENT FOOTPRINT YEAR IN THIS QUESTION SHOULD EQUAL TOTAL EMISSIONS IN Q18**

Reference year	Year	Year type	Scope 1	Scope 2	Scope 3	Total	Units	Comments
Baseline year	2014/15	Financial/Calendar/Other				20.00	20.00 tCO <sub>2</sub> e	
Year 1 carbon footprint	2015/16	Financial/Calendar/Other				16.00	16.00 tCO <sub>2</sub> e	
Year 2 carbon footprint	2016/17	Financial/Calendar/Other				11.00	11.00 tCO <sub>2</sub> e	
Year 3 carbon footprint	2017/18	Financial/Calendar/Other				9.00	9.00 tCO <sub>2</sub> e	
Year 4 carbon footprint	2018/19	Financial/Calendar/Other				15.00	15.00 tCO <sub>2</sub> e	
Year 5 carbon footprint	2019/20	Financial/Calendar/Other				17.00	17.00 tCO <sub>2</sub> e	
Year 6 carbon footprint	2020/21	Financial/Calendar/Other				3.00	3.00 tCO <sub>2</sub> e	
Year 7 carbon footprint	2021/22	Financial/Calendar/Other				3.00	3.00 tCO <sub>2</sub> e	
Year 8 carbon footprint	2022/23	Financial/Calendar/Other				5.58	5.58 tCO <sub>2</sub> e	
Year 9 carbon footprint	2023/24	Financial/Calendar/Other				9.00	9.00 tCO <sub>2</sub> e	

**3b Breakdown of emissions sources** Please refrain from deleting rows or columns anywhere in this template. This workbook is password protected to prevent this and should not be unlocked. Complete the following table with the breakdown of emissions sources from the body's most recent carbon footprint (greenhouse gas inventory). This should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If there is no data consumption available for an emission source enter the emissions in tCO<sub>2</sub>e in the 'Consumption' column of one of the 'Other' rows and assign the scope and an emission factor of 1.

(a) Emissions factors are published annually by the UK Department for Energy Security & Net Zero

**Emission Factor Year**

2023

You can filter emission sources by "Type" in column C to enable quicker selection of emission sources in column D. See the list in the Emissions Tab. User defined emission sources can be entered in rows 131 onwards. Please only use these if you cannot find a relevant emission source in the dropdown list or you have a bespoke emission factor or non-standard derivation of emissions e.g. based on a survey/consumption data. If you require extra rows in the table please send the template to ccorporating@ed.ac.uk.

Emission type	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO <sub>2</sub> e)	Comments
Transport - public	Flights - Domestic, to/from UK - Average passenger	Scope 3	2,414	passenger km	0.27738	kg CO <sub>2</sub> e/passenger km	0.66921	
Transport - public	Flights - Short-haul, to/from UK - Average passenger	Scope 3	3,812	passenger km	0.09163	kg CO <sub>2</sub> e/passenger km	0.34924	
Transport - public	National rail	Scope 3	8,137	passenger km	0.03446	kg CO <sub>2</sub> e/passenger km	0.28049	
Transport - car	Average car - Petrol	Scope 3	2,649	km	0.16191	kg CO <sub>2</sub> e/km	0.42819	
Transport - public	Local bus (incl London)	Scope 3	3	passenger km	0.11336	kg CO <sub>2</sub> e/passenger km	0.00040	
Transport - public	Regular taxi	Scope 3	3	passenger km	0.16861	kg CO <sub>2</sub> e/passenger km	0.00051	
Transport - public	LMT rail and tram	Scope 3	5	passenger km	0.09760	kg CO <sub>2</sub> e/passenger km	0.00049	
Homeworking	Homeworking (office equipment + heating)	Scope 3	7,354	hrs, working hour	0.31178	kg CO <sub>2</sub> e/hrs, working hour	2.44134	
Hotel stay	Hotel stay - UK	Scope 3	16	Room per night	10.40000	kg CO <sub>2</sub> e/Room per night	0.16640	
Electricity	Transmission and distribution - Electricity UK	Scope 1					0.00000	No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran
Water	Water treatment	Scope 3					0.00000	No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran
Waste	Commercial and industrial waste - Combustion	Scope 3					0.00000	No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran
Waste	Mixed dry recyclates - Recycled	Scope 3					0.00000	No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran
Waste	Paper and board- mixed - Recycled	Scope 3					0.00000	No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran
Staff travel to work	Other (please specify in comments)	Scope 3	16,831	Distance km			2.02411	Staff travel to work - previously recorded as 0.021

**3c Generation, consumption and export of renewable energy**

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

Technology	Renewable Electricity		Renewable Heat		Comments
	Total consumed by the body (kWh)	Total exported (kWh)	Total consumed by the body (kWh)	Total exported (kWh)	
Please select from drop down box					

**Targets**

**3d Organisational targets**  
 List all of the body's targets of relevance to its climate change duties. Where applicable, targets for reducing indirect emissions of greenhouse gases, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and fleet targets should be included. Where applicable, you should also provide the body's target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets.

Name of target	Type of target	Target	Units	Boundary/scope of target	Year used as baseline	Baseline figure	Units of baseline	Target completion year	Progress against target	Comments
Reduction in total CO <sub>2</sub> produced by road	Percentage	50 total % reduction	Percentage	Transport	2015/16		7 tCO <sub>2</sub> e		Please select from drop down box	2020/21 completion target - 2023/24 flights etc.

**3e How will the body align its spending plans and use of resources to contribute to reducing emissions and delivering its emission reduction targets?**

Provide any other relevant supporting information. In the event that the body wishes to refer to information already published, provide information about where the publication can be accessed. Simply referencing this report or it's availability on the SEStran website is insufficient information.

Ensuring travel taken is required and taken in the most cost and emission efficient mode through our business travel choice process being developed.

SEStran will update the Partnership Board in annual meetings to publish the progress in achieving the emission reduction target, which is updated via the meeting page on the SEStran website.

**Projects and changes**

**3f Estimated total annual carbon savings from all projects implemented by the body in the report year**

If no projects were implemented against an emissions source, enter "0". If the body does not have any information for an emissions source, enter "unknown". If the body does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity		
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel		
Fleet Transport		
Other (please specify in comments)		
<b>Total</b>		

**3g Detail the top 10 carbon reduction projects to be carried out by the body in the report year**

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO <sub>2</sub> e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO <sub>2</sub> e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
Please select from drop down box		Please select from drop down box	Please select from drop down box				Please select from drop down box			Please select from dropdown box	

**3h Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year**

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Emissions source	Total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in emissions	Comments
Estate changes		Please select from drop down box	
Service provision		Please select from drop down box	
Staff numbers		Please select from drop down box	
<b>Total</b>			

**3i Anticipated annual carbon savings from all projects implemented by the body in the year ahead**

If no projects are expected to be implemented against an emissions source, enter "0". If the organisation does not have any information for an emissions source, enter "unknown". If the organisation does not include the emissions source in its carbon footprint, enter "N/A".

Emissions source	Total estimated annual carbon savings (tCO <sub>2</sub> e)	Comments
Electricity		
Natural gas		
Other heating fuels		
Waste		
Water and sewerage		
Travel	2	Business travel plan and sustainable transport hierarchy expected to reduce carbon emissions from staff travel.
Fleet Transport		
Other (please specify in comments)		
<b>Total</b>	2	

**3j Estimated decrease or increase in emissions from other sources in the year ahead**

If the body's corporate emissions are likely to increase or decrease for any other reason in the year ahead, provide an estimate of the amount and direction.

Emissions source	Total estimated annual emissions (tCO <sub>2</sub> e)	Increase or decrease in emissions	Comments
Estate changes		Please select from drop down box	
Service provision		Please select from drop down box	
Staff numbers	1	Increase	Increased number of staff to 12 which will increase travel emissions
<b>Total</b>	1		

**3k Total carbon reduction project savings since the start of the year which the body used as a baseline for its carbon footprint**

If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total savings	Total estimated emissions savings (tCO <sub>2</sub> e)	Comments
Total project savings since baseline year		

**Further information**

**3l Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to corporate emissions, targets and projects.

**PART 4 Adaptation - please do not include information in this part on measures that solely reduce emissions with no implications for climate adaptation. These are climate mitigation measures which should be**

**Assessing and managing risk**

**4a Has the body assessed current and future climate-related risks?**

If yes, provide a reference or link to any such risk assessment(s).

No, a risk assessment focused on climate change has not been completed exclusively for our internal climate risks. However, we have a business continuity plan which details how we would expect to continue operating under different conditions. Our internal risk register includes climate risks in carrying out our day-to-day operations.

**4b What arrangements does the body have in place to manage climate-related risks?**

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

SEStran's Adverse Weather Policy accounts for bad weather circumstances and how officers could be expected to continue working to meet business needs.

**Taking action**

**4c What action has the body taken to adapt to climate change?**

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action. The body may wish to make reference to the Scottish Climate Change Adaptation Programme ("the Programme").

SEStran have considered adaptation measures through the following policies:  
 Flexible Working Policy: This policy allows staff to travel outwith peak hours, thereby reducing our contribution to congestion.  
 Home Working Policy: This policy encourages a decrease in staff travel emissions. It also allows business to continue in bad weather events.  
 Business Travel Policy: This policy aims to encourage employees to reduce unnecessary travel and encourage the use of more sustainable forms of transport.  
 Hybrid Working Policy: This policy facilitates permanent remote working reducing the need to travel to office base.

**4d Where applicable, what contribution has the body made to helping deliver the Programme?**

Provide any other relevant supporting information

N/A

**Review, monitoring and evaluation**

**4e What arrangements does the body have in place to review current and future climate risks?**

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

We are working towards the climate change adaptation measures set out in 4g. Alongside this, we are going to utilise the toolkits provided and review quarterly. We also include climate change adaptation within our internal risk register and the Business Continuity Plan.

**4f What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?**

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

A quarterly review of our targets is being completed in 2024/25 to monitor our progress.

**Future priorities for adaptation**

**4g What are the body's top 5 climate change adaptation priorities for the year ahead?**

Provide a summary of the areas and activities of focus for the year ahead.

1. Ensuring data is current to allow decision making on climate risk to be evidence based.
2. Hold session with team using the climate change adaptation tool (CCAT) to allow for better self-assessment of our impact and identify areas of improvement.
3. Continuing to develop flexible working for business but also to enable continuity for adverse weather and incorporation of the Scottish Government Adverse Weather Charter.
4. We are reviewing online document management and storage structures to ensure effective team working in the event of staff being unable to access the workplace for a long period of time.
5. Being proactive in changing policies to support climate change adaptation.

**Further information**

**4h Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaption.

We are attending the Climate Ready Infrastructure forum, led by Network Rail, which has shared best practice and examples of organisation's integrating climate change adaptation measures into their work. SEStran have presented current progress and this has led to further discussion and learnings with other organisations.

**PART 5 Procurement**

**5a How have procurement policies contributed to compliance with climate change duties?**

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

Procurement contract awards will be notified on Public Contracts Scotland as appropriate, and all procured contracts and values are reported annually to the Partnership's Performance and Audit Committee and the Partnership Board, as part of the Public Services Reform (Scotland) Act 2010 duties. In awarding any tender, SEStran officers will comply with the General Duties of the Procurement Reform (Scotland) Act 2014, and, if applicable, The Public Contracts (Scotland) Regulations 2015, and the Sustainable Procurement Duty outlined within the 2014 Act. This will be done in a proportionate way but applied to all regulated procurements undertaken by SEStran. Compliance with the general duties and sustainable procurement duties have aided compliance with the Equality Act, specific Scottish duties, and the Climate Change Act 2009.

**5b How has procurement activity contributed to compliance with climate change duties?**

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

All procurement activities undertaken by SEStran are managed through the SEStran Contract Standing Orders noted in the policy context above. These are subject to the over-riding provisions of the United Kingdom and Scottish legislation; including the Regulations.

**Further information**

**5c Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

## Public Sector Report on Compliance with Climate Change Duties 2024 Template

### PART 6 Validation and Declaration

**6a Internal validation process**

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

This report will be validated internally by SEStran employees, taken to the Partnership Director, and then taken to the Partnership Board for approval.

**6b Peer validation process**

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

The report content and target were discussed at high-level sense check in a peer group with fellow Regional Transport Partnership across Scotland in November.

**6c External validation process**

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

N/A

**6d No Validation Process**

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

N/A

**6e Declaration**

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

<b>Name:</b>	Brian Butler
<b>Role in the body:</b>	Partnership Director
<b>Date:</b>	26/11/2024 <b>Date in format (dd/mm/yyyy)</b>

Recommended Reporting: Reporting on Wider Influence

Wider Impact and Influence on GHG Emissions

**Q1) Historic Emissions (Local Authorities Only) \*\*\*\*The latest dataset is not available. If you wish to include area emissions in the report a separate tab will be posted on the SSN website after DESNZ publishes the dataset, late June/early July.\*\*\*\***

Please indicate emission amounts and unit of measurement (e.g. tCO<sub>2</sub>e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2).  
**Please note : territorial emissions of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) are provided, but not fluorinated gases, which are also included in the UK territorial greenhouse gas emissions statistics. Prior to the 2005 to 2020 publication the statistics covered emissions of carbon dioxide only**  
 (1) UK local and regional CO<sub>2</sub>e emissions: **subset dataset** (emissions within the scope of influence of local authorities);  
 (2) UK local and regional CO<sub>2</sub>e emissions: **full dataset**:  
<https://data.gov.uk/dataset/723c-243d-2f1a-4d77-8b61-c0b93e5b10ff/emissions-of-carbon-dioxide-for-local-authority-areas>

Local Authority (Please State)	DESNZ Dataset (full or sub-set)	Source	Sector	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Units	Comments
		DESNZ Sectors	Total Emissions													ktCO <sub>2</sub> e	
			Industry and Commercial													ktCO <sub>2</sub> e	
			Domestic													ktCO <sub>2</sub> e	
		Other Sectors	Transport total													ktCO <sub>2</sub> e	
			Per Capita													ktCO <sub>2</sub> e	
		Other Sectors	Please select from drop down box													Please select from drop down	
			Please select from drop down box													Please select from drop down	
			Please select from drop down box													Please select from drop down	
			Please select from drop down box													Please select from drop down	
			Please select from drop down box													Please select from drop down	

**2a) Targets**  
Please detail your wider influence targets

Sector	Description	Type of Target (units)	Baseline value	Start year	Target	Target/End year	Saving in latest year measured	Latest Year Measured	Comments
Transport	Transport emissions in the SEStran region (Department for Business, Energy & Industrial Strategy)	Absolute (tCO <sub>2</sub> )	2678.6	2019		2035		2021	
Transport	Car kilometres in the SEStran region (Scottish Transport Statistics)	Other (please specify in comments)	13220.0	2019		2035	11721.0	2021	km
Transport	Number of Air Quality Management Areas (Scottish Transport Statistics)	Other (please specify in comments)	16.0	2019		2035	15.0	2021	Number of areas
Transport	Number of road vehicle fleet which is ULEVs (DfT Vehicle Licensing Statistics)	Other (please specify in comments)	3272.0	2019		2035	8168.0	2021	Number of ULEVs
Transport	Main mode of travel – walking (Scottish Household Survey Travel Diary)	Other (please specify in comments)	20.0	2019		2035	30.0	2021	% of survey respondents
Transport	Main mode of travel – bicycle (Scottish Household Survey Travel Diary)	Other (please specify in comments)	2.0	2019		2035	2.0	2021	% of survey respondents
Transport	Main mode of travel – bus (Scottish Household Survey Travel Diary)	Other (please specify in comments)	9.0	2019		2035	5.0	2021	% of survey respondents
Transport	Main mode of travel – rail (Scottish Household Survey Travel Diary)	Other (please specify in comments)	2.0	2019		2035	1.0	2021	% of survey respondents

**2b) Does the organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.**

SEStran published the Regional Transport Strategy (RTS) in 2023 which maps out the partnership's key ambitions and objectives for the region until 2035. The strategy sets out the key transport challenges in the area and how SEStran proposes to respond to them.

