

Prepared by:
Richie Fraser
Consultant

Approved by:
Paul Finch
Principal Consultant

Appraisal Report: Appraisal Summary Tables
Shetland Transport Strategy

Rev No	Comments	Date
1	Strategic Alternatives and Preferred Options	March 07

Riverside House, Riverside Drive, Aberdeen, AB11 7LH
Telephone: 01224 224650 Fax: 01224 224651 Website: <http://www.fabermaunsell.com>

Job No 43837TGLT

Reference 11

Date Created March 2007

Table of Contents

1	Strategic Alternatives	2
1.1	Introduction	2
1.2	1. Do Minimum.....	3
1.3	2. Cut Backs.....	6
1.4	3. Spend to Save	9
1.5	4. Comfort	13
1.6	5. Aspirational	16
2	Preferred Packages.....	21
2.1	Introduction	21
2.2	Preferred Package 1 – Fixed Links	22
2.3	Preferred Package 2 – Inter-Island Ferries	25

1. Strategic Alternatives Appraisal



1 Strategic Alternatives

1.1

Introduction

The following five Appraisal Summary Tables are presented for the initial appraisal of Strategic Alternative Scenarios..

At the highest level, an appraisal has been undertaken of the alternative strategic scenarios developed for the Transport Strategy. Each scenario includes packages of transport options for external, internal and inter-island links and is based on different possibilities of funding for capital expenditure, and also different approaches to the provision of accessibility. The five scenarios, including a 'Do Minimum' option, are summarised in Table 1.1. The strategic appraisal has been undertaken to STAG 1 level.

Table 1.1 Strategic Alternative Scenarios

Option	Overview
Do Minimum	A strategy based around the continuation of the current approach, based upon the priorities established in the Local Transport Strategy published in 2000. This implies a continuation of current approach to rural accessibility and spending priorities.
Cut Backs	A strategy designed to reduce revenue or capital finances to levels which are available on a sustainable basis. This implies a reduction in rural accessibility, and a greater reliance on private transport.
Spend to Save	Development of capital infrastructure in the short term in order to save finances in the longer term. This could also include measures to generate income.
Comfort	An improvement of current levels of service, and hence improved levels of rural accessibility, based on increasing levels of revenue expenditure. Built on the premise that the STP would receive more revenue, but no extra capital.
Aspirational	A strategy including all of the potential options that the STP would wish to implement if there were no financial constraints e.g. reliant on the STP receiving more revenue and more external capital.

1.2

1. Do Minimum

STRATEGIC ALTERNATIVES: 1. Do Minimum		
1. SCHEME DETAILS		
Scheme Details	Name	Strategic Alternatives
	Option	1. Do Minimum
Area Details	Population	22,000
	Trend	Stable
Financial Summary	Do Minimum (£k)	
	Revenue (p.a.)	26,593
	Revenue >year 10 (p.a.)	25,471
	Capital, Rolling Plan (p.a.)	2,934
	Capital Schemes – Years 1 to 20	109,275
	Capital Schemes - Years 21 to 60	150,000
	Total Capital Plan – 20 Years	167,955
	20 Year Total – Revenue + Capital	678,601
60 Year Total – Revenue + Capital	1,974,823	
2. PLANNING OBJECTIVES		
Vision	Fit	Yes – Balances objectives and deliverability
Economy	1. Reliability	+2 Secures ongoing investment
	2. Affordability to all (passengers, livestock and freight)	+2 Ongoing delivery of affordable fares
	3. Robustness against significant potential increases in fuel prices	0 Little to specifically address this
	4. Current and anticipated capacity constraints	+2 Ferry and terminal replacement options can address this
	5. Deliver a transport system that is economically efficient,	+1 Seeks to maximise wider benefits
	6. Optimise the wider economic benefits of the external links	-1 Mainly reactive, Smyril line reduction, plus little influence with NorthLink and Loganair.
	7. Beneficial service development and market growth on Shetland's public transport networks	+1 Ongoing initiatives (ticketing, service development) will assist
Social Inclusion and Accessibility	1. Continued operation and availability of services and infrastructure	+2 Ongoing Ferry and Terminal replacement.
	2. Access for all	+1 Supports DDA compliance for new infrastructure
	3. Accessing essential health and welfare services in Shetland and on the Scottish Mainland	+1 Current arrangements take account of this necessity.
	4. Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the community.	+1 Current strategy seeks to maximise accessibility within operational constraints to rural areas.
	5. Work to improve accessibility for vulnerable groups to essential services	-1 Recent research suggests a more targeted approach may be necessary

STRATEGIC ALTERNATIVES: 1. Do Minimum		
Environment	<ol style="list-style-type: none"> 1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector 2. Encourage reductions in carbon dioxide and greenhouse gas private users and other operators. 3. Encourage and facilitate walking and cycling for short trips 4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments 5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity 6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network 7. Encourage design of transport infrastructure that is appropriate to Shetland 8. Seek to minimise the adverse affects on natural drainage systems from roads run-off 9. Seek to reduce the vulnerability of transport / infrastructure to climate change 	<p>-1 Ongoing approach does little to reduce emissions.</p> <p>-1 Ongoing approach does little to reduce emissions</p> <p>+1 Investment within wider schemes</p> <p>-2 Whilst major schemes subject to EIA and mitigation, new terminal construction will have impact</p> <p>-2 Whilst major schemes subject to EIA and mitigation, road improvements will typically have an adverse impact</p> <p>0 Biodiversity Action Plan supported by SIC</p> <p>0 Where appropriate, local input is currently sought</p> <p>0 SEPA key consultee within scheme design</p> <p>0 Little explicit consideration to date</p>
Safety	<ol style="list-style-type: none"> 1. Ensure compliance with internal and external safety and security requirements 2. Seek to achieve National Road Safety Targets 3. Address Drink driving 4. Support seat belt compliance 5. Seek to reduce fatalities, particularly in single vehicle accidents 6. Seek to address excessive and inappropriate vehicle speeds. 	<p>0 This is a continuing requirement</p> <p>+1 Good progress currently being made from ongoing approach</p> <p>0 Nothing over and above current approach</p>
Integration	<ol style="list-style-type: none"> 1. Deliver effective and integrated public transport links 2. Deliver effective transport integration opportunities and facilities 3. Seek effective transport integration opportunities on UK Mainland 4. Maintain integrated freight facilities 5. Multi-modal ticketing 6. Effective journey planning information 	<p>+1 Improvements anticipated.</p> <p>+1 Incremental improvements anticipated</p> <p>+1 Strategy anticipates joint working with neighbouring RTPs to support this objective.</p> <p>+1 Ongoing improvement anticipated.</p> <p>+1 Currently being developed</p> <p>+1 Includes national schemes, and improvements to local timetables.</p>