Within the RTS, the following objectives aim to influence the regional population:  
 Strategy Objective 1 (Transitioning to a sustainable, post-carbon transport system) this includes addressing climate change and net zero ambitions.  
 Strategy Objective 4 (Supporting safe, sustainable and efficient movement of people and freight across the region), the strategy addresses climate change adaptation.

The monitoring of the RTS creates KPIs in which the four objectives of the RTS can be measured. Relevant targets linked to climate change strategy and adaptation are noted above.

The RTS now being developed via a delivery plan. The Regional Transport Strategy Delivery Plan will provide a mechanism to assess and prioritise regional projects that are required over the next ten years. It will realise the ambitions of the Regional Transport Strategy and support the economic and net-zero ambitions of the Regional Prosperity Framework. One of the key ambitions of the framework is to support the Climate Adaptation & Resilience Plan / Nature Recovery Plan / Challenge Fund. There are 10 projects currently mapped out which are addressing climate change adaptation. This includes Local Flood Risk Management Plans, using technology to monitor transport infrastructure in extreme weather, developing a climate change adaptation action plan, and setting out our approach to protecting the transport network from the effects of extreme weather.

**Q3) Policies and Actions to Reduce Emissions**  
Please detail any of the specific policies and actions which are underway to achieve your emission reduction targets

Sector	Start year for policy/action implementation	Year that the policy/action will be fully implemented	Annual CO <sub>2</sub> saving once fully implemented (tCO <sub>2</sub> )	Latest Year measured	Saving in latest year measured (tCO <sub>2</sub> )	Status	Metric/indicators for monitoring progress	Delivery Role	During project/policy design and implementation, has ISM or an equivalent behaviour change tool been used?	Please give further details of this behaviour change activity.	Value of Investment (£)	Ongoing Costs (£/year)	Primary Funding Source for Implementation of Policy/Action	Comments
Please select from drop down box	Please select from drop down box	Please select from drop down box		Please select from drop down box		Please select from drop down box		Please select from drop down box	Please select from drop down box				Please select from drop down box	

Please provide any detail on data sources or limitations relating to the information provided in Table 3

**Q4) Partnership Working, Communications and Capacity Building**  
Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Outputs	Comments
Partnership Working	Involvement in the RTP peer review of the PBCCD reporting to share knowledge and learnings.	Participant	RTPs				Peer-reviewed PBCCD	
Capacity Building (ie. staff training and development initiatives)	GIS mapping staff training	Participant	Jacobs				Knowledge of mapping systems which can be discussed in forward planning (particularly in relation to the City Region Deal and transport planning)	
Partnership Working	Attendance at the Climate Change Infrastructure Forum	Participant	Network Rail	Multiple	Multiple	Multiple	The forum has provided information on: -best practice (particularly from larger organisations that manage large-scale infrastructure) -presenting SEStran's progress to enable peer-review and advice	

**Other Notable Reportable Activity**

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below

Key Action Type	Key Action Description	Organisation's Project Role	Impacts	Comments
Please select from drop down box		Please select from drop down box		

Q6) Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template





## APPENDIX 2

### Comparison of data 2022/23 to 2023/24

Emission factor	2022/23	2023/24	Difference	Explanation
Flights - Domestic, to/from UK - Average passenger	0.00	0.66	0.66	Flight to Orkney
Flights - Short-haul, to/from UK - Average passenger	4.94	2.44	-2.50	Fewer flights carried out and less distance travelled
National rail	0.16	0.29	0.13	More in-person meetings travelled to by train
Average car - Petrol	0.10	0.43	0.33	More in-person meetings travelled to by petrol car
Average car - Diesel	0.00	0.00	0.00	No diesel cars used
Local bus (not London)	0.00	0.00	0.00	More in-person meetings travelled to by bus
Regular taxi	0.00	0.00	0.00	More in-person meetings travelled to by taxi
Light rail and tram	0.00	0.00	0.00	More in-person meetings travelled to by tram
Homeworking (office equipment + heating)	0.03	2.46	2.43	Error in previous reporting
Hotel stay - UK	0.00	0.17	0.17	Hotel stays not included in 22/23 reporting
Transmission and distribution - Electricity: UK	0.00	0.00	0.00	N/A*
Water treatment	0.00	0.00	0.00	N/A*
Commercial and industrial waste - Combustion	0.00	0.00	0.00	N/A*
Mixed dry recyclates - Recycled	0.00	0.00	0.00	N/A*
Paper and board: mixed - Recycled	0.00	0.00	0.00	N/A*
Staff travel to work	0.34	2.55	2.21	Incorrect reporting in previous year
<b>TOTAL</b>	<b>5.58</b>	<b>9.00</b>	<b>3.42</b>	Error in previous reporting

Business travel combined	5.20	3.82	-1.38	
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\*No emissions recorded due to organisation working out of Scottish Government building. This would mean the emissions are double reporting, and the emissions are unknown due to the low % of the building occupied by SEStran.

## Regional Transport Strategy Delivery Plan

### 1 INTRODUCTION

- 1.1 This report informs the board on progress of the Regional Transport Strategy Delivery Plan.

### 2 REGIONAL TRANSPORT STRATEGY DELIVERY PLAN

- 2.1 The Regional Transport Strategy Delivery Plan provides a mechanism to assess and prioritise regional projects required over the next ten years to realise the ambitions of the Regional Transport Strategy, supporting the economic and net-zero goals of the Regional Prosperity Framework. The Regional Transport Strategy Delivery Plan dovetails with the Strategic Transport Projects Review 2 to support the delivery of a transport network that:

- Takes climate action;
- Addresses inequalities & accessibility;
- Improves health & wellbeing;
- Supports sustainable and inclusive economic growth; and
- Improving safety & resilience.

The Regional Transport Strategy Delivery Plan complements STPR2, highlighting projects within and outside the plan that contribute to our concordat vision.

- 2.2 In Summer 2023, a Concordat was agreed between SEStran and ESESCRD to work together in support of further integrating economic development, transport and land-use planning and delivery in the Edinburgh & 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.

- 2.3 During 2024/25, SEStran officers and City Region Deal have worked together to create a matrix of local authority projects, based on the Multi Criteria Assessment tool SEStran commissioned in early 2023.

From the matrix, scoring has been applied to the projects, against the following criterion:

- Regional benefit
- Regional Prosperity Framework goals or Falkirk and Clackmannanshire local economic priorities
- Regional Transport Strategy themes
- Deliverability

These projects, having been scored, are grouped into priority levels. Each authority's highest scoring projects will be considered as the programme progresses, in order to ensure regional equity and benefit.

A visual exemplar of the matrix is found at Appendix 1.

Complimenting the matrix, the projects have been passed into PowerBI, a tool to show projects more easily, and work has begun to on add the projects to digital maps.

PowerBI exemplars form Appendix 2, and a sample map can be seen in Appendix 3.

- 2.4 SEStran, ESESCRD, local authorities and a representative of Transport Scotland came together at Midlothian House in February to consider each authorities' best scoring projects, groupings of projects around specific themes, like interchanges, and cross-boundary opportunities.

The group agreed to meet again in 25/26

- 2.5 The project is now progressing to such a point that a consultant will soon be procured to provide independent audit of the projects and prioritisation, provide individual methodologies for assessing the projects, and where possible define timescales required for delivery.

### **3. KEY ISSUES AND FUNDING**

- 3.1 Capacity within SEStran, ESESCRD and local authorities is limited, making it challenging to work up the priority projects, once identified. Therefore, external support is required.

LA Officer capacity to be involved in the 'Regional Steering Group' – As pressure on local authorities continues to grow and the availability of officers to be involved in regional activities becomes more stressed, it could affect the diversity of the participation. Therefore the 'Delivery Team' proactively manage the time requested of officers and ensure that any meeting is meaningful and delivers effective decision making and use of officer time.

- 3.2 The STPR2 Delivery Plan has yet to be published by Transport Scotland presents a challenge when trying to dovetail local or regional projects with national programmes. We continue to wait in anticipation.

### **4. Recommendation**

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

Rachael Murphy  
**Strategy Manager**

Policy Implications	Outlined project work contributes to the objectives identified within the SEStran Regional Transport Strategy.
Financial Implications	The majority of projects will be delivered within SEStran's core budget or through grants like People and Place. Where funding is not guaranteed, this has been highlighted within the plan.
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.



1. Funded and currently being delivered																			
Complete by	Date completed	Regional?	A Project or Service (NOT a Policy / Study)	Regional Project and Services (If you don't meet both of these criteria, do not input more information)	Information Open Text - Project	Lead Authority	If this project is cross-boundary, which boundaries does it cross?	Project Description	What documents/policies/strategies would be support this project?	Delivery Status (As in MCA)	Delivery Status (At time of data input)	Regional corridor	Enables access to regional network	In STPR2?	Longlist of STPR2?	Not yet funded by STPR2?	Estimated cost	Green Freeport Implementation Plan	Supports Strategic Regional Regeneration Sites
ED	09/09/2024	Yes	Yes		A68 Safety Measures	Scottish Borders Council		Road - A68 Safety Measures - Includes Climbing Lanes and Junction Improvement Work		6. Aspirational projects		2. Borders Central					£1-£10M		Yes
ED	09/09/2024	Yes	Yes		Strategic Active Travel Network - Destination Tweed	Scottish Borders Council		AT Tweed Trail - bid going forward to HLF for feasibility work to create multi million pound path project linking settlements along the length of the River Tweed. Eddleston Water Path at design stage		5. Funded for initial project assessment and development (OBC)									Yes
ED	09/09/2024	Yes	Yes		Strategic Active Travel Network - Coast 2 Coast	Scottish Borders Council		AT - SOSE led feasibility and delivery of a predominantley on road cycle route from the west coast of D&G to the east Coast of Scottish Borders, linking into the Destination Tweed Project		4. Funded for detailed design development (DBC)									
ED	09/09/2024	Yes	Yes		Regional MaaS platform and multiple	Scottish		Regional MaaS platform and multiple		6. Aspirational									

## Appendix 2 – PowerBI screengrabs

### Themes

**Project Description**

- West Edinburgh Transport Improvements
- Wayfinding at journey hubs
- Trams To Newhaven
- Tram line to ERI confirmed by CEC but the link to Dalkeith is currently not...
- tram -Deliver North/ South tram line linking Granton to the Bio Quarter a...
- Train - Deliver Waverley Station Masterplan subject to Network Rail progr...
- sustainable travel
- STPR2 - Transport resilience
- STPR2 - Transport passenger safety
- STPR2 - Transport integration
- STPR2 - Transport funding

**Alternative Prioritisation**

- Priority 1
- Priority 2
- Priority 3

Index	Project Description
4	Mobility Hub - Development of mobility hubs and supporting infrastructure. Murray Square in Tillicoultry aimed to be first location
5	AT - Connected Clackmannanshire active travel routes
6	AT - Connected Clackmannanshire active travel routes
8	AT - Connected Clackmannanshire active travel routes
9	Opening railway line to passenger services, inc possible station at Clackmannan
10	Active travel hub in Alloa town centre, located close to bus and

# 312

Count of Index

**Count of LA Boundary Fixed by LA Boundary Fixed**

LA Boundary	Count
City of Edin...	19
Fife	19
Scottish Bo...	17
East Lothian	13
Region Wide	10
Clackmann...	7
Falkirk	7
Midlothian	6
West Lothian	6
Unspecified	4
Network Rail	3
Other	1

**Count of Index by RTS Score (If score is below X, do not input more information)**

RTS Score	Count of Index
Do Not Pr...	95
2	35
3	25
4	20
5	15
1	10
6	8
7	5
8	2

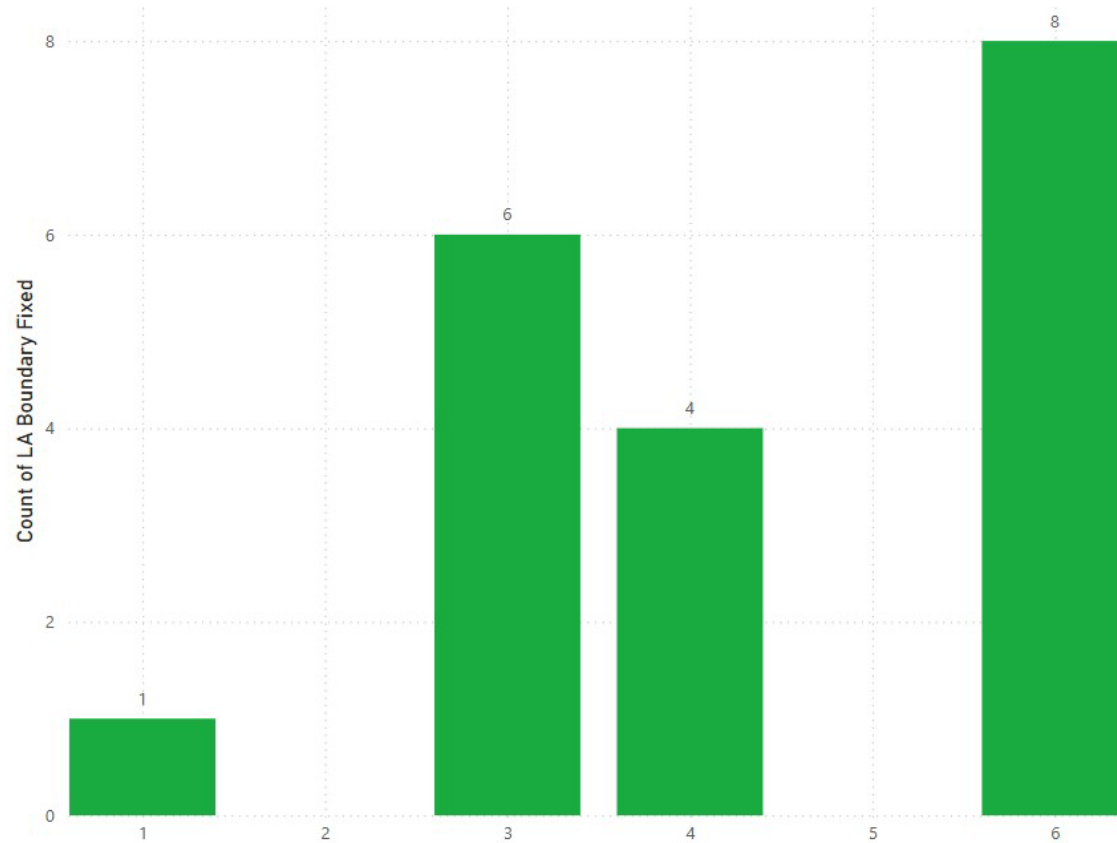
**Count of Index by RPF Score**

RPF Score	Count of Index
1	80
Do Not Pr...	70
2	45
3	20
4	5
5	3
10	2
6	1

# Deliverability Assessment

Count of LA Boundary Fixed by Phase 1 - YES for (1) & (4); Phase 2 - YES for (1); Phase 3 - YES for (2) & (4); Phase 4 - YES for (2); Phase 5 - YES for (3) & (4); Phase 6 - YES for (3) and LA Boundary Fixed

LA Boundary Fixed ● Fife



## Index Project Description

80	rail
84	rail, mobility hub
96	Mass Rapid Transit Hubs
136	rail freight- Provision of one or two rail halt facilities serving Port of Rosyth and/or Port Babcock inclusive of 'modal shift' infrastructure for freight cargo and 'last mile' (EV?) distribution hub.
139	Bus - Delivered in conjunction with the site masterplan and onsite intergated energy system/AGIC this will see part/s of the Babcock campus utilised as a hub for sustainable and automated transport infrastructure.
140	road - Recognising the projected increase in employment numbers and the allocation of land to the West of HMS Caledonia and Babcock within the Forth Green Freeport Rosyth'tax site', this project is to improve access and sustainable transport connectivity options to employment and business or industry activity.
142	AT & Bus - Provision of dedicated active travel infrastructure and signage to encourage business users and improve legibility between existing public transport assets and the Rosyth and Babcock Port/s or adjacent employment areas.
144	Road - The A985 and Kincardine junction with Longannet may necessitate signage and interchange style enhancement to accommodate the creation of a national distribution hub. This may include dedicated lane allocation, park and choose infrastructure and/or a freight consolidation hub.
147	Active travel
154	mobility hub

- ### LA Boundary Fixed
- All Regions
  - CEC, ELC, Fife
  - City of Edinburgh
  - Clackmannanshi...
  - East Lothian
  - Falkirk
  - Fife
  - Forth Ports
  - Midlothian
  - Network Rail
  - Region Wide
  - Regional
  - Scottish Borders
  - Stagecoach
  - Unspecified
  - West Lothian

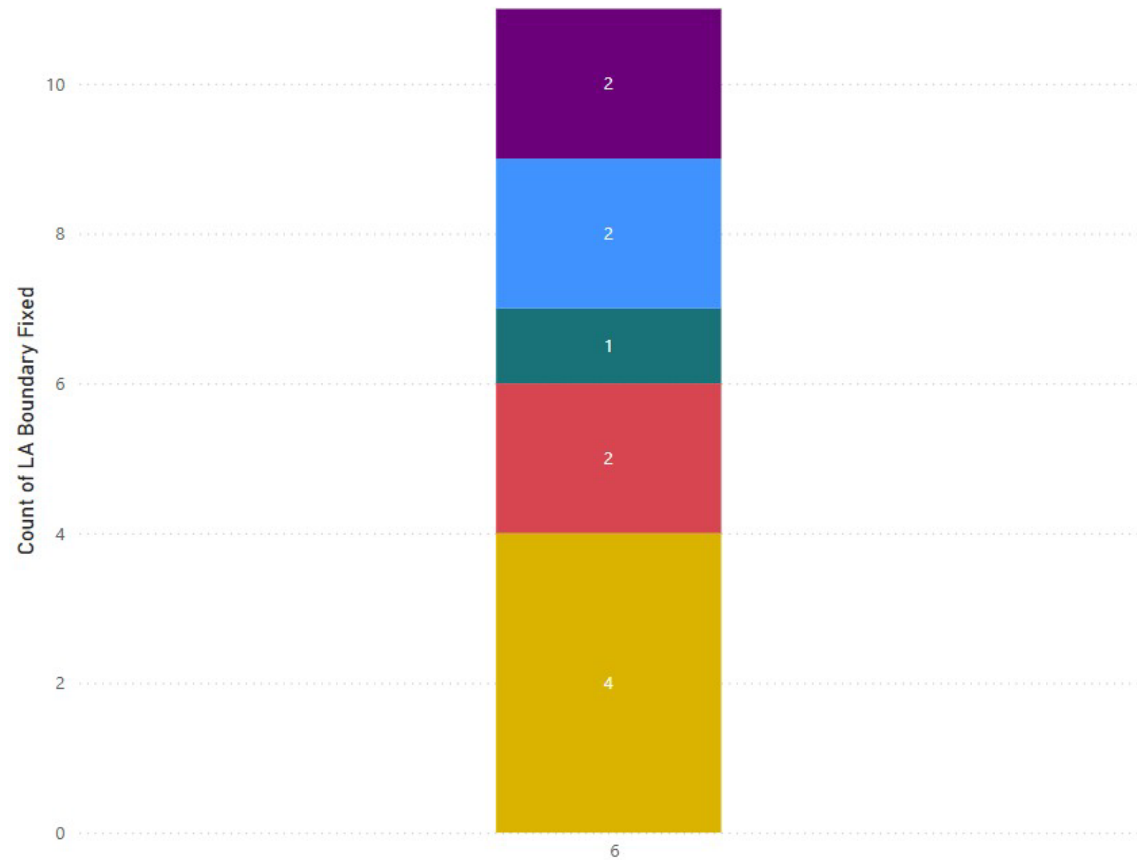




## RTS Score

Count of LA Boundary Fixed by RTS Score (If score is below X, do not input more information) and LA Boundary Fixed

LA Boundary Fixed ● City of Edinburgh ● Clackmannanshire ● East Lothian ● Midlothian ● Scottish Borders



Index	Project Description	LA Boundary Fi...
11	Active Travel - Segregated cycle lanes, a crossing for people walking and cycling (a toucan crossing) and street improvements.	<input type="checkbox"/> City of Edinburgh
34	Active travel access to south platform	<input type="checkbox"/> Clackmannanshi...
10	Active travel hub in Alloa town centre, located close to bus and rail interchanges	<input type="checkbox"/> East Lothian
8	AT - Connected Clackmannanshire active travel routes	<input type="checkbox"/> Midlothian
61	AT - Link from Rosewell to Leadburn via old railway and quiet roads to connect the NCN196 Dalkeith to Penicuik path to the Scottish Borders (aspirational)	<input type="checkbox"/> Scottish Borders
13	bus service - Trial of city centre public transport loop hopper bus	
131	mobility hub - Major centre for existing demand and needs improvement of connectivity between, bus, train and surrounding developments	
25	MRT - Develop mass rapid transit plan (including tram and Bus Rapid Transit (BRT)) for the city and region	
63	Rail Extension - Extension of Borders Rail Service to Hawick and Carlisle	
72	Real Time Information system	
26	tram - Deliver North/ South tram line linking Granton to the Bio Quarter and beyond - Supports the Green Free Port and Granton Development	

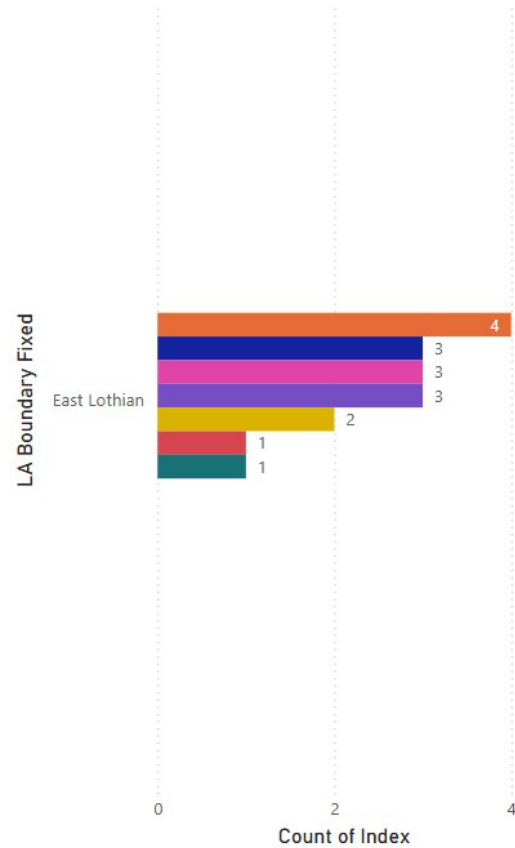
RTS Score (If score i...)	Count
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>
6	<input checked="" type="checkbox"/>
7	<input type="checkbox"/>
8	<input type="checkbox"/>
Do Not Progress	<input type="checkbox"/>



# Projects Submitted

Count of Index by LA Boundary Fixed and Overall score (Max Score 22)

Overall scor... ● 0 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9



Index	Project Description
33	Bike Hire - Three ebike hire charging stations at journey hubs
34	Active travel access to south platform
35	AT - Part of Segregated Active Travel Corridor (SATC) across East Lothian using A199
36	Wayfinding at journey hubs
37	Journey Hubs - Delivered initially through Workforce Mobility and can be replicated with same data sources across regional partners
38	Journey Hub - Queen Margaret University journey hub integration of bus, tram, rail and active travel tied into business park development.
39	Bus rapid transport link on city bypass from Sheriffhall to A68, park and ride, through bus gate bridge on MH1 to Queen Margaret University into Musselburgh.
40	Musselburgh Active Toun - Phase 1. (routes 1,2, 3 and 5). Potential to connect route 1 into Joppa along coast and route 5 to midlothian. Links with QMU (line 38)
41	Musselburgh Active Toun - Phase 1. (routes 4 & 6). Potential to connect route 6 to Edinburgh via Newcraighall and link to QMU from Newcraighall rail station via underpass. (link to line 38)
42	Segregated Active Travel Corridor (SATC) - Dunbar to Musselburgh - may link to NCN and part of CEC network. Will use A199.
43	Journey Hubs - Town centre masterplanning for 20min neighbourhoods, journey hubs and active travel routes.
44	Rail platform - Station Platform Lengthening and car parking on / at East Coast Main Line stations including Musselburgh, Wallyford, Prestonpans, Longniddry, Drem and North Berwick
45	Rail SETEC - Four Tracking of East Coast Main Line
46	Ongoing programme/initiative
78	rail station
79	rail station
95	

## LA Boundary Fixed

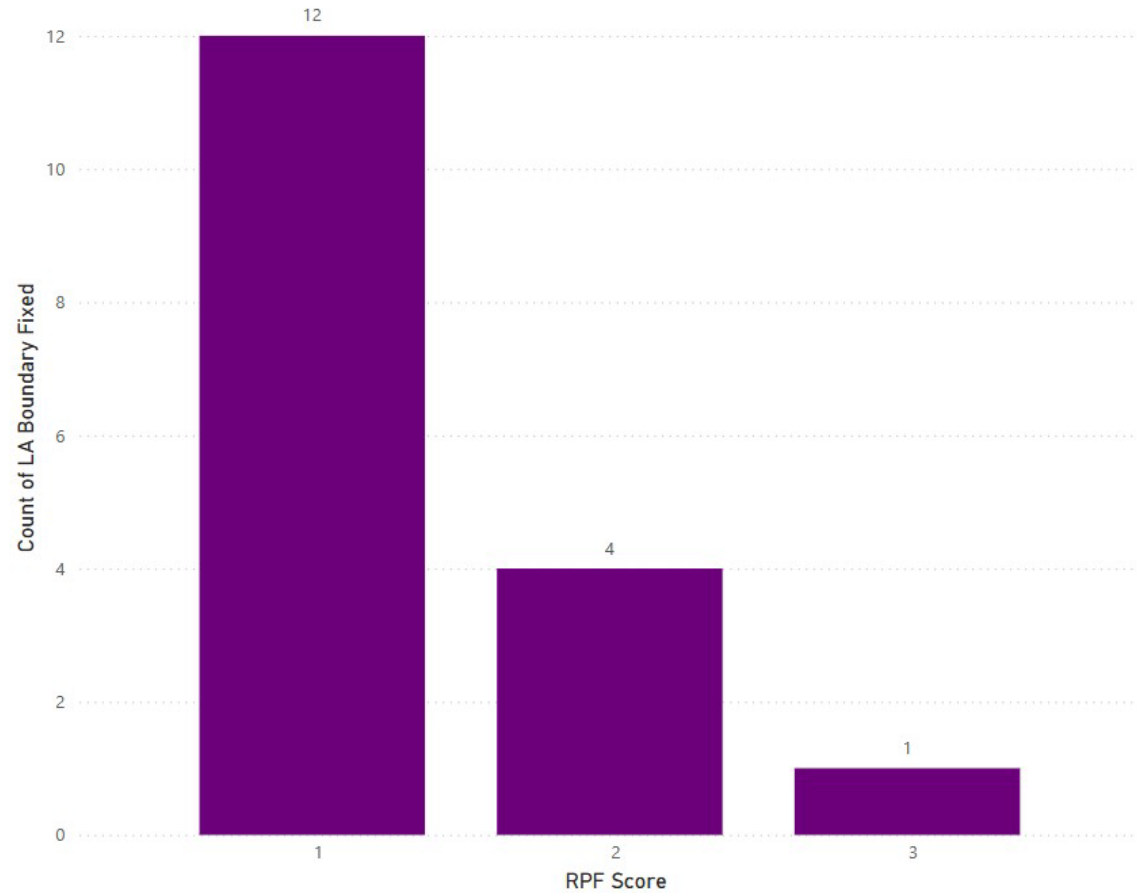
- All Regions
- CEC, ELC, Fife
- City of Edinburgh
- Clackmannanshi...
- East Lothian
- Falkirk
- Fife
- Forth Ports
- Midlothian
- Network Rail
- Region Wide
- Regional
- Scottish Borders
- Stagecoach
- Unspecified
- West Lothian



# Economic Assessment

Count of LA Boundary Fixed by RPF Score and LA Boundary Fixed

LA Boundary Fixed ● Scottish Borders



Index	Project Description
75	Rail - Improvement Work to Provide More Double Tracking and Dynamic Loops
77	Active travel network Tweedbank station to Eyemouth
223	AT
70	AT - SOSE led feasibility and delivery of a predominantley on road cycle route from the west coast of D&G to the east Coast of Scottish Borders, linking into the Destination Tweed Project
69	AT Tweed Trail - bid going forward to HLF for feasibility work to create multi million pound path project linking settlements along the length of the River Tweed. Eddleston Water Path at design stage
94	Bike hire - In absence of regional provider, the task is more to connect up third sector
73	Borders Rail Service - decarbonisation and
Project Description	
<input type="checkbox"/>	Rail - Improvement Work to Provide Mor...
<input type="checkbox"/>	Active travel network Tweedbank station t...
<input type="checkbox"/>	AT
<input type="checkbox"/>	AT - SOSE led feasibility and delivery of a ..
<input type="checkbox"/>	AT Tweed Trail - bid going forward to HLF..
<input type="checkbox"/>	Bike hire - In absence of regional provide..
<input type="checkbox"/>	Borders Rail Service - decarbonisation an...
<input type="checkbox"/>	Bus - East West Bus Service Provision
<input type="checkbox"/>	Park & ride development to support acce...
<input type="checkbox"/>	Rail Extension - Extension of Borders Rail ...
<input type="checkbox"/>	Real Time Information system

- LA Boundary Fi... ▾
- All Regions
  - CEC, ELC, Fife
  - City of Edinburgh
  - Clackmannanshi.
  - East Lothian
  - Falkirk
  - Fife
  - Forth Ports
  - Midlothian
  - Network Rail

- RPF Score
- 1
  - 2
  - 3

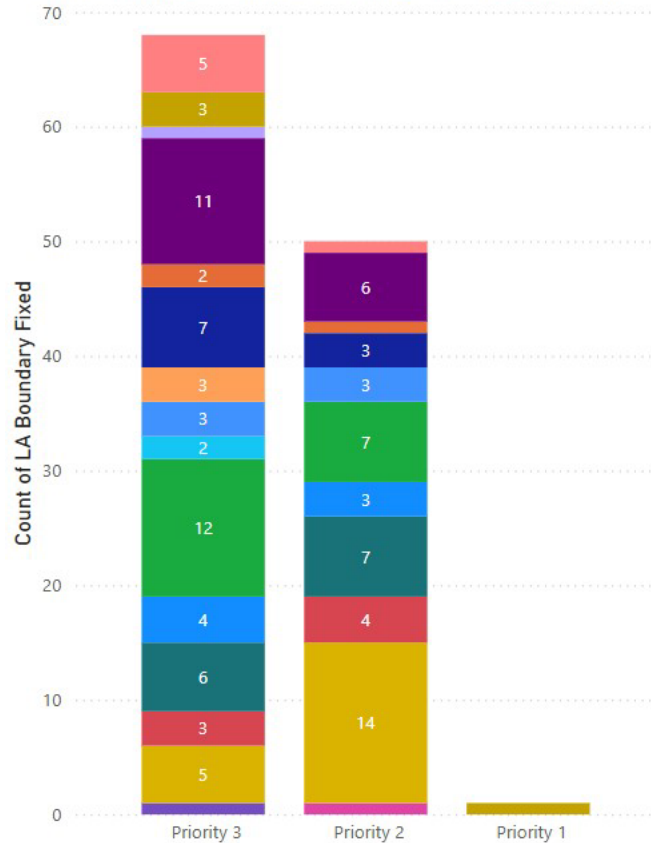




# Alternative Prioritisation Assessment

Count of LA Boundary Fixed by Alternative Prioritisation Assessment Priority 1 = 20 to 282 = 10 to 193 = 1 to 9 and LA Boundary Fixed

LA Boundary Fi... ● All Regi... ● CEC, EL... ● City of E... ● Clackma...