STRATEGIC ALTERNATIVES: 1. Do Minimum		
External Objectives	SCPB – Community Planning Framework	Yes
	SIC – Structure and Local Plans	Yes
	Shetland Local Economic Forum – Shetland 2012	Yes
	SIC Corporate Plan	Yes
	NHS Shetland – 2020 vision	No –Does not fulfil all elements of 2020 Vision
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Do Minimum = 53% of estimated current total SIC 20 year capital spend (£300m). Affordable, but requires consideration of other council priorities.
	S Exec	Dependent on outcome of strategic projects review. Current spend is £1,379m pa on transport across Scotland. Do Minimum = 0.57% of notional 20 year S Exec transport capital spend.
	EU	Not Considered Eligible
Revenue Affordability	SIC	Currently unaffordable
	S Exec	Generally affordable
PPP suitability	Ferries and Terminals Replacement Programme could be suitable for a packaged approach.	
Technically Feasible	Replacement terminals are most risky, but design options can be selected to reduce risk.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU and procurement legislation.	
Public Support	Key area of concern would be priority given to ferry and terminal replacement. Sensitivities in areas most under threat.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-2	Main impacts in the reconstruction of maritime infrastructure. Other impacts are considered to be able to managed or mitigated.
Safety	0	Generally has no appreciable overall impact
Econ – TEE	+1	Continuation of links, but no “step change” from existing situation
Econ – EALI	+1	Moderate positive impact, in providing accessibility support to more remote areas, as opposed to “draw down” of support.
Integration	+1	Supports ongoing integration of Shetland’s transport network
Accessibility	+1	Addresses continuation of links to islands
5. OUTCOME		
Accept / Reject / Modify	Reasons	
Modify	Attention required in order to deliver the ferry and terminal replacement programme into a financially affordable package. This will most likely require some level of external funding support.	

1.3

2. Cut Backs

STRATEGIC ALTERNATIVES: 2. Cut Backs		
1. SCHEME DETAILS		
Scheme Details	Name	Strategic Alternatives
	Option	2. Cut Backs
Area Details	Population	Shetland: 22,000
	Trend	Stable
Financial Summary		Cut Backs (£k)
	Revenue (p.a.)	23,266
	Revenue >year 10 (p.a.)	22,144
	Capital, Rolling Plan (p.a.)	2,934
	Capital Schemes – Years 1 to 20	109,275
	Capital Schemes - Years 21 to 60	150,000
	Total Capital Plan – 20 Years	167,955
	20 Year Total – Revenue + Capital	622,052
	60 Year Total – Revenue + Capital	1,775,175
2. PLANNING OBJECTIVES		
Vision	Fit	No – risks reducing accessibility and affordability of transport network, and increasing social exclusion in remote areas.
Economy	<ol style="list-style-type: none"> Reliability Affordability to all (passengers, livestock and freight) Robustness against significant potential increases in fuel prices Current and anticipated capacity constraints Deliver a transport system that is economically efficient Optimise the wider economic benefits of the external links Beneficial service development and market growth on Shetland's public transport networks 	<p>+2 Ongoing investment in ferries</p> <p>-2 Increase in fares likely</p> <p>0 Little to specifically address this</p> <p>-1 Despite ferry and terminal replacement, reduced services could continue peak period capacity constraint</p> <p>+2 Overall Cost/Benefit likely to be more favourable with targeted reductions in costs.</p> <p>-1 Mainly reactive, Smyril line reduction, plus little influence with NorthLink and Loganair</p> <p>-1 Unlikely to achieve market growth in cut back context</p>
Social Inclusion and Accessibility	<ol style="list-style-type: none"> Continued operation and availability of services and infrastructure Access for all Accessing essential health and welfare services in Shetland and on the Scottish Mainland Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the community. Work to improve accessibility for vulnerable groups to essential services 	<p>+2 Ongoing Ferry and Terminal replacement.</p> <p>+1 Supports DDA compliance for new infrastructure</p> <p>-1 Likely to reduce access to airport and Lerwick for public transport users</p> <p>-1 Will reduce accessibility overall by public transport compared to existing situation, although accessibility will still be maximised within resources available.</p> <p>-2 Will reduce accessibility by public transport, with greater emphasis on self-reliance</p>

STRATEGIC ALTERNATIVES: 2. Cut Backs		
Environment	<ol style="list-style-type: none"> 1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector 2. Encourage reductions in carbon dioxide and greenhouse gas emissions - Private users and other operators. 3. Encourage and facilitate walking and cycling for short trips 4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments 5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity 6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network 7. Encourage design of transport infrastructure that is appropriate to Shetland 8. Seek to minimise the adverse affects on natural drainage systems from roads run-off 9. Seek to reduce the vulnerability of transport / infrastructure to climate change 	<p>+1 Will reduce Public Sector emissions due to less services being operated.</p> <p>-2 May increase emissions due to greater private travel.</p> <p>-1 Likely to be less investment</p> <p>-2 Whilst major schemes subject to EIA and mitigation, new terminal construction will have impact</p> <p>-2 Whilst major schemes subject to EIA and mitigation, new terminal construction will have impact</p> <p>0 Biodiversity Action Plan supported by SIC</p> <p>0 Where appropriate, local input is currently sought</p> <p>0 SEPA key consultee within scheme design</p> <p>0 Little explicit consideration to date</p>
Safety	<ol style="list-style-type: none"> 1. Ensure compliance with internal and external safety and security requirements 2. Seek to achieve National Road Safety Targets 3. Address drink driving 4. Support seat belt compliance 5. Seek to reduce fatalities, particularly in single vehicle accidents 6. Seek to address excessive and inappropriate vehicle speeds. 	<p>0 This is a continuing requirement</p> <p>+1 Good progress currently being made</p> <p>-1 Cut backs may place any initiatives at risk</p> <p>-1 Cut backs may place any initiatives at risk</p> <p>-1 Cut backs may place any initiatives at risk</p> <p>-1 Cut backs may place any initiatives at risk</p>
Integration	<ol style="list-style-type: none"> 1. Deliver effective and integrated public transport links 2. Deliver effective transport integration opportunities and facilities 3. Seek effective transport integration opportunities on UK Mainland 4. Maintain integrated freight facilities 5. Deliver multi-modal ticketing 6. Effective journey planning information 	<p>-2 Less interchange opportunities due to reduced services.</p> <p>0 Existing facilities continue to be provided across Shetland, little improvement</p> <p>+1 Strategy anticipates joint working with neighbouring RTPs to support this objective</p> <p>0 Ongoing provision of facilities</p> <p>+1 Currently being developed</p> <p>0 Includes national schemes and provision of existing timetables.</p>

STRATEGIC ALTERNATIVES: 2. Cut Backs		
External Objectives	SCPB – Community Planning Framework	No – not support rural areas
	SIC – Structure and Local Plans	No – not support rural areas
	Shetland Local Economic Forum – Shetland 2012	No – not support rural areas
	SIC Corporate Plan	No – not support rural areas
	NHS Shetland – 2020 vision	No – not support concerns
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Do Minimum = 53% of estimated current total SIC 20 year capital spend (£300m). Affordable, but requires consideration of other council priorities.
	S Exec	Dependent on outcome of strategic projects review. Current spend is £1,379m pa on transport across Scotland. Do Minimum = 0.57% of notional 20 year S Exec transport capital spend.
	EU	Not Considered Eligible.
Revenue Affordability	SIC	Seeks to be affordable
	S Exec	Generally affordable
PPP suitability	Ferries and Terminals Replacement Programme could be suitable for a packaged approach.	
Technically Feasible	Replacement terminals are most risky, but design options can be selected to reduce risk.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU and procurement legislation.	
Public Support	Very contentious, particularly for remote areas and offshore islands.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-2	Construction impact and increased emissions
Safety	-1	Few opportunities for addressing issues.
Econ – TEE	+2	May encourage more cost effective transport system
Econ – EALI	0	Negative for remote areas. Could improve performance in central areas.
Integration	0	Reduces integration opportunities
Accessibility	-2	Significant risk of accessibility and social inclusion problems.
5. OUTCOME		
Accept / Reject / Modify	Reasons	
Modify	Attractive as is most affordable. However, risks being politically undeliverable. The ferry and terminal replacement programme is most likely to require some funding support from the Scottish Executive.	

1.4

3. Spend to Save

STRATEGIC ALTERNATIVES: 3. Spend to Save		
1. SCHEME DETAILS		
Scheme Details	Name	Strategic Alternatives
	Option	3. Spend to Save
Area Details	Population	22,000
	Trend	Stable
Financial Summary		Spend to Save (£k)
	Revenue (p.a.)	23,266
	Revenue >year 10 (p.a.)	15,375
	Capital, Rolling Plan (p.a.)	2,934
	Capital Schemes – Years 1 to 20	402,275
	Capital Schemes - Years 21 to 60	48,500
	Total Capital Plan – 20 Years	460,955
	20 Year Total – Revenue + Capital	847,363
	60 Year Total – Revenue + Capital	1,628,232
2. PLANNING OBJECTIVES		
Vision	Fit	Yes – Savings in part achieved by investment that improves efficiency and accessibility of transport network.
Economy	<ol style="list-style-type: none"> Reliability Affordability to all (passengers, livestock and freight) Robustness against significant potential increases in fuel prices Current and anticipated capacity constraints Deliver a transport system that is economically efficient, Optimise the wider economic benefits of the external links Beneficial service development and market growth on Shetland's public transport networks 	<p>+3 Ongoing investment in ferries and fixed links</p> <p>+3 Increase in fares possible on internal services – but likely toll-free fixed links</p> <p>+1 Significant reduction in inter-island ferry consumption.</p> <p>+3 Fixed links and ferry replacement help to address capacity constraints.</p> <p>+3 Fixed links have potential to be financially efficient in long term</p> <p>-1 Mainly reactive, Smyril line pull out, plus little influence with NorthLink and Loganair</p> <p>-1 Unlikely to achieve market growth in context which could sustained private car use.</p>
Social Inclusion and Accessibility	<ol style="list-style-type: none"> Continued operation and availability of services and infrastructure Access for all Accessing essential health and welfare services in Shetland and on the Scottish Mainland Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the 	<p>+3 Ongoing Ferry and Terminal replacement and fixed links</p> <p>+1 Supports DDA compliance for new infrastructure. Cyclist and pedestrians requirements will be addressed on fixed links.</p> <p>+2 Improved access to airport and Lerwick for islands linked by fixed links</p> <p>+2 Maximises accessibility by private car to particular islands, although could be associated with longer term reduction in publicly provided transport opportunities due to reduction in demand.</p>

STRATEGIC ALTERNATIVES: 3. Spend to Save		
	community. 5. Work to improve accessibility for vulnerable groups to essential services	+1 Opportunities to improve access to key services.
Environment	1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector 2. Encourage reductions in carbon dioxide and greenhouse gas private users and other operators. 3. Encourage and facilitate walking and cycling for short trips 4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments 5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity 6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network 7. Encourage design of transport infrastructure that is appropriate to Shetland 8. Seek to minimise the adverse affects on natural drainage systems from roads run-off 9. Seek to reduce the vulnerability of transport / infrastructure to climate change	+2 Will reduce Public Sector emissions due to less inter-island ferry services being operated. -2 Some increase in emissions due to greater private travel. 0 Difficulty of fixed links may reduce some walking/cycling. However, some routes could benefit from investment to reduce school transport expenditure -3 Risk of impact on coastal environment due to construction impact (management of spoil, plant etc) of fixed links. -3 Risk of impact due to significant construction activity 0 Biodiversity Action Plan supported by SIC 0 Where appropriate, local input will be sought 0 SEPA key consultee within scheme design 0 An ongoing requirement for major scheme design.
Safety	1. Ensure compliance with internal and external safety and security requirements 2. Seek to achieve National Road Safety Targets 3. Address drink driving 4. Support seat belt compliance 5. Seek to reduce fatalities, particularly in single vehicle accidents	0 This is a continuing requirement. Specific consideration required for tunnels, in relation to the construction and operational standards adopted. +1 Good progress currently being made. Fixed links will require increased emphasis -1 Risk of increased problem, with fixed links. Needs to be countered by targeted campaigns -1 Risk of increased problem, with fixed links. Needs to be countered by targeted campaigns -1 Risk of increased problem, with fixed links. Needs to be countered by targeted campaigns -1 Risk of increased problem, with fixed links. Needs to be countered by targeted campaigns and enforcement