Index	Project Description
75	Rail - Improvement Work to Provide More Double Tracking and Dynamic Loops
147	Active travel
194	Active travel
29	Active Travel - C1 Deliver a core citywide network of routes to 'Active Travel Freeway' standard
30	Active Travel - Connection from North Edinburgh Path Network at Roseburn to the Union Canal via new off-road path, including bridges and improvements to Dalry Park.
11	Active Travel - Segregated cycle lanes, a crossing for people walking and cycling (a toucan crossing) and street improvements.
34	Active travel access to south platform
10	Active travel hub in Alloa town centre, located close to bus and rail interchanges
77	Active travel network Tweedbank station to Eyemouth
88	Active travel, rail
223	AT
214	AT - Access to / from and along the Union Canal
5	AT - Connected Clackmannanshire active travel routes
6	AT - Connected Clackmannanshire active travel routes
8	AT - Connected Clackmannanshire active travel routes
217	AT - Cycle route at A904 Newton to City of Edinburgh boundary
47	AT - FALKIRK TO DENNY FOOTPATH / CYCLEPATH The linking of Falkirk to Denny with a new shared footpath/cyclepath that involves bridging over the M876 trunk road.
55	AT - Feasibility/design of Pedestrian/cycling active travel provision and junction improvements - Funded to RIBA stage 2 (2025). Need delivery funding
51	AT - Grahamston Sustainable Hub improving travel choice (bus, rail, active travel) to and from Falkirk to centre and beyond. Includes upgrades to existing station, connections to the wider network and active travel routes.
91	AT - Including but not limited to Tweedbank Station to Reston Station Active Travel Highway, Sheriffhale AT connections from neighbouring Authorities, Delivery of outputs from the ELC Sustainable Movement Master Plan
61	AT - Link from Rosewell to Leadburn via old railway and quiet roads to connect the NCN196 Dalkeith to Penicuik path to the Scottish Borders (aspirational)
35	AT - Part of Segregated Active Travel Corridor (SATC) across East Lothian using A199
24	AT - Plan, design and deliver pilot projects with site specific sustainable transport and urban realm facilities to suit the needs of the area - Supported by the Granton Development and Green Free Port
70	AT - COSE led feasibility and delivery of a predominantly on-road cycle route from the west coast of

- LA Boundary Fixed
- All Regions
  - CEC, ELC, Fife
  - City of Edinburgh
  - Clackmannanshire...
  - East Lothian
  - Falkirk
  - Fife
  - Forth Ports
  - Midlothian
  - Network Rail
  - Region Wide
  - Regional
  - Scottish Borders
  - Stagecoach
  - Unspecified
  - West Lothian



## Appendix 3 – Mapping screengrabs

### Mapping Analysis

LA Boundary Fixed, LA Boundary Fixed and Count of Index

Esri UK, Esri, TomTom, Garmin, Foursquare, FAO, METI/NASA, USGS Powered by Esri

Index	Project Description
4	Mobility Hub - Development of mobility hubs and supporting infrastructure. Murray Square in Tillicoultry aimed to be first location
5	AT - Connected Clackmannanshire active travel routes
6	AT - Connected Clackmannanshire active travel routes
8	AT - Connected Clackmannanshire active travel routes
9	Opening railway line to passenger services, inc possible station at Clackmannan
10	Active travel hub in Alloa town centre, located close to bus and rail interchanges
11	Active Travel - Segregated cycle lanes, a crossing for people walking and cycling (a toucan crossing) and street improvements.
12	Hermiston P&R Extension
13	bus service - Trial of city centre public transport loop hopper bus
17	AT safety - Improve perceived safety for all users through improved lighting at and walking routes to bus and tram stops and rail stations

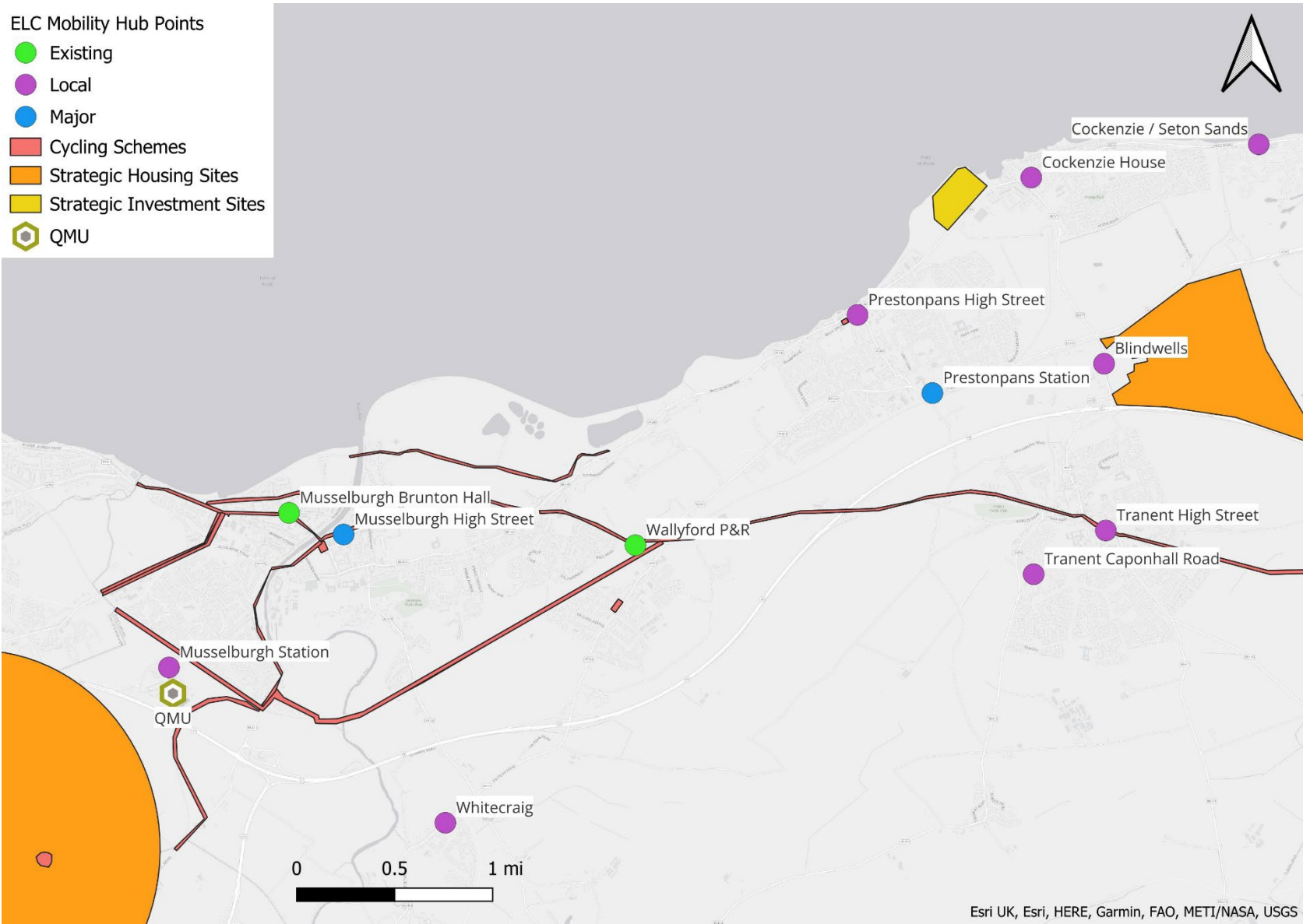
**Project Description** ▼

- Rail - Improvement Work to Provide More Double Tracking and Dynamic...
- Active travel
- Active Travel - C1 Deliver a core citywide network of routes to 'Active Tra...
- Active Travel - Connection from North Edinburgh Path Network at Roseb...
- Active Travel - Segregated cycle lanes, a crossing for people walking and ...
- Active travel access to south platform
- Active travel hub in Alloa town centre, located close to bus and rail interc...

**Alternative Prioritisation Assessment Priority1 =...**

All
▼

- ELC Mobility Hub Points
- Existing
  - Local
  - Major
  - Cycling Schemes
  - Strategic Housing Sites
  - Strategic Investment Sites
  - QMU



## **People and Place Grant Awards**

### **1 INTRODUCTION**

- 1.1 The purpose of this paper is to report variations to the SEStran People and Place grant awards to the Board.

### **2 MAIN REPORT**

- 2.1 As per the Grant Standing Orders, several variations to the People and Place grant awards have been reviewed and approved by the Partnership Director since the previous Board meeting. All awards were under the delegation limit for approval by the Partnership Director.
- 2.2 Appendix 1 shows a list of grant award variations from those values reported to the Board at its last meeting. Also included is a short explanation of the reasons for each variation.

### **3 RECOMMENDATIONS**

- 3.1 The Partnership Board is asked to note the content of this report and the variations to the SEStran People and Place grant awards at Appendix 1.

Michael Melton  
**Programme Manager**  
14<sup>th</sup> March 2025

#### Appendix 1: SEStran People and Place Plan 2024/2025 – variations to grant awards

Policy Implications	The People and Place Plan aligns with the objectives of the RTS and therefore will help deliver on SEStran's policy objectives
Financial Implications	All costs are within the grant award from Transport Scotland, so there is no financial impact on the SEStran core budget. Funding agreements are in place for each grant to ensure funds are appropriately managed.
Equalities Implications	In supporting people to travel actively, the grants should have a positive impact on equalities. Specific elements of the grants have been designed to further support the accessibility of active travel, including a focus on the provision of adaptive bikes and a programme focused on physical barrier removal on pavements. An EqIA has been undertaken on the Plan and recommendations from this will be incorporated where possible.
Climate Change Implications	In promoting behaviour change from private cars to active travel, the grants will support the transition to net zero.

## SEStran People and Place Plan 2024/2025 – variations to grant awards

### Local Authorities grant award variations

<u>Local Authority</u>	<u>Previous Award</u>	<u>Current Award</u>	<u>Reason for change</u>
Clackmannanshire Council	£190,200	£215,200	£25,000 of additional funding has been awarded from the regional active travel counter budget to allow purchase and installation of counters at several locations.
Falkirk Council	£84,000	£82,095	Grant award reduced by £1,915 due to small underspend on project delivery reported by Falkirk Council

### Third Party organisations grant award variations

<u>Organisation</u>	<u>Project</u>	<u>Previous Award</u>	<u>Current Award</u>	<u>Reason for change</u>
The Bike Station	Kids Bike Life	£153,300	£185,809	£32,509 of additional funding agreed to cover delivery of project work that is tied to the academic year up until 30 <sup>th</sup> June 2025 to ensure uninterrupted delivery during the school term.
Paths for All	Secondary School clusters Walking, Wheeling and Cycling programme	£124,000	£133,131	£9,131 of additional funding agreed to cover delivery of project work that is tied to the academic year up until 30 <sup>th</sup> June 2025 to ensure uninterrupted delivery during the school term.



## **CONTRACT REGISTER**

### **1 INTRODUCTION**

- 1.1 This report presents the Partnership's contract register to the Board for noting, in line with a commitment to transparency in procurement.
- 1.2 The Performance and Audit Committee reviewed the register at its meeting of 28 February 2025.

### **2 REPORTING REQUIREMENTS**

- 2.1 As per the Contract Standing Orders, The Partnership Director will arrange for all contracts accepted with an estimated value exceeding £50,000 or such lower amount as agreed with the Partnership Director to be publicly displayed on the Partnership's externally facing website. This will be in the form of a Register of Contracts awarded and will contain the following information:

- the date the contract was awarded;
- the name of the contractor(s) the contract has been awarded to;
- the subject matter of the contract;
- the estimated value of the contract;
- the start date of the contract;
- the end date of the contract (excluding contract extensions). If the date is not provided, a description of the circumstances when the contract will end; and
- the duration of any contract extension periods.

Information can be withheld if disclosing information would: impede law enforcement; be contrary to public interest; prejudice commercial interests of any person; or prejudice fair competition between suppliers.

- 2.2 In addition to this, the Performance and Audit Committee has the following powers that relate to procurement:
  - To scrutinise any matter relating to the Partnership having regard to the Partnership's responsibility for Best Value and continuous improvement.
  - Reviewing with management the adequacy of the following matters:-
    - internal control systems;
    - policies and practices to ensure compliance with relevant statutes, directions, guidance and policies;
    - financial information presented to the Partnership;
    - risk assessment arrangements and procedures.

### **3 CONTRACT REGISTER**

- 3.1 An extract from the contract register showing all contracts that are currently live, or have been live in 24/25, that are over the value of £50,000 is shown at Appendix 1.

3.2 There are 9 contracts on the register, to a total value of £1,459,236. Members should note that some of these contracts run over multiple years, and so not all of this expenditure will be incurred in 24/25.

3.3 All contracts noted on the contract register have been awarded in line with SEStran's Contract Standing Orders.

#### **4 RECOMMENDATIONS**

4.1 The Board is asked to note the Contract Register as attached at Appendix 1

Michael Melton  
**Programme Manager**  
07 March 2025

#### **Appendix 1: SEStran Contract Register Extract**

Policy Implications	There is no policy implication arising from this report.
Financial Implications	There is no financial implication arising from this report.
Equalities Implications	There are no adverse equalities implications arising from this report.
Climate Change Implications	There are no negative climate change implications arising from this report.

Date Awarded	SEStran Contract Ref	Name of contractor	Subject matter	Est Contract Value (exc VAT)	Contract Start Date	Contract End Date	If no end date, now will the contract end	Duration of any extensions
01/04/2022	SEStran Novus FX Contract	Trapeze	RPTI	£147,400.00	01/04/2022	31/03/2025		
11/11/2022	SEStran-22/23-04P	Vivacity	Multi-modal Transport Monitoring Sensors/Cameras	£213,614.00	11/11/2022	31/05/2029	5 years from installation date (May 2024)	
02/03/2023	SEStran-22/23-01A	One StopIT	IT services	£95,984.16	02/03/2023	02/03/2027		
10/05/2023	SEStran-23/24-01P	Ember	Go SEStran - Delivery of Enable platform services.	£200,000.00	10/05/2023	31/03/2025		3 x 4 month extensions from 31/03/2024 to 31/03/2025
21/06/2023	SEStran-23/24-02P EV Positioning Statement & Strategy	Urban Foresight	Electric Vehicle Strategy - Consultancy Support	£25,000.00	21/06/2023	31/03/2025		12 month extension to 31/03/2025
08/08/2023	SEStran 24/25 - SEStran Strategic Network - Stages 1-2	Arup	SEStran Strategic Network - Consultancy Design Support	£484,249.08	08/08/2023	31/01/2027		
15/12/2023	SEStran 23/34 03P	Brompton Bike Hire Ltd	Folding bike hire stations	£113,564.00	15/12/2023	15/12/2028		
02/02/2024	Regional Bus Strategy SEStran/RBS/Systra01	Systra	Regional Bus Strategy- Consultancy support	£126,923.09	02/02/2024	n/a	On completion of Regional Bus Strategy	
31/05/2024	SEStran 24/25 - 01P	Jacobs	People and Place - Consultancy support	£52,501.80	31/05/2024	31/03/2025		

## **Risk Register**

### **1. INTRODUCTION**

- 1.1 The purpose of this report is to provide the Partnership with its quarterly update on SEStran's strategic risk register.
- 1.2 The report was presented to the Performance and Audit Committee at its meeting on 28 February for review and comment.