STRATEGIC ALTERNATIVES: 3. Spend to Save		
	6. See to address excessive and inappropriate vehicle speeds.	
Integration	1. Deliver effective and integrated public transport links 2. Deliver effective transport integration opportunities and facilities 3. Effective transport integration opportunities on UK Mainland 4. Maintain integrated freight facilities 5. Deliver multi-modal ticketing 6. Provide effective journey planning information	-2 Potential of less interchange opportunities if services reduced. 0 Existing facilities continue to be provided across Shetland +1 Strategy anticipates joint working with neighbouring RTPs to support this objective 0 Ongoing provision of existing facilities +1 Currently being developed 0 Includes national schemes, and provision of existing local timetable.
External Objectives	SCPB – Community Planning Framework	Yes
	SIC – Structure and Local Plans	Yes
	Shetland Local Economic Forum – Shetland 2012	Yes
	SIC Corporate Plan	Yes
	NHS Shetland – 2020 vision	Yes
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Spend to save = 152% of estimated current total SIC 20 year capital spend (£300m). Unaffordable to SIC without external assistance.
	S Exec	Dependent on outcome of strategic projects review. Current spend is £1,379m pa on transport. Spend to save = 1.66% of notional 20 year S Exec transport capital spend
	EU	Not Considered Eligible
Revenue Affordability	SIC	Seeks to be affordable in longer term
	S Exec	Generally affordable
PPP suitability	Ferry and Terminal Replacement/fixed links could be suitable for a packaged approach.	
Technically Feasible	Significant risk associated with the funding and development of tunnels and bridges.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU legislation. EU tunnel standards may require relaxation in island context. Speed enforcement possibly required. Risk appraisal regarding operational safety for any concessions on standards.	
Public Support	Fixed links likely to be supported, but wider concern over longer term impacts, and affordability.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-3	Risk of negative impacts during construction
Safety	-1	Few opportunities for addressing issues. Likely to encourage more private car use.
Econ – TEE	+3	Will encourage more cost effective transport system
Econ – EALI	+2	Wide range of impacts for different areas.
Integration	0	May reduce integration opportunities for public transport users – although potentially removes integration problems associated with ferry crossings.
Accessibility	+2	Overall improvement in accessibility anticipated

5. OUTCOME	
Accept / Reject / Modify	Reasons
Accept	Requires further investigation due to longer term benefits, despite affordability and technical risks.

1.5

4. Comfort

STRATEGIC ALTERNATIVES: 4. Comfort		
1. SCHEME DETAILS		
Scheme Details	Name	Strategic Alternatives
	Option	4. Comfort
Area Details	Population	22,000
	Trend	Stable
Financial Summary		Comfort (£k)
	Revenue (p.a.)	33,400
	Revenue >year 10 (p.a.)	32,279
	Capital, Rolling Plan (p.a.)	2,934
	Capital Schemes – Years 1 to 20	109,275
	Capital Schemes - Years 21 to 60	150,000
	Total Capital Plan – 20 Years	167,955
	20 Year Total – Revenue + Capital	824,748
60 Year Total – Revenue + Capital	2,383,264	
2. PLANNING OBJECTIVES		
Vision	Fit	Yes
Economy	1. Reliability	+2 Secures ferry and terminal replacement. Provides increased operational robustness.
	2. Affordability to all (passengers, livestock and freight)	+2 Secures current fares arrangements
	3. Robustness against significant potential increases in fuel prices	+2 Provides opportunities to implement innovative initiatives for PT and ferries.
	4. Current and anticipated capacity constraints	+2 Ferry and terminal replacement programme, and increased frequencies provide opportunity to address peak period deck space capacity constraint.
	5. Deliver a transport system that is economically efficient,	-1 Increased revenue support may mean investment in schemes with lower cost to benefit ratios
	6. Optimise the wider economic benefits of the external links	+1 Opportunity to improve transport links from external gateways
	7. Beneficial service development and market growth on Shetland's public transport networks	+2 Opportunity to grow public transport market.
Social Inclusion and Accessibility	1. Continued operation and availability of services and infrastructure	+2 Secures ongoing Ferry and Terminal replacement.
	2. Access for all	+2 Supports DDA compliance for new infrastructure. Opportunities for improvements.
	3. Accessing essential health and welfare services in Shetland and on the Scottish Mainland	+2 Potential for more targeted or flexible services
	4. Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient	+2 Provides opportunities to enhance services: operational day, frequency, improved supporting services.

STRATEGIC ALTERNATIVES: 4. Comfort		
	<p>access to essential services, and the social and economic well-being of the community.</p> <p>5. Work to improve accessibility for vulnerable groups to essential services</p>	+2 May improve accessibility to the most vulnerable groups through targeted and flexible services.
Environment	<p>1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector</p> <p>2. Encourage reductions in carbon dioxide and greenhouse gas - private users and other operators.</p> <p>3. Encourage and facilitate walking and cycling for short trips</p> <p>4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments</p> <p>5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity</p> <p>6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network</p> <p>7. Encourage design of transport infrastructure that is appropriate to Shetland</p> <p>8. Seek to minimise the adverse affects on natural drainage systems from roads run-off</p> <p>9. Seek to reduce the vulnerability of transport / infrastructure to climate change</p>	<p>-1 More services operated mean more emissions</p> <p>+1 May reduce growth in private emissions if reduction in car growth occurs.</p> <p>+2 Opportunity for training and support, as well as incremental improvement of facilities and routes</p> <p>-2 Whilst major schemes subject to EIA and mitigation, new terminal construction will have impact</p> <p>-2 Whilst major schemes subject to EIA and mitigation, road improvements will typically have an adverse impact</p> <p>0 Biodiversity Action Plan supported by SIC</p> <p>0 Where appropriate, local input is currently sought</p> <p>0 SEPA key consultee within scheme design</p> <p>0 Little explicit consideration to date</p>
Safety	<p>1. Ensure compliance with internal and external safety and security requirements</p> <p>2. Seek to achieve National Road Safety Targets</p> <p>3. Address drink driving</p> <p>4. Seek to achieve seat belt compliance</p> <p>5. See to reduce fatalities, particularly in single vehicle accidents</p> <p>6. Seek to reduce excessive and inappropriate vehicle speeds.</p>	<p>0 This is a continuing requirement</p> <p>+1 Good progress currently being made</p> <p>+1 Opportunity to progress initiatives</p>
Integration	<p>1. Deliver effective and integrated public transport links</p> <p>2. Deliver effective transport integration opportunities and facilities</p>	<p>+2 Increased interchange opportunities due to improved services.</p> <p>+2 Opportunities for improved facilities across Shetland</p>