### **2. BACKGROUND**

- 2.1 The Performance and Audit Committee, at its meeting in November 2021 approved the [SEStran Risk Management Framework Policy](#). This policy supports the management of the overall risk process within the organisation, including its governance arrangements.
- 2.3 The latest version of the risk register can be found at **Appendix 1** of this report.

### **3. MAIN REPORT**

- 3.1. In previous updates to the Committee, reports have covered the organisation's Strategic Risk Register in its entirety. However, in its final report on the annual audit for 2023/24, Audit Scotland recommended that the format of future reports is revised to ensure that the report to the Committee focuses on the 3-5 key strategic risks.
- 3.2 As a result, this report focuses on the 3 main current strategic risks, based on the total risk scores shown in the strategic risk register, which is included as an appendix to the report:
  - 1.1 Change to Regional Governance
  - 2.5 Sources of Additional Income
  - 2.6 Funding Reductions

#### **3.3 A Potential Change to Transport Governance**

Transport Scotland has announced a much needed initiative to review the split of roles and responsibilities and, therefore, funding, between national, regional and local government.

This presents both a risk and an opportunity to the Partnership, and to RTPs in general.

Transport Scotland is in the process of establishing an Officers' Group, which will report to the Cabinet Secretary for Transport. The Group will have members from Transport Scotland, CoSLA, SCOTS and the RTPs. The scope and timescales of the work have still to be confirmed.

The work should build on work previously undertaken but paused in 2023, including a report by Jacob's, and the revised version of 'Develop to Deliver' – a report outlining the potential role that RTPs could play if transport governance is optimised.

### **3.4 Sources of Additional Income**

Overall, the Partnership's income has increased significantly in the year to date due to the introduction of the People and Place Plan which increased the budget by £5.326m. However other sources of governmental income have decreased this year:

- The main block grant reduced by 5% or £39k
- Usual active travel funding of c.£400k ceased
- Ad hoc project funding has been at a much lower level than in previous years

This wider reduction presents risks to the Partnership's ability to undertake work on the various strategies and projects that will be required to facilitate delivery of the Regional Transport Strategy. As a result, there is a pressing requirement to identify and secure alternative funding sources.

Capacity to do this is now in place with the recruitment of a Communications and Marketing Officer. This role will facilitate improved chances of securing funds from sources such as Innovate UK and Horizon Europe.

The Partnership has had some success in the current year, working jointly with UrbanTide to secure Connected Places Rural Accelerator Funding for a project aiming to improve options for travelling to healthcare in rural areas.

However failure to secure additional funding will continue to be a risk in future years, or until a more secure funding mechanism is put in place for RTPs – possibly as part of the review outlined in 3.3.

### **3.5 Funding Reductions**

As outlined in 3.4, usual sources of funding have been at reduced levels this year. This has presented challenges, which have largely been mitigated, in funding the work programme for 2024/25. As a result, the risk for 2024/25 has been downgraded.

However the threat to funding continues, perhaps at a greater level, for 2025/26 given the financial constraints facing the Scottish Government.

Chiefly among these, the block grant, which was reduced by 5% could be further reduced. This follows more than a decade of standstill funding, which has resulted in a drastic reduction in real terms funding.

As a result, a new risk has been introduced for potential funding reduction for 2025/26.

### **3.6 People and Place Plan**

Due to its size and scale, especially in relation to the Partnership's total budget, the People and Place Plan is considered 'strategic'.

However project risks are managed as part of the Project Lifecycle Management framework, which is scrutinised separately by the P&A Committee. As such they are considered outside the remit of this report.

#### **4. RECOMMENDATIONS**




4.1 The Board is asked to note the contents of the report.

Angela Chambers  
Business Manager

#### **Appendix 1: SEStran Risk Register**




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




Risk Number	Risk Category	Risk Detail	Gross Risk Assessment				Planned Response/Mitigation	Net Risk Assessment				Risk After Mitigation	Date and Owner	Risk Appetite		Action Required				
			Probability	Impact	Risk Score			Probability	Impact	Risk Score				Low	Med					
R001 1.1	Strategic	<b>Regional Governance</b> Transport Scotland review of regional transport governance arrangements could result in changes to functions of RTPs. This could present either a risk or an opportunity to SEStran.	4	Probable	4	Major	16	High	The joint RTPs have submitted a refreshed Develop to Deliver report to TS. This report will also be submitted to Cosla. TS have now agreed to restart the review of regional governance and a group will be set up, including RTPs, Cosla and TS.	4	Probable	4	Major	16	High	High Treat	Review at end of June 2025  Partnership Director	Low	Med	↓
R001 1.2	Strategic	<b>Regional Governance</b> Lack of clarity on role of non statutory REP/ESES City Region Deal groupings	4	Probable	3	Possible	12	Medium	A Concordat has been established and is functioning effectively between SEStran and the ESESCRD. This agreement commits both parties to collaborate openly and transparently to support land use planning and economic growth across the region. The benefits of this partnership are already evident, with the regional electric vehicle charging strategy and the RTS Delivery Plan development being two key examples.  The Partnership will continue to work with partners and stakeholders at Scottish and UK government levels to promote the benefits of regional partnership delivery.	2	Unlikely	3	Moderate	9	Medium	Medium Tolerate	Review at end of Dec 2025  Partnership Director	Low	Med	↔




<p><b>RO01</b> 1.3</p>	<p><b>Strategic</b></p>	<p><b>Pandemic / Epidemic:</b> Interruption of normal service/inability to deliver functions. Financial impact of crisis on sources of funding.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Adhere to Government restrictions, rules or guidance. Regular communication with Transport Scotland and constituent councils officials to guide any operational changes. Ensure that all staff are trained on the Business Continuity Plan, and that it is reviewed regularly. Maintain current functions that can be delivered within working guidance.</p> <p>Working from home arrangements now tried, tested and effective.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Tolerate</b></p>	<p>Review at end of June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>RO01</b> 1.4</p>	<p><b>Strategic</b></p>	<p><b>Political/Govt Change</b> There is a risk that a change in government could lead to changes to RTPs/Regional Governance</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Continued engagement with all political parties and agencies. Partnership Director to offer meetings with MSP Transport Spokesperson from each scottish political party.</p> <p>Ensure dialogue on the Develop to Deliver report is prioritised</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Tolerate</b></p>	<p>Review at end of June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>RO02</b> 2.0</p>	<p><b>Financial</b></p>	<p><b>Financial:</b> Significant deviation from budgeted spend</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p>The Financial Rules do not permit spending (whether revenue or capital) to exceed available budget. Budget and spend is monitored on a monthly basis by SEStran officers, using financial information provided by CEC through the Partnership's Financial Services Service Level Agreement with CEC and supported by qualified accounting staff of CEC. Action is taken by Partnership officers to develop alternative savings measures, including options for development of contingency arrangements, if required and subject to approval by the Partnership. The Partnership's Financial Rules require reporting of financial performances to the Partnership Board on a quarterly basis. Transport (Scotland) Act 2019 includes section on RTPs carrying reserves.</p>	<p>1</p>	<p>Remote</p>	<p>2</p>	<p>Minor</p>	<p>2</p>	<p>Low</p>	<p><b>Low</b></p> <p><b>Tolerate</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	







<p><b>R002</b> 2.1</p>	<p>Financial</p>	<p>The approved budget for 2024/25 makes provision for a pay award of up to 3%.</p>	<p>5</p>	<p>Highly Probable</p>	<p>3</p>	<p>Moderate</p>	<p>15</p>	<p>High</p>	<p>Prudent planning assumption with ongoing monitoring of public sector pay negotiations.</p> <p>Ongoing monitoring and review of all costs and forecasts during 2024/25—Costs will be aligned with COSLA pay offer.</p> <p>Actual increase agreed is 3.6% - so impact on budget is £4000. The financial impact of the Local Government pay award is included in the 2024/25 forecast.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p>Medium Tolerate</p>	<p>June 2025 Partnership Director</p>	<p>Low Med</p>	
<p><b>R002</b> 2.2</p>	<p>Financial</p>	<p>Staff recharges - externally funded projects: The approved budget assumes that £4,000 of staff time can be recharged to Projects. There is a risk this may not be achievable.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Any shortfall in employee cost recharges will be offset by a corresponding reduction in Projects Budget expenditure.</p> <p>Other funding sources will continue to be pursued. The forecast for 2024/25 includes employee recharges of £20,000.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Medium Tolerate</p>	<p>June 2025 Partnership Director</p>	<p>Low Med</p>	
<p><b>R002</b> 2.3</p>	<p>Financial</p>	<p>Inflation: There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.</p>	<p>4</p>	<p>Probable</p>	<p>4</p>	<p>Major</p>	<p>16</p>	<p>High</p>	<p>When setting the revenue budget, allowance was made for specific known price inflation. Budgets adjusted in line with current cost forecasts.</p> <p>Ongoing monitoring and review of all costs and forecasts during 2024/25.</p> <p>Risk revised down because inflation has been around government target over the year to date.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Medium Tolerate</p>	<p>June 2025 Partnership Director</p>	<p>Low Med</p>	
<p><b>R002</b> 2.4</p>	<p>Financial</p>	<p>Delays in payment of external grants results in additional short-term borrowing costs.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>SEStran grant claims for projects are submitted in compliance with grant funding requirements to ensure minimal delay in payment. Ongoing monitoring of cash flow is undertaken to manage exposure to additional short-term borrowing costs.</p> <p>Grant submission procedures in place, along with financial planning.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Medium Tolerate</p>	<p>June 2025 Partnership Director</p>	<p>Low Med</p>	




<p><b>RO02</b> 2.5</p>	<p><b>Financial</b></p>	<p>Sources of additional income to the Partnership may become constrained in the current economic climate and/or due to changes in operating arrangements.</p>	<p>4</p>	<p>Probable</p>	<p>4</p>	<p>Major</p>	<p>16</p>	<p>High</p>	<p>Revenue budget for 2024/25 developed to take account of most likely level of external income.</p> <p>Continue to explore alternative funding options Lobby/bid for additional funds</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Treat</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>RO02</b> 2.6</p>	<p><b>Financial</b></p>	<p>Funding reductions: Future reductions in core funding from Scottish Government and/or council requisitions. This could result in difficulty in delivering statutory obligations/duties.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>The Partnership will continue to source and develop external funding.</p> <p>Manage organisation in accordance with available funding but ability of organisation to deliver RTS objectives will inevitably be dictated by available funding. Engagement/advocating with SG/TS to maintain/increase funding Working with other RTPs to influence SG review of allocation of funding</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Tolerate</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>RO02</b> 2.7</p>	<p><b>Financial</b></p>	<p>The funding position of the staff pension fund could lead to increases in the employers pension contribution</p>	<p>4</p>	<p>Probable</p>	<p>3</p>	<p>Moderate</p>	<p>12</p>	<p>Medium</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. Financial planning assumptions have been updated and included in the revenue budget proposed for 2025/26 and indicative budget for 2026/27 to be reported to the Partnership Board on 14th March 2025.</p>	<p>4</p>	<p>Probable</p>	<p>3</p>	<p>Moderate</p>	<p>12</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Tolerate</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>RO02</b> 2.8</p>	<p><b>Financial</b></p>	<p>Current staffing levels cannot be maintained due to funding constraints and the Partnership incurs staff release costs</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>The Partnership continues to seek additional sources of funding for activities aligned to the Partnership's objectives to supplement resources. Recruitment control measures in place. Additional resources can be managed through consultancy as required. People and Place Programme has increased financial flexibility.</p>	<p>2</p>	<p>Unlikely</p>	<p>4</p>	<p>Major</p>	<p>8</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Tolerate</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	

<p><b>R002</b> 2.9</p>	<p><b>Financial</b></p>	<p><b>Funding/Grant Awards:</b> The timing of some funding applications and grant awards do not align with the financial year, resulting in an inability to spend allocated funding within prescribed timescales</p>	<p>4</p>	<p>Probable</p>	<p>3</p>	<p>Moderate</p>	<p>12</p>	<p>Medium</p>	<p>As part of the ongoing business planning process the Partnership will continue to develop and introduce where appropriate a number of suitable on the shelf schemes</p> <p>Regular budget monitoring and reports to the Partnership Board.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Treat</b></p>	<p>June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>R003</b> 3.0</p>	<p><b>Reputational</b></p>	<p><b>Project Management:</b> Project incomplete or of poor quality Late Delivery</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>All project progress reported to the Projects Team monthly- and the P&amp;A Committee quarterly. Management action taken as required..</p> <p>Project and Strategy Delivery Oversight Subgroup of the P&amp;A Committee set up with first meeting Feb 2025 to support P&amp;A with its role in scrutinising project delivery.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p><b>Low</b></p> <p><b>Tolerate</b></p>	<p>Review at end June 2025</p> <p>Programme Manager</p>	<p>Low</p>	<p>Med</p>	
<p><b>R003</b> 3.1</p>	<p><b>Reputational</b></p>	<p><b>Reputation:</b> Regard by the public and stakeholders. Negative or inaccurate media coverage leading to misrepresentation of SEStran position</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Quick response to negative or inaccurate coverage.</p> <p>Proactive profile and reputation management via social media, website and press releases. Partnership staff and Board Members continue to promote and advocate activities via speaking, writing or wider networking Continue to work closely with regional partners</p> <p>Board members regularly updated on SEStran work successes and issues.</p> <p>Agreed approach to media position set out in Standing Orders.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p><b>Low</b></p> <p><b>Tolerate</b></p>	<p>Review at end of June 2025</p> <p>Partnership Director</p>	<p>Low</p>	<p>Med</p>	

<p><b>R003</b> 3.2</p>	<p>Reputational</p>	<p><b>Project Management:</b> Potential insolvency of 3rd party supplier</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Improved supplier viability checks before award, renewal or modification of contracts or grants to be introduced by January 2024.</p> <p>Individual risks and mitigations to be developed for any contract or grant over an agreed threshold.</p> <p>Where appropriate, Government frameworks will be utilised.</p> <p>Full review of procurement procedures to be carried out by is nearing completion by Legal Advisers. An updated set of Contract Standing Orders will be presented to the June meeting of the Partnership Board for approval. Legal Advisers to provide staff training on new procedures.</p>	<p>2</p>	<p>Unlikely</p>	<p>4</p>	<p>Major</p>	<p>8</p>	<p>Medium</p>	<p><b>Medium</b></p> <p><b>Treat</b></p>	<p>Review at end of June 2025</p> <p>Partnership Director</p>	<p>Low</p> <p>Med</p>	
<p><b>R005</b> 5.0</p>	<p>External</p>	<p><b>Third party Service Level Agreements:</b> Failure or inadequacy of service</p>	<p>2</p>	<p>Unlikely</p>	<p>2</p>	<p>Minor</p>	<p>4</p>	<p>Low</p>	<p>Service Level Agreements in place for Financial Services, HR and Insurance services. Reviewed annually by senior officers. Subject to independent audit scrutiny. Action: Progress renewals of SLA's to secure continuity of services</p> <p>Cross RTP discussion exploring viability of introducing shared services</p>	<p>2</p>	<p>Unlikely</p>	<p>2</p>	<p>Minor</p>	<p>4</p>	<p>Low</p>	<p><b>Low</b></p> <p><b>Tolerate</b></p>	<p>Review at end of 2025</p> <p>Partnership Director</p>	<p>Low</p> <p>Med</p>	
<p><b>R005</b> 5.1</p>	<p>External</p>	<p><b>Contract Management:</b> Failure to manage contracts leads to under performance and failure to obtain best value and delivery from contractual relationship.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Conditions of contract reviewed, including Contract Standing Orders and Procurement Strategy. This work will shape a new Procurement Manual which is being developed by Anderson Strathern. Ensure contract documentation sound and up to date. Apply adequate supervision to the contract.</p> <p>Business propriety/credit/analytic criteria to be written in to documentation. Contract management process to be included as part of full procurement review.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p><b>Low</b></p> <p><b>Tolerate</b></p>	<p>Review at end of June 2025</p> <p>Partnership Director</p>	<p>Low</p> <p>Med</p>	

<p><b>R005</b> 5.2</p>	<p>External</p>	<p><b>Grants:</b> Failure to adhere to grant conditions could result in grants being withheld or reclaimed, impacting the SEStran budget</p>	<p>4</p>	<p>Probable</p>	<p>4</p>	<p>Major</p>	<p>16</p>	<p>High</p>	<p>Develop processes to ensure that grant conditions are understood before application is submitted, that relevant team members are briefed on grant conditions, and that adequate controls are in place to ensure that all steps and approvals are documented. Procurement Manual in development with Anderson Strathern. Also refer to risk 2.9. Successful management of risk 5.2, reduces likelihood of risk 2.9</p>	<p>2</p>	<p>Unlikely</p>	<p>4</p>	<p>Major</p>	<p>8</p>	<p>Medium</p>	<p>Medium  Treat</p>	<p>Review at end of June 2025  Partnership Director</p>	<p>Low</p>	<p>Med</p>	
<p><b>R006</b> 6.0</p>	<p>Legal and Regulatory</p>	<p><b>Statutory Duties:</b> Failure to adhere to duties described in legislation and related documentation</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Regular monitoring and programming of statutory duties is undertaken by the Partnership Director, Senior Partnership Manager and Business Manager. Audited by third parties. Officers to carry out a review of compliance with PSED</p>	<p>2</p>	<p>Unlikely</p>	<p>4</p>	<p>Major</p>	<p>8</p>	<p>Medium</p>	<p>Treat</p>	<p>Review at end June 2025  Partnership Director</p>	<p>Low</p>	<p>Low</p>	
<p><b>R007</b> 7.0</p>	<p>Specific Operational</p>	<p><b>People and Place Plan:</b> Funding changes result in programme not continuing regionally beyond 2024-25.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Engage regularly with Transport Scotland. Ensure outcomes and outputs from the programme delivery are captured to evidence efficacy of regional approach.</p>	<p>1</p>	<p>Remote</p>	<p>3</p>	<p>Moderate</p>	<p>3</p>	<p>Low</p>	<p>Low  Tolerate</p>	<p>September 2025  Programme Manager</p>	<p>Low</p>	<p>Med</p>	
<p><b>R008</b> 8.0</p>	<p>System and Technology</p>	<p><b>Digital/IT:</b> Server failure Comms failure Website breach Resulting in loss of service to business operations</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Regular review of the Management Plan for Business Continuity. IT/Website maintained under contract. Both proactively managed by third parties. IT hardware/software/licences upgraded at regular intervals.</p>	<p>1</p>	<p>Remote</p>	<p>4</p>	<p>Major</p>	<p>4</p>	<p>Low</p>	<p>Low  Tolerate</p>	<p>Ongoing  Business Manager</p>	<p>Low</p>	<p>Med</p>	

<p><b>R009</b> 9.0</p>	<p>People</p>	<p><b>HR:</b> Non-compliance with employment and/or data privacy laws may result in poor reputation as an employer, difficulty in attracting skilled resource and greater probability of litigation and / or financial penalties</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>SLA in place until May 2025 with Falkirk Council to provide specialist HR advice as required and is under regular review. Legal advice is provided, when required, through a framework contract, which is in place until August 2027</p>	<p>1</p>	<p>Remote</p>	<p>3</p>	<p>Moderate</p>	<p>3</p>	<p>Low</p>	<p><b>Low</b> <b>Tolerate</b></p>	<p>Review at end March 2025  Partnership Director</p>	<p>Low</p>	<p>Low</p>	<p>↔</p>
<p><b>R009</b> 9.1</p>	<p>People</p>	<p>Inadequate measures in place to facilitate staff health, safety and well-being during contingency arrangements or future office arrangements.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Regular review of appropriate policies. Carry out appropriate assessments of office equipment and working arrangements, following landlords guidance in relation to access to the office. Risk Management Framework approved by P&amp;A Committee.  Liaise with HR Adviser, SG facilities team. Hybrid Working Policy implemented to facilitate transition arrangements to normal working arrangements.  An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p><b>Low</b> <b>Tolerate</b></p>	<p>Review at end June2025  Partnership Director (Subject to SG advice)</p>	<p>Low</p>	<p>Low</p>	<p>↔</p>

<p><b>R009</b> 9.2</p>	<p>People</p>	<p>Inadequate measures in place to facilitate staff health, safety and well-being during working from home arrangements.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Appropriate policies are reviewed and updated. Risk assessments of staff personal home working arrangements have been completed and will be subject to regular review. Risk Management Framework approved-by P&amp;A Committee. Business Continuity Plan reviewed. Liaise with HR Adviser. Review transition arrangements to normal working arrangements at appropriate time. Hybrid Working Policy implemented and working well.  An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice and legislation.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p>Low  Tolerate</p>	<p>Review at end June 2025  Partnership Director (Subject to SG advice)</p>	<p>Low</p>	<p>Low</p>	
<p><b>R009</b> 9.3</p>	<p>People</p>	<p>Loss of key personnel may lead to inability to deliver strategy and projects.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Recruitment strategy. Development of existing staff through performance appraisal. Staff training  Work programme will be monitored and redistributed as necessary. Recruitment exercise complete and full staff complement in place. <del>by 20 Nov 2023.</del></p>	<p>3</p>	<p>Possible</p>	<p>1</p>	<p>Insignificant</p>	<p>3</p>	<p>Low</p>	<p>Low  Tolerate</p>	<p>Review at end June2025  Partnership Director</p>	<p>Low</p>	<p>Low</p>	
<p><b>R009</b> 9.4</p>	<p>People</p>	<p><b>Climate Change</b> Staff are unable to access the office more frequently due to increase in adverse weather events.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Home working policy in place and procedures for inability to access the office outlined in the SEStran Business Continuity Plan (Jan 2024). Train team in BCP, and review regularly.</p>	<p>3</p>	<p>Possible</p>	<p>2</p>	<p>Minor</p>	<p>6</p>	<p>Low</p>	<p>Low  Tolerate</p>	<p>Review at end June 2025  Partnership Director</p>	<p>Low</p>	<p>Low</p>	

Risk Number	Risk Detail	Risk Category	Gross Risk Assessment			Planned Response/Mitigation	Net Risk Assessment			Risk After Mitigation/Appetite for Risk	Date and Owner									
			Probability	Impact	Risk Score		Probability	Impact	Risk Score			Low	Med							
	Restricted ability to undertake RTS re-write: Inadequate senior staff resourcing available due to continued absence of Partnership Director	Strategic	4	Probable	3	Moderate	12	Medium	Resolve absence as soon as possible and appoint external resources as required.	2	Unlikely	2	Minor	4	Low	Partnership Director appointed May 2019. Funds identified for RTS re-write	June 2019 CLOSED			
	Accommodation: Occupancy Agreement with SG due for renewal February 2019. SG may not renew and alternative premises required at market rates.	Financial	3	Possible	3	Moderate	9	Medium	A notice period of 12 months must be served by each party under the current occupancy agreement. Occupancy Agreement renewed until February 2022.	3	Possible	3	Moderate	9	Medium		June 2019 CLOSED			
	ECOMM: Agreement to commit to ECOMM on the basis of being cost neutral. Income depends on number of delegates attending conference.	Financial	3	Possible	3	Moderate	9	Medium	SEStran withdrew offer to host ECOMM due to uncertainty over Brexit and subsequent impact on attendance at the conference.	3	Possible	2	Minor	6	Low		June 2019 CLOSED			
	Following the outcome of the EU Referendum, the Partnership is unable to access EU funding.	Financial	5	Highly Probable	3	Moderate	15	High	The Partnership continues to seek alternative funding sources to progress knowledge exchange/transfer.	4	Probable	3	Moderate	12	Medium	Medium Tolerate: Adapt expenditure accordingly. Currently involved in 5 EU projects, the completion of which are underwritten by the UK Treasury.	June 2021 CLOSED			
	<b>Governance:</b> Succession Planning Business Continuity	Governance	3	Possible	3	Moderate	9	Medium	Governance Scheme contains adequate provision to deal with senior officer absence. Staff structure and Business Continuity Plan in place. Senior Partnership Manager appointed.	2	Unlikely	2	Minor	4	Low	Low Tolerate	CLOSED Partnership Director			
	<b>Policy Appraisal:</b> Poor Quality Lack of consultation	Strategic	1	Remote	3	Moderate	3	Low	Advised by Government of relevant policy changes and Partnership Director and Officers regularly looking out for further policies and responding accordingly. Consultative forums also enable greater visibility and integration of local policies into regional strategy. Make full use of online consultancy options.	1	Remote	2	Minor	2	Low	Low. Partnership staff also continue to monitor their networks for relevant policy discussions. Draft RTS approved for statutory consultation. Tolerate	CLOSED Partnership Director	Low	Med	↔
	<b>Regional Transport Strategy:</b> Introduction of new RTS. Delay in approval by ministers. Delayed introduction of the new strategy.	Strategic	3	Possible	2	Minor	6	Low	Regular comms with Transport Scotland at all stages in the development of the RTS.	1	Remote	2	Minor	2	Low	Low Tolerate	28 March 2023 Jim Stewart CLOSED	Low	Med	↔
	<b>Newly Appointed Board.</b> Risk of lack of continuity and loss of expertise due to high turnover in members for the new term of office.	Governance	3	Possible	3	Moderate	9	Medium	Ensure that full training and support is provided to the new Board in 2022 to enable strategic decisions to be made. A Regular schedule of meetings of the Succession Planning Committee.	2	Unlikely	2	Minor	4	Low	Low Skills audit will identify future training requirements. Option to appoint Board Observers to supplement areas of expertise. Partnership Director 1:1 meetings with Board Members. Tolerate	Ongoing Partnership Director CLOSED	Low	Med	↔
	<b>Other Funding Sources:</b> Reduced access to EU project funding and lack of replacement funding from UK Government	Financial	5	Highly Probable	3	Moderate	15	High	The Partnership has sought to engage in as many relevant EU projects and funds as it can whilst UK authorities are allowed to access these funds. This should mitigate the short-term impact of any EU Exit negotiated and implemented. The Partnership has a proven track record in securing funding for relevant projects from the UK and other partners. It is anticipated that this will continue. Horizon projects being pursued.	5	Highly Probable	2	Minor	10	Medium	Medium: The risk remains as there is significant uncertainty around the immediate and medium (3-5 year) horizon for access to funds. Other funding applications will be made when available. There has been no confirmation from UK Government on participation in EU funded programmes, like Horizon. Advocate for access to UK replacement funds. Explore further ongoing calls for Horizon programme when available. Treat	CLOSED Partnership Director	Low	Med	↓



## Risk Description and Impacts Table

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

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**Risk Impact**

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

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

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

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

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

### Risk Appetite

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

### Risk Response

There are four categories of risk response:

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

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

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

*Tolerate:* where certain risks are accepted

Risk Appetite Target Scores

Risk Description	From	To	Commentary
Strategic	Low	Medium	SEStran has a low to medium appetite in relation to its strategic risks and aims to ensure effective delivery of its commitments in line with agreed timescales. Strategic delivery is monitored through ongoing reporting processes and governance processes.
Financial	Low	Medium	SEStran has a low to medium appetite in relation to financial risk and may be prepared to accept some risk, subject to: <ul style="list-style-type: none"> <li>· setting and achieving an annual balanced revenue budget, in line with legislative requirements</li> <li>· maintaining an unallocated general reserve fund, in line with legislative requirements</li> </ul> Financial risk is set out in SEStran's Governance Scheme.
Reputational	Low	Medium	SEStran is prepared to tolerate a low to medium level of occasional isolated reputational damage. Media response protocols are set out in the Governance Scheme.
System and Technology	Low	Medium	SEStran has a low to medium appetite in relation to system and technology risk. The risk appetite will vary depending on the nature, significance and criticality of systems used, and the services they support. Risks are managed through ongoing use of inbuilt technology, security controls, encryption, data loss prevention, firewalls and vulnerability scanning, plus a range of security protocols and procedures. SEStran has achieved Cyber Essentials Plus accreditation.
Governance	Low	Low	SEStran has a low appetite in relation to governance and decision making. The partnership's governance arrangements are detailed in the Governance Scheme. No officer or member may knowingly take or recommend decisions or actions which breach legislation.
Specific Operational	Low	Medium	SEStran has a low to medium appetite in relation to specific operational risks. The Partnership Director and Management Team are expected to design, implement and maintain appropriate programme, project management and governance controls to manage these risks.
External (Suppliers/contractors/partnerships)	Low	Medium	SEStran has a low to medium appetite in relation to external risks. The appetite will vary depending on the criticality of the service or third-party support. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks.
Legal and Regulatory	Low	Low	SEStran aims to fully comply with all applicable regulatory and legislative requirements. No officer or member may knowingly take or recommend decisions or actions which breach the law.
People	Low	Low	SEStran recognises that accidents can occur because of unknown and/or unplanned events and has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury.
New Project Income	Medium	High	SEStran has a medium to high appetite in relation to attracting new projects to enable innovation and attract new funding streams. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks. Financial risk is set out in SEStran's Governance Scheme.

## PROJECTS AND STRATEGY PERFORMANCE REPORT

### 1 INTRODUCTION

- 1.1 This report, as presented to the Performance and Audit Committee on 28<sup>th</sup> February, updates the Board on the future reporting plans in this area, as well as performance of the Partnership's strategy and project workstreams in Quarter 4 to date.
- 1.2 This project report sits alongside the 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 Performance and Audit Committee and Board on progress against project objectives, with the aim of this commencing for all projects from the start of 25/26.

### 2 PROJECT AND STRATEGY DELIVERY OVERSIGHT SUBGROUP

- 2.1 At the last meeting of the Performance and Audit Committee, it was agreed to set up a Project and Strategy Delivery Oversight Subgroup (PaSDOS). This Subgroup was set up to add to, and not replace, normal scrutiny of project and strategy delivery, which is currently reported to the Performance and Audit Committee and the Partnership Board.
- 2.2 The remit of Subgroup was agreed as follows:
  - A detailed analysis of key project documentation including the Project Outline Document, Project Initiation Document, Project Status Reports, and Project Closure Reports
  - A review of progress in the most recent quarter
  - Progress against outcomes as agreed in the Business Plan
  - Updates on financial projections for the year as agreed in the Annual Budget and spend within the quarter
  - Progress against project timelines and milestones as agreed in the Business Plan
  - The current programme risk register and issues log
- 2.3 Membership of PaSDOS was to be made up of at least two Councillor members and two non-Councillor members, and was to be initially by invitation, at the direction of the Performance and Audit Committee Chair, in order that members with specific skillsets can be targeted. These skillsets may include audit, accounts, programme or project management, change management, risk management or legal knowledge. The following have been agreed as the Members of the Subgroup:
  - Councillor John McMillan
  - Councillor Tom Conn
  - John Scott
  - Simon Hindshaw
  - Alastair Couper

- 2.4 The first meeting of PaSDOS was held on 14<sup>th</sup> February. At the meeting, the Subgroup reviewed their terms of reference and agreed to revisit these at their next meeting, and appointed Councillor John McMillan as the Subgroup's Chair. They also discussed the information that will be reported to future meetings to ensure they can give adequate scrutiny to project and strategy delivery. A copy of the minutes of the meeting is attached at Appendix 1.