STRATEGIC ALTERNATIVES: 4. Comfort		
	3. Deliver effective transport integration opportunities on UK Mainland 4. Maintain integrated freight facilities 5. Introduce multi-modal ticketing 6. Deliver effective journey planning information	+1 Strategy envisages partnership working with mainland RTPs +1 Scope for improvements +1 Currently being developed +2 Opportunity to significantly improve local information.
External Objectives	SCPB – Community Planning Framework	Yes – support rural areas
	SIC – Structure and Local Plans	Yes – support rural areas
	Shetland Local Economic Forum – Shetland 2012	Yes – support rural areas
	SIC Corporate Plan	Yes – support rural areas
	NHS Shetland – 2020 vision	Yes – support concerns
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Comfort = 53% of estimated current total SIC 20 year capital spend (£300m) Affordable, but requires consideration of other council priorities.
	S Exec	Dependent on outcome of strategic projects review. Current spend is £1,379m pa on transport. Comfort = 0.57% of notional 20 year S Exec transport capital spend.
	EU	Not Considered Eligible.
Revenue Affordability	SIC	Probably unaffordable over long period due to increased revenue requirements.
	S Exec	Unlikely to secure additional revenue support from Scottish Executive.
PPP suitability	Ferries and Terminals Replacement Programme could be suitable for a packaged approach	
Technically Feasible	Replacement terminals are most risky, but options can be selected to reduce risk.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU legislation. Finding worthwhile and cost effective PT improvements may be challenging.	
Public Support	Typically would have public support.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-2	Construction impacts of ferry and terminal replacement programme. Potential for slight reduction in emissions.
Safety	+1	Opportunities for addressing issues.
Econ – TEE	-1	May reduce overall balance of costs and benefits.
Econ – EALI	+2	Opportunity to improve viability of some remote areas.
Integration	+2	Increases integration opportunities
Accessibility	+2	Should address accessibility and social inclusion problems.
5. OUTCOME		
Accept / Reject / Modify	Reasons	
Modify	Concern over long term financial sustainability. Additional revenue funding would be sourced either from reserve fund, or from increased council tax.	

1.6

5. Aspirational

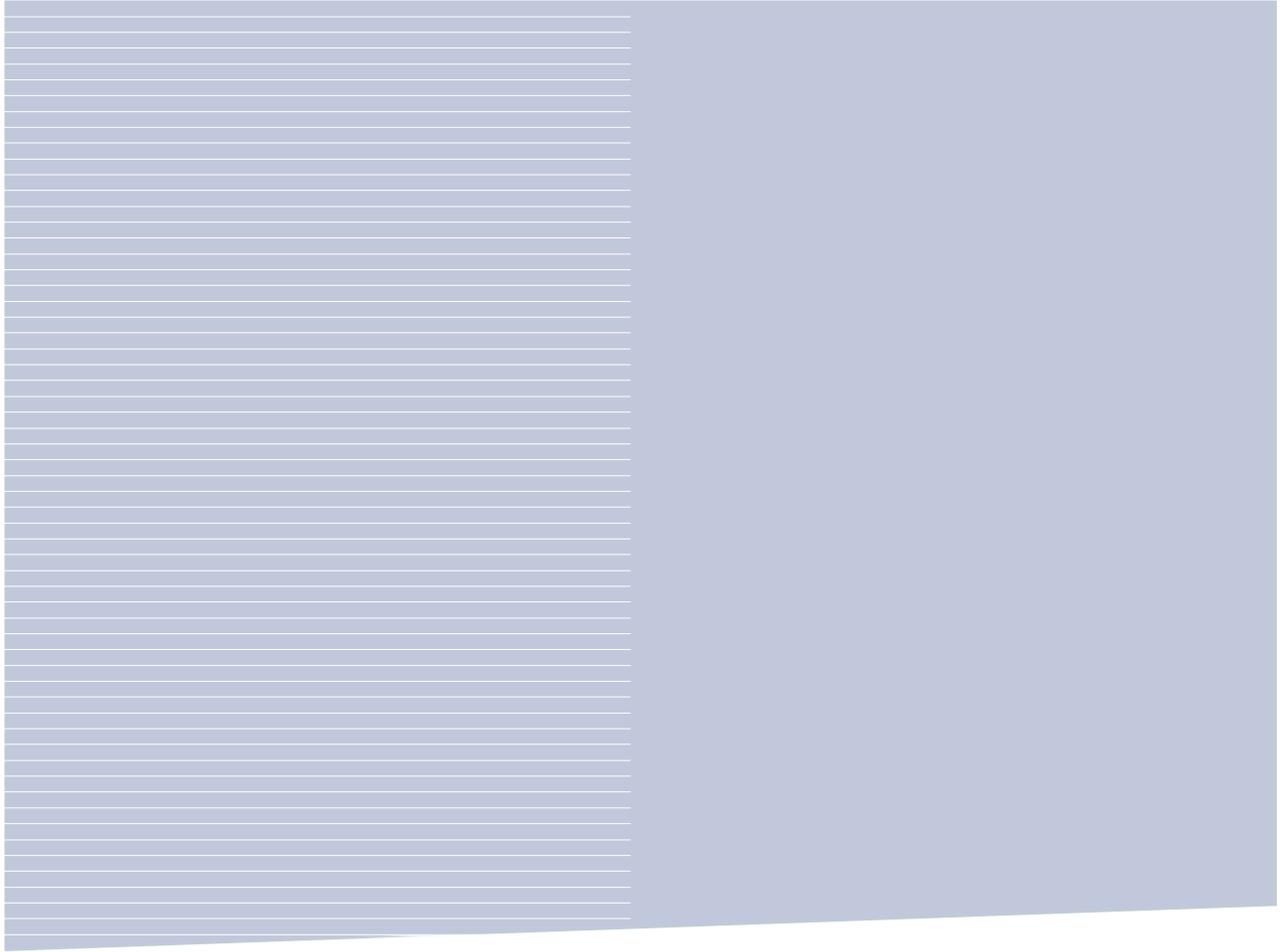
STRATEGIC ALTERNATIVES: 5. Aspirational		
1. SCHEME DETAILS		
Scheme Details	Name	Strategic Alternatives
	Option	5. Aspirational
Area Details	Population	22,000
	Trend	Stable
Financial Summary		Aspirational (£)
	Revenue (p.a.)	34,384
	Revenue >year 10 (p.a.)	21,931
	Capital, Rolling Plan (p.a.)	4,414
	Capital Schemes – Years 1 to 20	424,275
	Capital Schemes - Years 21 to 60	48,500
	Total Capital Plan – 20 Years	512,555
	20 Year Total – Revenue + Capital	1,075,709
	60 Year Total – Revenue + Capital	2,178,012
2. PLANNING OBJECTIVES		
Vision	Fit	Yes
Economy	1. Reliability	+3 More service flexibility, and more investment to secure improvements. Fixed links constructed.
	2. Affordability to all (passengers, livestock and freight)	+3 Secures current fares arrangements, opportunities for reductions. Likely toll free fixed links.
	3. Robustness against significant potential increases in fuel prices	+2 Provides opportunities to implement innovative initiatives for PT and ferries.
	4. Current and anticipated capacity constraints	+3 Ferry and terminal replacement programme and fixed links provides opportunity to address peak period deck space capacity constraint.
	5. Deliver a transport system that is economically efficient,	-2 Increased revenue and capital spend likely to reduce overall cost/benefit ratio.
	6. Optimise the wider economic benefits of the external links	+2 Opportunity to improve transport links from external gateways. Opportunity to influence service provision.
	7. Beneficial service development and market growth on Shetland's public transport networks	+2 Opportunity to grow public transport market.
Social Inclusion and Accessibility	1. Continued operation and availability of services and infrastructure	+3 Secures ongoing Ferry and Terminal replacement, and fixed links
	2. Access for all	+2 Supports DDA compliance for new infrastructure. Opportunities for improvements.
	3. Accessing essential health and welfare services in Shetland and on the Scottish Mainland	+2 Potential for more targeted or flexible services
	4. Maximise accessibility within	+3 Provides opportunities to

STRATEGIC ALTERNATIVES: 5. Aspirational		
	<p>constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the community.</p> <p>5. Work to improve accessibility for vulnerable groups to essential services</p>	<p>enhance services: operational day, frequency, improved supporting services.</p> <p>+3 Will improve accessibility to the most vulnerable groups through targeted and flexible services.</p>
Environment	<p>1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector</p> <p>2. Encourage reductions in carbon dioxide and greenhouse gas private users and other operators.</p> <p>3. Encourage and facilitate walking and cycling for short trips</p> <p>4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments</p> <p>5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity</p> <p>6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network</p> <p>7. Encourage design of transport infrastructure that is appropriate to Shetland</p> <p>8. Seek to minimise the adverse affects on natural drainage systems from roads run-off</p> <p>9. Seek to reduce the vulnerability of transport / infrastructure to climate change</p>	<p>+2 Opportunity to reduce public sector emissions due to replacement of ferries with fixed links.</p> <p>+1 May reduce growth in private emissions if reduction in car growth occurs.</p> <p>+2 Significant opportunity for training and support, and promotion</p> <p>-3 Schemes subject to EIA. Risk to coastal environment from major capital schemes.</p> <p>-3 Schemes subject to EIA. Risk arising from major capital schemes.</p> <p>0 Biodiversity Action Plan supported by SIC</p> <p>+1 Opportunity for extensive local design input.</p> <p>0 SEPA key consultee within scheme design</p> <p>+1 Opportunity to improve robustness of approach and design.</p>
Safety	<p>1. Ensure compliance with internal and external safety and security requirements</p> <p>2. Seek to achieve National Road Safety Targets</p> <p>3. Address drink driving</p> <p>4. Seek to achieve seat belt compliance</p> <p>5. Seek to reduce fatalities, particularly in single vehicle accidents</p> <p>6. Seek to reduce excessive and</p>	<p>0 This is a continuing requirement.. Specific consideration required for tunnels, in relation to the construction and operational standards adopted.</p> <p>+1 Good progress currently being made</p> <p>+1 Opportunity to progress initiatives</p>

STRATEGIC ALTERNATIVES: 5. Aspirational		
	inappropriate vehicle speeds.	initiatives
Integration	1. Deliver effective and integrated public transport links	+3 Increased interchange opportunities due to improved services.
	2. Deliver effective transport integration opportunities and facilities	+3 Facilities improved across Shetland
	3. Effective transport integration opportunities on UK Mainland	+1 Strategy envisages partnership working with mainland RTPs
	4. Maintain integrated freight facilities	+2 Improvements would be anticipated.
	5. Deliver multi-modal ticketing	+2 Currently being developed – could be enhanced.
	6. Secure effective journey planning information	+2 Opportunity to significantly improve local information.
External Objectives	SCPB – Community Planning Framework	Yes – support rural areas
	SIC – Structure and Local Plans	Yes – support rural areas
	Shetland Local Economic Forum – Shetland 2012	Yes – support rural areas
	SIC Corporate Plan	Yes – support rural areas
	NHS Shetland – 2020 vision	Yes – addresses issues
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Aspirational = 170% of estimated current total SIC 20 year capital spend (£300m). Considered unaffordable, without considerable external support.
	S Exec	Dependent on outcome of strategic projects review. Current spend is £1,379m pa on transport. Aspirational = 1.84% of notional 20 year transport S Exec capital spend.
	EU	Not Considered Eligible
Revenue Affordability	SIC	Unaffordable over long period due to increased revenue requirements.
	S Exec	Affordable if existing support continues, or decreases due to fixed links.
PPP suitability	Ferries and Terminal replacement programme could be suitable for a packaged approach, as with fixed links.	
Technically Feasible	Replacement terminals are most risky, but options can be selected to reduce risk. Schemes to improve ferry reliability and tunnels may be risky.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU legislation. Finding worthwhile and cost effective PT improvements may be challenging.	
Public Support	Typically would have strong public support, despite concerns over funding.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-3	Risk of adverse impacts
Safety	+1	Opportunities for addressing issues.
Econ – TEE	-2	May reduce overall balance of costs and benefits.
Econ – EALI	+2	Opportunity to improve viability of some remote areas. Economic boost due to infrastructure works.
Integration	+2	Increases integration opportunities
Accessibility	+3	Should address accessibility and social inclusion problems.