### **3 FUTURE REPORTING PLANS**

- 3.1 With the creation of the Project and Strategy Oversight Delivery Subgroup (PaSDOS) as noted above, some changes are proposed to the scheduling of future versions of this report, and the amount of time allocated to this report within Performance and Audit Committee meetings.
- 3.2 At present, the Projects and Strategy Performance Report is reported to each P&A Committee, which covers performance within the current quarter. As Committee meetings tend to occur soon after the midpoint of the quarter, and factoring in time to produce reports, only around 6 weeks of each quarter is reported to each Committee. It is therefore proposed that, in line with the scheduling of PaSDOS meetings, this report is amended so that it is a retrospective look at the performance in the previous quarter. As an example, Q4 24/25 would have the following reporting schedule:
- January - March – Q4 delivery window
  - Mid April – report prepared on Q4 delivery
  - End April – PaSDOS meets to review Q4 delivery
  - End May – Projects and Strategy Performance Report and PaSDOS minutes presented to this Committee
  - Mid June - Projects and Strategy Performance Report presented to Board
- 3.3 Some changes to the content of the standard Appendix report will also be made following discussion at the Subgroup on the information that they wish to see. Additionally, from Q1 25/26, progress against objectives and outcomes will be reported in line with the Business Plan.
- 3.4 Due to the additional scrutiny provided by PaSDOS, it is proposed that the time the Performance and Audit Committee dedicates to this report during its meetings is reduced. Instead of covering all projects as part of the presentation to Members, only specific projects will be presented based on the discussions held at PaSDOS. The full report will still be sent to Members, and Members will still be able to ask questions on any area of work within the report. The Partnership Board can be asked to discuss matters arising from the work of the sub-group after review by the P&A Committee.

### **4 PROJECTS AND STRATEGY PROGRESS**

- 4.1 Given the change to the reporting timescale set out above, this report is presented as an interim report on Q4 progress to date, with no detailed Appendix, with the full Q4 report to be reviewed by PaSDOS in April and presented to the next meeting of the Performance and Audit Committee.

- 4.2 Some key project and strategy work successes over the quarter have been:
- Significant progress has been made on plans for Thistle Assistance, with a survey of users being designed in collaboration with Transport Scotland and Disability Equality Scotland, and a promotional campaign planned for March.
  - Real Time Passenger Information screens across the region were able to show an emergency alert for Storm Eowyn following recent development work.
  - A memorandum of understanding has been agreed to progress a joint procurement of public EV charging infrastructure across 7 of the SEStran Local Authorities and Dumfries and Galloway. City of Edinburgh Council have approved their role as Lead Authority for this procurement, and are taking forward joint work to agree the detailed tender scope, with the tender due to be published in April.
  - While feedback received from the European Union Horizon review board on the FUSION submission for delivering elements of the Freight Strategy was positive, the project was rejected for funding. SEStran is currently working with Napier Transport Research Institute to develop a research proposal that will explore the potential for freight tram in Edinburgh.
  - A successful in-person workshop was held with Local Authority representatives to support the development of the RTS Delivery Plan.
  - The Newburgh Station final report has been submitted to Transport Scotland and is currently being reviewed, and feedback is awaited. The Winchburgh Station work is progressing with station design and business case development, the steering group meets monthly with SEStran officers participating.
- 4.3 Several new issues have emerged with the procurement of the GoSEStran app over the quarter to date. These have the potential to have a significant impact on timelines and budget availability. These issues and next steps are currently being assessed and, if required, a report will be provided to the Partnership Board on 14<sup>th</sup> March.
- 4.4 As reported to the last Board Meeting, some underspends are predicted in the Projects Budget which will be requested to be carried over into 25/26. The most substantial of these are include on the Bus Strategy (due to slower than expected progress that is impacting the commission of additional work) and Go E Bike (for a Brompton bike locker near Haymarket Station that is currently being discussed with Network Rail and Scotrail). These and other smaller underspends are currently being managed with a view to minimising any budget carry over request.

## 4.5 People and Place

- 4.5.1 Key project progress under the 4 themes (plus access to cycles) has been as follows:

- For **access to cycles**, Scottish Borders have delivered 47 bikes and associated equipment to secondary schools. The Bike Station's Wee Bike Library completed surveys that highlighted impact of the project – 30% said they cycle more and use the car less since using the library, and 99% said they'd use the bike library again. FEL's impact through the NHS social prescribing work has received positive feedback, with 24 patients using this service, and one patient reported back: *"FEL in conjunction with the NHS*

*have done a wonderful thing ... by providing e-bikes, I have quite literally got my legs back.*” University of Edinburgh’s UniCycles scheme remains popular with 62 out of 70 being out on hire in September for longer-time hire. All of the Cycling UK Cycle Access Fund has been allocated, with the focus now moving to monitoring and evaluation.

- With **schools and young people**, the Paths for All officer at Lasswade High School carried out a survey to identify barriers to active travel, receiving 704 responses, and used these to create tailored solutions including consultation with parents around the school run, and gamification of projects for children. The Project Officer at Falkirk High has delivered a range of activities and has received positive feedback from the school: *“The Active Travel Coordinator has been an absolute star with pupils”*. FEL’s Bike Buddies P7 transition project saw significant progress in Q3 with 104 bikes built and delivered in Clackmannanshire - this programme has helped tackle child poverty by making it easier for disadvantaged young people to get to school, work and activities and reduces transport costs for families, improves physical and mental health and opens up new opportunities. Local Authorities have reported successful Q3 training sessions across the region, including Bike4Ever in Edinburgh and Bikeability in Scottish Borders. This quarter the Living Street’s WOW programme logged 278.98k of journeys, and Sustran’s I Bike saw 6,411 attendees.
- The activities being delivered through the **workplaces** theme have seen high engagement rates. East Lothian Council hosted a Workplace Travel Forum Event where a range of speakers offering expertise and networking opportunities. City of Edinburgh Council has been working in collaboration with TravelKnowHow to change commuting and business travel of Council employees - their survey received 1,000 responses enabling a high-quality analysis of travel patterns of staff. Clackmannanshire Council has also been updating their Staff Travel Plan to promote their new Council employee bike fleet.
- For **accessibility and inclusion**, many of the projects are receiving positive feedback from post-intervention surveys. The Cycling UK Development Officer has received excellent feedback and has centred around activities with more of a long-term focus in Q3 including regular led rides in East Lothian towns. A well-attended networking and showcase event was hosted by Cycling UK in Dunbar to promote the funding and projects available. For the Scottish Borders Walk-It programme, a pilot study has been added into the project for an indoor walking study in Q3 with the provision of fitness walking classes which are open to all and free of charge. City of Edinburgh Council have had various successful sessions including 4 led rides involving 27 adults and 18 young people, and 73 attendees over the A Wee Pedal programme supporting social prescribing.
- As part of the **capacity and capability building** work, the Sustrans Embedded Officer in Falkirk has been drafting a Behaviour Change Action Plan to support other work being carried out. Internally at SEStran, Q3 has involved continued planning for 25/26 with a Delivery Plan finalised and



approved by the SEStran board in December. Urban Foresight were commissioned in November to complete evaluation of the 24/25 programme with the grant management review being carried into Q4. A reduction in the SEStran PM grant management requirement has meant additional funding can support programme evaluation and project delivery. In late Q3, SEStran appointed Solo Films to support with video case study production with storyboarding with participants planned for January.

4.5.2 Whilst there has been good project progress as noted above, spend to date is lagging further behind projections, and there is a risk of underspend developing, which would need to be returned to Transport Scotland and not invested in the region. Current action being taken to minimise this is as follows:

- Each funded partner is being contacted to ask for an early indication of any underspend to allow this to be reallocated prior to 31<sup>st</sup> March. To date, this has seen around £105,000 identified, on top of a contingency of £80,000 that was being held at the start of Q4. There does however remain a risk that further underspend may not be identified and/or communicated to SEStran until too late to reallocate.
- Available funding is being allocated to projects that can spend this as it becomes available. The first priority for this is to fund project related to the academic year up until 30<sup>th</sup> June 2025 in line with Transport Scotland guidance. This has allowed £115,000 of spend to be reallocated, and has the added benefit of ensuing uninterrupted delivery during the spring term in schools.
- Of the remaining £70,000 (which represents about 1% of the overall programme budget), options currently being considered include additional provision around access to bikes and training offers to support delivery in future years.

4.5.3 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. Members are welcome to view and share the map here: <https://usmart.io/org/sestran/>

## **5 COMMUNICATIONS AND MARKETING UPDATE**

5.1 Communications and marketing achievements in the last quarter include:

- Creation of new SEStran monthly e-newsletter. The current audience for the newsletter is Board and Forum members. The first edition was sent out in December 2024.
- Creation of new SEStran blog. The first blog was published in the January edition of the new newsletter, and can also be found on our website: [sestran.gov.uk/blog-our-ambitions-and-intentions-for-the-year-ahead/](https://sestran.gov.uk/blog-our-ambitions-and-intentions-for-the-year-ahead/)
- Procurement of a film company to create three People and Place case study films. Filming has just been completed and first rough edits of the films are expected shortly. The films feature the Walk It programme in the Scottish Borders, a foldable bike hire initiative in East Lothian and an adaptive cycle project in Edinburgh.
- Written the first draft of the SEStran 2024/25 Annual Report.

- Provided communications support to the 2025/26 People and Place fund, including creation of three new web pages and promotional social media.
- Procured and briefed a photographer to take photos at a range of currently funded People and Place projects to use across our communications and marketing work.
- Procurement of a media buying agency to market Thistle Assistance. A media schedule is currently being created by the agency, and digital advertising to promote the initiative will take place during March and April.
- Regular posting to LinkedIn is showing a continuous growth in our followers, and helping us to demonstrate what we do and the impact we have.

## 6 RECOMMENDATIONS

6.1 The Board is asked to note the contents of this report

Michael Melton

**Programme Manager**

14<sup>th</sup> March 2025

**Appendix 1:** Minutes of the Performance and Strategy Delivery Oversight Subgroup - 14<sup>th</sup> February 2025

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 AND STRATEGY DELIVERY OVERSIGHT SUBGROUP**

**Virtual Meeting via Microsoft Teams  
on Friday 14 February 2025  
2.00pm**

<b>PRESENT:</b>	<u>Name</u>	<u>Organisation Title</u>
	Councillor McMillan (Chair from item 6)	East Lothian Council
	Councillor Conn	West Lothian Council
	Simon Hindshaw	Non-Councillor Member
	John Scott	Non-Councillor Member

<b>IN ATTENDANCE:</b>	<u>Name</u>	<u>Organisation Title</u>
	Brian Butler (chair up to item 5)	SEStran
	Keith Fisker	SEStran
	Sandra Lavergne	SEStran
	Michael Melton	SEStran
	Rachael Murphy	SEStran

**Action by**

**1. ORDER OF BUSINESS**

It was confirmed that there was no change to the order of business. Brian Butler confirmed that he would chair the meeting until the election of a permanent chair at item 5.

**2. APOLOGIES**

Apologies were submitted on behalf of Alastair Couper (Non-Councillor Member).

**3. DECLARATION OF INTERESTS**

None.

**4. PROPOSED TERMS OF REFERENCE**

A brief overview of the Terms of Reference was provided to the group.

Discussions focused on how to ensure that the groups remit in the

Terms of Reference (ToR) was suitably refined to make sure the required information was provided to the group and that discussion were as focused as possible. Other elements to be incorporated into the remit included reporting to the Performance and Audit Committee by exception and reviews of RAG statuses.

It was agreed that Michael Melton would redraft the remit section of the ToR for discussion with Cllr John McMillan and then onward circulation to the group for review by email in advance of the next meeting for final approval. MM

### **Decision**

Approval of the Terms of Reference was deferred until the next meeting of the Subgroup.

## **5. ELECTION OF CHAIR**

John Scott nominated Cllr John McMillan to be chair, which was seconded by Cllr Tom Conn. All were in agreement and Cllr John McMillan was elected chair of the Subgroup.

## **6. FUTURE REPORTING FORMAT AND CONTENT**

A summary of the paper was provided, and then each section was taken in turn to allow time for discussion

Risks and Issues: it was noted that the information here is very text heavy and hard to identify where the group should focus its attention. It was agreed it would be beneficial to review the format and order of the risk register in light of this.

Finance: it was agreed to add in a breakdown of spend to date by quarter

Programme: it was generally agreed that the current format is not ideal, and that some relevant narrative would be helpful.

Overall, it was also agreed to adopt an iterative approach to reporting, with time at the end of the next meeting to review and discuss any changes for the following meeting.

### **Decision**

To note the contents of the report.

## **7. DATE OF NEXT MEETING**

Friday 25<sup>th</sup> April 2025

**External Audit - Annual Audit Plan 2024/25**

**1. Introduction**

1.1 This report presents the External Auditor’s Annual Audit Plan for 2024/25.

**2. Main Report**

2.1 Audit Scotland has been appointed as the Partnership’s External Auditor for the period from 2022/23 until 2026/27.

2.2 The Annual Audit Plan for 2024/25 is appended.

2.3 The Annual Audit Plan for 2024/25 was reviewed by the Performance and Audit Committee at its meeting on 28<sup>th</sup> February 2025.

**3 Recommendations**

3.1 It is recommended the Partnership Board notes the External Audit Annual Audit Plan.

**Richard Lloyd-Bithell**

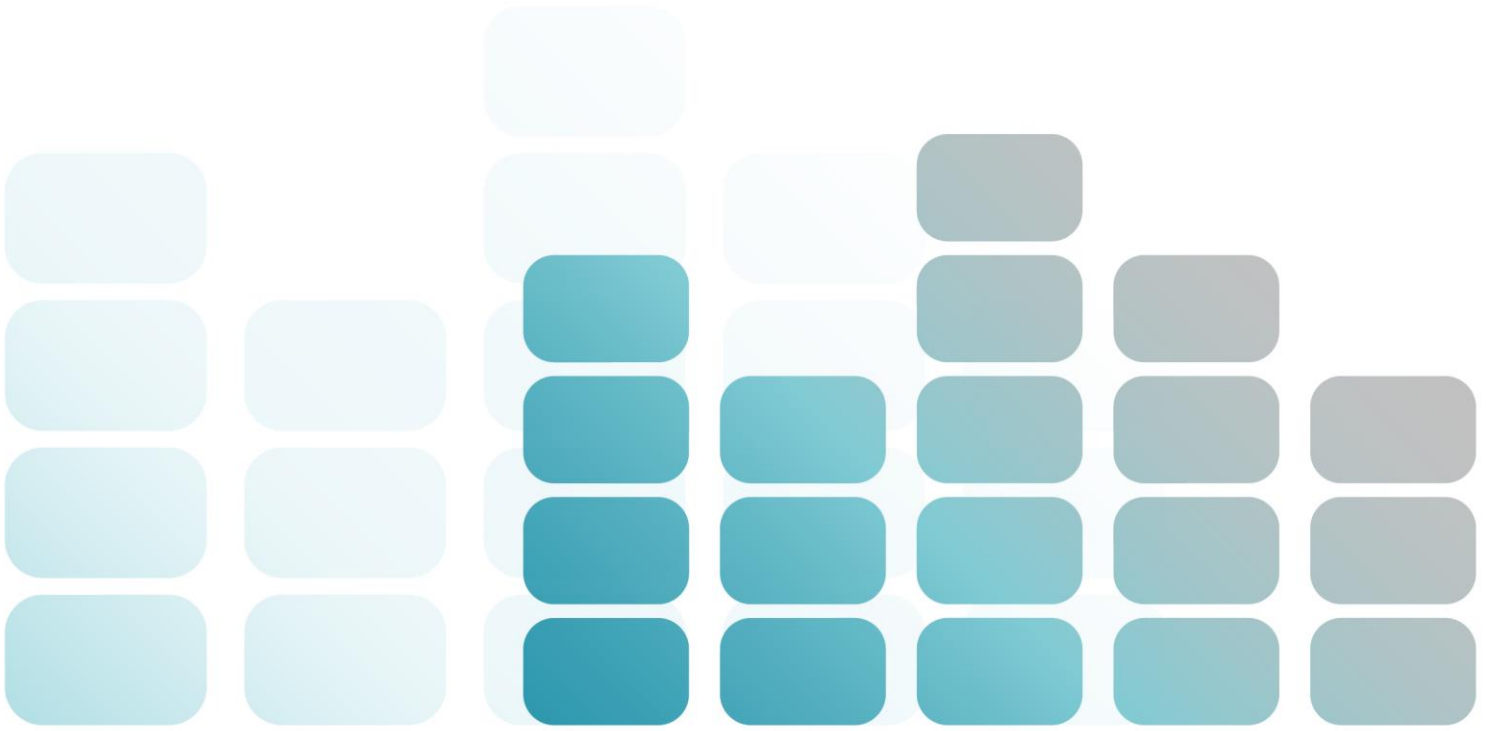
Treasurer  
7<sup>th</sup> March 2025

**Appendix**            Annual Audit Plan 2024/25  
**Contact**            iain.shaw@edinburgh.gov.uk

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

# South East Scotland Transport Partnership

Annual Audit Plan 2024/25



Prepared for South East Scotland Transport Partnership  
February 2025

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## Accessibility

You can find out more and read this report using assistive technology on our website [www.audit.scot/accessibility](http://www.audit.scot/accessibility).