STRATEGIC ALTERNATIVES: 5. Aspirational	
5. OUTCOME	
Accept / Reject / Modify	Reasons
Reject	Concern over long term financial sustainability. Additional revenue funding would be sourced either from reserve fund, or from increased council tax. Additional capital spending would deplete council reserves.

2. Preferred Options



2 Preferred Packages

2.1

Introduction

The following section presents two Appraisal Summary Tables for the two preferred packages.

The preferred options are defined in Appendix F of the Shetland Transport Strategy. Two options emerge with respect to inter-island links – either an approach based on tunnels or bridges, or an approach based on inter-island ferries. Further work will be commissioned early in the strategy period on the costs and feasibility of the two alternative approaches. This will inform the most appropriate selection of package.

- Preferred Option 1 - Based on the assumption that fixed links can be constructed in a manner that is considered to be financially and economically viable.
- Preferred Option 2. – Based on the assumption that fixed links cannot be constructed in a manner which is considered to be financially or economically viable.

2.2 Preferred Package 1 – Fixed Links

PREFERRED PACKAGE 1 – Fixed Links		
1. SCHEME DETAILS		
Scheme Details	Name	Preferred Package
	Option	1. Fixed Links
Area Details	Population	22,000
	Trend	Stable
2. PLANNING OBJECTIVES		
Vision	Fit	Yes
Economy	1. Reliability	+3 Ongoing investment principally in fixed links (Yell-Unst, Bressay likely priorities).
	2. Affordability to all (passengers, livestock and freight)	+3 Increase in fares possible on internal services – but likely toll-free fixed links
	3. Robustness against significant potential increases in fuel prices	+2 Significant reduction in inter-island ferry consumption.
	4. Current and anticipated capacity constraints	+3 Fixed links and ferry replacement help to address capacity constraints.
	5. Deliver a transport system that is economically efficient,	+3 Fixed links would be developed to be financially efficient in long term
	6. Optimise the wider economic benefits of the external links	+1 Policies included to develop complementary European/Scandinavian ferry route, plus targeted expansion of air links.
	7. Beneficial service development and market growth on Shetland's public transport networks	+1 Range of complementary measures included in package to support public transport growth.
Social Inclusion and Accessibility	1. Continued operation and availability of services and infrastructure	+3 Secures construction of fixed links (Yell-Unst, Bressay, then potentially Mainland-Yell, Mainland Whalsay). Investment in ferries and terminals also secured.
	2. Access for all	+2 Supports DDA compliance for new infrastructure. Opportunities for improvements.
	3. Accessing essential health and welfare services in Shetland and on the Scottish Mainland	+2 Potential for more targeted or flexible services
	4. Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the community.	+3 Provides opportunities to enhance services: operational day, frequency, improved supporting services.
	5. Work to improve accessibility for vulnerable groups to essential	+2 Will improve accessibility to the most vulnerable groups

PREFERRED PACKAGE 1 – Fixed Links		
	services	through targeted and flexible services, and fixed links.
Environment	<ol style="list-style-type: none"> 1. Reduce carbon dioxide and greenhouse gas emissions – Public Sector 2. Encourage reductions in carbon dioxide and greenhouse gas private users and other operators. 3. Encourage and facilitate walking and cycling for short trips 4. Minimise impacts of transport and associated infrastructure on the coastal and marine environments 5. Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity 6. Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network 7. Encourage design of transport infrastructure that is appropriate to Shetland 8. Seek to minimise the adverse affects on natural drainage systems from roads run-off 9. Seek to reduce the vulnerability of transport / infrastructure to climate change 	<p>+2 Opportunity to reduce public sector emissions due to replacement of ferries with fixed links.</p> <p>+1 May reduce growth in private emissions if reduction in car growth occurs.</p> <p>+2 Significant opportunity for new links, training and support, and promotion</p> <p>-3 Schemes subject to EIA. Risk to coastal environment from major capital schemes.</p> <p>-3 Schemes subject to EIA. Risk arising from major capital schemes.</p> <p>0 Biodiversity Action Plan supported by SIC</p> <p>+1 Opportunity for extensive local design input.</p> <p>0 SEPA key consultee within scheme design</p> <p>+1 Opportunity to improve robustness of approach and design.</p>
Safety	<ol style="list-style-type: none"> 1. Ensure compliance with internal and external safety and security requirements 2. Seek to achieve National Road Safety Targets 3. Address drink driving 4. Seek to achieve seat belt compliance 5. Seek to reduce fatalities, particularly in single vehicle accidents 6. Seek to reduce excessive and inappropriate vehicle speeds. 	<p>1 This is a continuing requirement.. Specific consideration required for tunnels, in relation to the construction and operational standards adopted.</p> <p>+1 Good progress currently being made</p> <p>+1 Opportunity to progress initiatives</p>
Integration	<ol style="list-style-type: none"> 1. Deliver effective and integrated public transport links 2. Deliver effective transport integration opportunities and facilities 3. Effective transport integration opportunities on UK Mainland 	<p>+1 Increased interchange opportunities due to improved services.</p> <p>+1 Facilities improved across Shetland</p> <p>+1 Strategy envisages partnership working with</p>

PREFERRED PACKAGE 1 – Fixed Links		
	4. Maintain integrated freight facilities	+1 mainland RTPs Improvements would be anticipated.
	5. Deliver multi-modal ticketing	+1 Currently being developed – could be enhanced.
	6. Secure effective journey planning information	+1 Opportunity to significantly improve local information.
External Objectives	SCPB – Community Planning Framework	Yes – support rural areas
	SIC – Structure and Local Plans	Yes – support rural areas
	Shetland Local Economic Forum – Shetland 2012	Yes – support rural areas
	SIC Corporate Plan	Yes – support rural areas
	NHS Shetland – 2020 vision	Yes – addresses issues
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Considered unaffordable to SIC, without external support, particularly for inter-island schemes at Whalsay and Bluemull..
	S Exec	Dependent on outcome of strategic projects review.
	EU	Not Considered Eligible
Revenue Affordability	SIC	Package designed to minimise additional revenue expenditure. Fixed links have potential of releasing significant revenue savings.
	S Exec	Affordable if existing support continues. Opportunity to achieve savings arising from fixed links.
PPP suitability	Fixed link programme could be suitable for a packaged approach.	
Technically Feasible	Fixed link proposals currently high risk due to current scheme development status. Ongoing work will seek to reduce risk.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU legislation.	
Public Support	Typically would have strong public support, despite concerns over funding.	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-3	Risk of adverse impacts
Safety	+1	Opportunities for addressing issues.
Econ – TEE	+3	If fixed links financially viable, package will improve economic efficiency of the network.
Econ – EALI	+2	Opportunity to improve viability of some remote areas. Economic boost due to infrastructure works.
Integration	+1	Increases integration opportunities
Accessibility	+2	Should address accessibility and social inclusion problems.
5. OUTCOME		
Accept / Reject / Modify	Reasons	
Accept	Overall, potentially the most attractive strategy. However, feasibility depends upon outcome of early work on viability of fixed links (tunnels).	