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# Introduction

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## Purpose of the Annual Audit Plan

1. The purpose of this Annual Audit Plan is to provide an overview of the planned scope and timing of the 2024/25 audit of South East Scotland Transport Partnership's (SEStran) annual accounts. It outlines the audit work planned to meet the audit requirements set out in auditing standards and the Code of Audit Practice, including supplementary guidance.

## Appointed auditor and independence

2. Christopher Gardner, of Audit Scotland, has been appointed by the Accounts Commission as external auditor of SEStran for the period from 2022/23 until 2026/27. The 2024/25 financial year is therefore the third of the five-year audit appointment.

3. The audit team is independent of SEStran in accordance with relevant ethical requirements, including the Financial Reporting Council's Ethical Standard. This standard imposes stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has robust arrangements in place to ensure compliance with ethical standards. The arrangements are overseen by the Executive Director of Innovation and Quality, who serves as Audit Scotland's Ethics Partner.

4. The Ethical Standard requires auditors to communicate any relationships that may affect the independence and objectivity of the audit team. There are no such relationships pertaining to the audit of SEStran to communicate.



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# Audit scope and responsibilities

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## Scope of the audit

**5.** The audit is performed in accordance with the Code of Audit Practice, including supplementary guidance, International Standards on Auditing (UK), and relevant legislation. These set out the requirements for the scope of the audit which includes:

- An audit of the financial statements and an opinion on whether they give a true and fair view and are free from material misstatement.
- An opinion on statutory other information published with the financial statements in the annual report and accounts, the Management Commentary, the Annual Governance Statement, and an opinion on the audited part of the Remuneration Report.
- Reporting on SEStran's arrangements for securing Best Value.
- Provision of an Annual Audit Report setting out significant matters identified from the audit of the annual report and accounts and the wider scope areas specified in the Code of Audit Practice.

## Responsibilities

**6.** The Code of Audit Practice sets out the respective responsibilities of SEStran and the auditor. A summary of the key responsibilities is outlined below.

### Auditor's responsibilities

**7.** The responsibilities of auditors in the public sector are established in the Local Government (Scotland) Act 1973. These include providing an independent opinion on the financial statements and other information reported within the annual accounts, and concluding on SEStran's arrangements in place for the wider scope areas.

### SEStran's responsibilities

**8.** SEStran has primary responsibility for ensuring proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enables it to successfully deliver its objectives. The features of proper financial stewardship include:

- Establishing arrangements to ensure the proper conduct of its affairs.

- Preparation of the annual accounts, comprising financial statements and other information that gives a true and fair view.
- Establishing arrangements for the prevention and detection of fraud, error and irregularities, and bribery and corruption.
- Implementing arrangements to ensure its financial position is soundly based.
- Making arrangements to secure Best Value.
- Establishing an internal audit function.

# Audit of the annual accounts

## Introduction

9. The audit of the annual accounts is driven by materiality and the risks of material misstatement in the financial statements, with greater attention being given to the significant risks of material misstatement. This chapter outlines materiality, the significant risks of material misstatement that have been identified, and the impact these have on the planned audit procedures.

## Materiality

10. The concept of materiality is applied by auditors in planning and performing an audit, and in evaluating the effect of any uncorrected misstatements on the financial statements or other information reported in the annual report and accounts.

11. Broadly, the concept of materiality is to determine whether matters identified during the audit could reasonably be expected to influence the decisions of users of the financial statements. Auditors set a monetary threshold when determining materiality, although some issues may be considered material by their nature. Therefore, materiality is ultimately a matter of the auditor's professional judgement.

12. The materiality levels determined for the audit of SEStran are outlined in [Exhibit 1](#).

## Exhibit 1

### 2024/25 Materiality levels for SEStran

Materiality	Audited body
<p><b>Materiality</b> – based on an assessment of the needs of users of the financial statements and the nature of SEStran's operations, the benchmark used to determine materiality is gross expenditure based on the 2024/25 budget. Materiality has been set at 1.5% of the benchmark.</p>	£98,000

Materiality	Audited body
<p><b>Performance materiality</b> – this acts as a trigger point. If the aggregate of misstatements identified during the audit exceeds performance materiality, this could indicate that further audit procedures are required. Using professional judgement, performance materiality has been set at 65% of planning materiality.</p>	£64,000
<p><b>Reporting threshold</b> – all misstatements greater than the reporting threshold will be reported.</p>	£5,000

Source: Audit Scotland

## Significant risks of material misstatement to the financial statements

**13.** The risk assessment process draws on the audit team’s cumulative knowledge of SEStran, including the nature of its operations and its significant transaction streams, the system of internal control, governance arrangements and processes, and developments that could impact on its financial reporting.

**14.** Based on the risk assessment process, significant risks of material misstatement to the financial statements have been identified and these are summarised in [Exhibit 2, page 8](#). These are the risks which have the greatest impact on the planned audit approach, and the planned audit procedures in response to the risks are outlined in [Exhibit 2](#).

**15.** The risk assessment process is an iterative and dynamic process. The assessment of risks set out in this Annual Audit Plan and [Exhibit 2](#) may change as more information and evidence is obtained over the course of the audit. Where such changes occur, these will be reported to SEStran and those charged with governance, where relevant.

## Exhibit 2

### Significant risks of material misstatement to the financial statements

Risk of material misstatement	Planned audit response
<p><b>1. Fraud caused by management override of controls</b></p> <p>Management is in a unique position to perpetrate fraud because of management's ability to override controls that otherwise appear to be operating effectively.</p>	<p>The audit team will:</p> <ul style="list-style-type: none"> <li>• Evaluate the design and implementation of controls over journal entry processing.</li> <li>• Test journals entries, focusing on those that are assessed as higher risk, such as those affecting revenue and expenditure recognition around the year-end.</li> <li>• Evaluate significant transactions outside the normal course of business.</li> <li>• Test income and expenditure transactions around the year-end to confirm they are accounted for in the correct financial year.</li> <li>• Test accruals and prepayments to confirm they are accounted for correctly.</li> <li>• Assess the adequacy of controls in place for identifying and disclosing related party relationships and transactions in the financial statements.</li> <li>• Assess changes to the methods and underlying assumptions used to prepare accounting estimates and assess these for evidence of management bias.</li> </ul>
<p><b>2. Risk of material misstatement caused by fraud in expenditure</b></p> <p>The Code of Audit Practice expands the consideration of fraud under ISA (UK) 240 to include the risk of fraud over expenditure. There is a risk that expenditure may be materially misstated in the 2024/25 financial statements due to the significant extent and nature of SEStran's project and grant-related expenditure streams .</p>	<p>The audit team will:</p> <ul style="list-style-type: none"> <li>• Test expenditure transactions, focusing on the areas of greatest risk, including grant awards.</li> <li>• Review of budget monitoring reports, focusing on significant budget variances.</li> <li>• Review of arrangements in place to prevent and detect fraud.</li> </ul>

Risk of material misstatement	Planned audit response
<p><b>3. Accounting for non-current assets</b></p> <p>SEStran owns a significant number of non-current assets which are disclosed on the entity's balance sheet. The measurement, valuation and disclosures of these material balances require significant accounting estimates and judgement. Management is reviewing its processes for recording and managing assets, including undertaking a review of policies and procedures.</p>	<p>The audit team will:</p> <ul style="list-style-type: none"> <li>• Evaluate SEStran's arrangements for the valuation and accounting disclosures of non-current assets.</li> <li>• Review the appropriateness of the key data and assumptions used in the 2024/25 valuation process, and challenge these where required.</li> <li>• Test non-current asset entries to confirm the existence of assets and the completeness of the asset register.</li> </ul>

Source: Audit Scotland

## Key audit matters

**16.** The Code of Audit Practice requires public sector auditors to communicate key audit matters. Key audit matters are those matters, that in the auditor's professional judgement, are of most significance to the audit of the financial statements and require most attention when performing the audit.

**17.** In determining key audit matters, auditors consider:

- Areas of higher or significant risk of material misstatement.
- Areas where significant judgement is required, including accounting estimates that are subject to a high degree of estimation uncertainty.
- Significant events or transactions that occurred during the year.

**18.** The matters determined to be key audit matters will be communicated in the Annual Audit Report. [Exhibit 2](#) outlines the significant risks of material misstatement to the financial statements that have been identified, including those that have greatest impact on the planned audit procedures and require most attention when performing the audit.

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# Wider scope and Best Value

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## Introduction

**19.** Reflecting the fact that public money is involved, the Code of Audit Practice requires that public audit is planned and undertaken from a wider perspective than in the private sector. The wider scope audit set out by the Code of Audit Practice broadens the audit of the annual report and accounts to include consideration of additional aspects or risks in four wider scope areas.

**20.** Due to the nature and size of SEStran and its limited financial activity, it is considered a less complex body for the wider scope audit. Therefore, the wider scope audit does not consider all four wider scope areas and is instead limited to concluding on the financial sustainability of SEStran.

**21.** Financial sustainability means looking forward over the medium and longer term in planning the services to be delivered and how they will be delivered effectively. This is assessed by considering SEStran's medium-to longer-term planning for service delivery. The financial sustainability of SEStran will be reported in the Annual Audit Report.

## Best Value

**22.** Under the Code of Audit Practice, the duty on auditors to consider the arrangements an audited body has in place to secure Best Value applies to audited bodies that fall within section 106 of the Local Government (Scotland) Act 1973, which SEStran does.

**23.** Consideration of the arrangements SEStran has in place to secure Best Value will be carried out alongside the wider scope audit, and a conclusion on the arrangements SEStran has in place will be reported in the Annual Audit Report.

## Significant wider scope and Best Value risks

**24.** No significant risks in the wider scope areas or Best Value were identified from the risk assessment process.

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# Reporting arrangements, timetable and audit fee

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## Audit outputs

**25.** The outputs from the 2024/25 audit include:

- This Annual Audit Plan.
- An Independent Auditor's Report to SEStran and the Accounts Commission setting out opinions on the annual accounts.
- An Annual Audit Report to SEStran and the Accounts Commission setting out significant matters identified from the audit of the annual report and accounts, conclusions from the wider scope and Best Value audit, and recommendations, where required.

**26.** The matters to be reported in the outputs will be discussed with SEStran for factual accuracy before they are issued. All outputs from the audit will be published on Audit Scotland's website, apart from the Independent Auditor's Report, which is included in the audited annual report and accounts.

**27.** Target dates for the audit outputs are set by the Accounts Commission. In setting the target dates for the audit outputs, consideration is given to the target date for approving the annual report and accounts, which is 30 September 2025 for local government bodies.

**28.** The Independent Auditor's Report and Annual Audit Report are planned to be issued by the target date of 30 September 2025.

## Audit timetable

**29.** Achieving the timetable for production of the annual report and accounts, supported by complete and accurate working papers, is critical to delivery of the audit to agreed target dates. [Exhibit](#) includes a timetable for the audit, which has been agreed with management. Agreed target dates will be kept under review as the audit progresses, and any changes required, and their potential impact, will be discussed with SEStran and reported to those charged with governance, where required.



### Exhibit 3

#### 2024/25 audit timetable

Audit activity	SEStran target date	Audit team target date	Relevant committee date
<ul style="list-style-type: none"> <li>Consideration of unaudited annual report and accounts by those charged with governance</li> </ul>	6 June 2025		6 June 2025
<ul style="list-style-type: none"> <li>Submission of unaudited annual report and accounts and all working papers to audit team</li> </ul>	13 June 2025		
<ul style="list-style-type: none"> <li>Latest date for audit clearance meeting</li> </ul>	29 August 2025	29 August 2025	
<ul style="list-style-type: none"> <li>Issue of draft Letter of Representation, proposed Independent Auditor's Report, and proposed Annual Audit Report</li> </ul>		29 August 2025	12 September 2025
<ul style="list-style-type: none"> <li>Approval by those charged with governance and signing of audited annual report and accounts</li> </ul>	26 September 2025		26 September 2024

Source: Audit Scotland

### Audit fee

**30.** SEStran's audit fee is determined in line with Audit Scotland's fee setting arrangements. The proposed audit fee for the 2024/25 audit is set out in [Exhibit](#).

**31.** In setting the audit fee, it is assumed that SEStran has effective governance arrangements in place and the complete annual report and accounts will be provided for audit in line with the agreed timetable. The audit fee assumes there will be no significant changes to the planned scope of the audit. Where the audit cannot proceed as planned, for example, due to incomplete or inadequate working papers, the audit fee may need to be increased.

## Exhibit 4

### Audit fee (including VAT)

Fee component <sup>1</sup>	Fee (£)
External auditor remuneration	25,120
Pooled costs, such as travel and subsistence costs	630
Contribution to the performance audit programme	0
Adjustment for average audit price increase	(12,950)
<b>Total 2024/25 fee</b>	<b>12,800</b>

Source: Audit Scotland

<sup>1</sup> Information on the components that make up the total fee can be found in Audit Scotland's [Audit management and quality guidance](#).

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# Other matters

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## Internal audit

**32.** SEStran is responsible for establishing an internal audit function as part of an effective system of internal control. As part of the audit, the audit team will obtain an understanding of internal audit, including its nature, responsibilities, and activities.

**33.** While we are not planning to place formal reliance on the work of internal audit in 2024/25, we will review internal audit reports and assess the impact of the findings on our financial statements and wider scope audit responsibilities.

## Audit quality

**34.** Audit Scotland is committed to the consistent delivery of high-quality audit. Audit quality requires ongoing attention and improvement to keep pace with external and internal changes. Details of the arrangements in place for the delivery of high-quality audits is available from the [Audit Scotland website](#).

**35.** The International Standards on Quality Management (ISQM) applicable to Audit Scotland for 2024/25 audits are:

- ISQM (UK) 1, which deals with an audit organisation's responsibilities to design, implement, and operate a system of quality management (SoQM) for audits. Audit Scotland's SoQM consists of a variety of components, such as: governance arrangements and culture to support audit quality, compliance with ethical requirements, ensuring Audit Scotland is dedicated to high-quality audit through engagement performance and resourcing arrangements, and ensuring there are robust quality monitoring arrangements in place. Audit Scotland carries out an annual evaluation of its SoQM and has concluded it complies with this standard.
- ISQM (UK) 2, which sets out arrangements for conducting engagement quality reviews, which are performed by senior management not involved in an audit, to review significant judgements and conclusions reached by the audit team, and the appropriateness of proposed audit opinions on high-risk audits.

**36.** To monitor quality at an individual audit level, Audit Scotland carries out internal quality reviews on a sample of audits. Additionally, the Institute

of Chartered Accountants of England and Wales (ICAEW) carries out independent quality reviews on a sample of audits.

**37.** Actions to address deficiencies identified by internal and external quality reviews are included in a rolling Quality Improvement Action Plan, which is used to support continuous improvement. Progress with implementing planned actions is monitored on a regular basis by Audit Scotland's Quality and Ethics Committee.

**38.** Audit Scotland may periodically seek the views of SEStran on the quality of audit services provided. The audit team would also welcome feedback at any time.

# South East Scotland Transport Partnership

Annual Audit Plan 2024/25



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