2.3

Preferred Package 2 – Inter-Island Ferries

PREFERRED PACKAGE 2 – Inter-Island Ferries		
1. SCHEME DETAILS		
Scheme Details	Name	Preferred Package
	Option	2. Inter-Island Ferries
Area Details	Population	22.000
	Trend	Stable
2. PLANNING OBJECTIVES		
Vision	Fit	Yes
Economy	1. Reliability	+2 Package secures investment in ferries and terminals, as well as other essential infrastructure.
	2. Affordability to all (passengers, livestock and freight)	+1 Secures current fares arrangements.
	3. Robustness against significant potential increases in fuel prices	+1 Elements introduced to reduce fuel consumption on the transport network.
	4. Current and anticipated capacity constraints	+2 Ferry and terminal replacement programme provides opportunity to address peak period deck space capacity constraint.
	5. Deliver a transport system that is economically efficient,	+1 Ongoing operation of inter-island ferries implies relatively high revenue expenditure requirement.
	6. Optimise the wider economic benefits of the external links	+1 Schemes included to support development of external links.
	7. Beneficial service development and market growth on Shetland's public transport networks	+1 Opportunity to grow public transport market.
Social Inclusion and Accessibility	1. Continued operation and availability of services and infrastructure	+3 Secures construction of replacement ferries and terminals.
	2. Access for all	+2 Supports DDA compliance for new infrastructure. Opportunities for improvements.
	3. Accessing essential health and welfare services in Shetland and on the Scottish Mainland	+2 Potential for more targeted or flexible services
	4. Maximise accessibility within constraints of funding, demand, technical and operational feasibility, and taking account of convenient access to essential services, and the social and economic well-being of the community.	+2 Provides opportunities to enhance services: operational day, frequency, improved supporting services.
	5. Work to improve accessibility for vulnerable groups to essential services	+2 Will improve accessibility to the most vulnerable groups through targeted and flexible services.

PREFERRED PACKAGE 2 – Inter-Island Ferries			
Environment	1.	Reduce carbon dioxide and greenhouse gas emissions – Public Sector	+1 Opportunity to reduce public sector emissions through specific policies..
	2.	Encourage reductions in carbon dioxide and greenhouse gas private users and other operators.	+1 Sustainable transport initiatives may reduce growth in private emissions if reduction in car growth occurs.
	3.	Encourage and facilitate walking and cycling for short trips	+2 Significant opportunity for training and support, and promotion
	4.	Minimise impacts of transport and associated infrastructure on the coastal and marine environments	-2 Schemes subject to EIA. Risk to coastal environment from major capital schemes.
	5.	Reduce impacts of transport and transport infrastructure on landscape, the historic environment and biodiversity	-2 Schemes subject to EIA. Risk arising from major capital schemes.
	6.	Support species native to Shetland through roadside Biodiversity Action Plan and appropriate management and maintenance of road network	0 Biodiversity Action Plan supported by SIC
	7.	Encourage design of transport infrastructure that is appropriate to Shetland	+1 Opportunity for extensive local design input.
	8.	Seek to minimise the adverse affects on natural drainage systems from roads run-off	0 SEPA key consultee within scheme design
	9.	Seek to reduce the vulnerability of transport / infrastructure to climate change	+1 Opportunity to improve robustness of approach and design.
Safety	1.	Ensure compliance with internal and external safety and security requirements	+1 This is a continuing requirement.
	2.	Seek to achieve National Road Safety Targets	+1 Good progress currently being made
	3.	Address drink driving	+1 Opportunity to progress initiatives
	4.	Seek to achieve seat belt compliance	+1 Opportunity to progress initiatives
	5.	Seek to reduce fatalities, particularly in single vehicle accidents	+1 Opportunity to progress initiatives
	6.	Seek to reduce excessive and inappropriate vehicle speeds.	+1 Opportunity to progress initiatives
Integration	1.	Deliver effective and integrated public transport links	+1 Increased interchange opportunities due to improved services.
	2.	Deliver effective transport integration opportunities and facilities	+1 Facilities improved across Shetland
	3.	Effective transport integration opportunities on UK Mainland	+1 Strategy envisages partnership working with mainland RTPs
	4.	Maintain integrated freight facilities	+1 Improvements would be anticipated.
	5.	Deliver multi-modal ticketing	+1 Currently being developed – could be enhanced.

PREFERRED PACKAGE 2 – Inter-Island Ferries		
	6. Secure effective journey planning information	+1 Opportunity to significantly improve local information.
External Objectives	SCPB – Community Planning Framework	Yes – support rural areas
	SIC – Structure and Local Plans	Yes – support rural areas
	Shetland Local Economic Forum – Shetland 2012	Yes – support rural areas
	SIC Corporate Plan	Yes – support rural areas
	NHS Shetland – 2020 vision	Yes – addresses issues
3. IMPLEMENTABILITY		
Capital Affordability	SIC	Considered unaffordable to SIC, without external support, particularly for inter-island schemes at Whalsay and Bluemull.
	S Exec	Dependent on outcome of strategic projects review.
	EU	Not Considered Eligible
Revenue Affordability	SIC	Package designed to minimise additional revenue expenditure. However, does not achieve same potential for revenue savings as fixed links..
	S Exec	Affordable if existing support continues.
PPP suitability	Ferries and Terminal replacement programme could be suitable for a packaged approach.	
Technically Feasible	Replacement terminals are most risky, but options can be selected to reduce risk.	
Operationally Feasible	Generally operationally feasible. Ferries may require tendering due to EU legislation.	
Public Support	Typically would have strong public support..	
4. GOVERNMENT TRANSPORT OBJECTIVES		
Environment	-2	Risk of adverse impacts
Safety	+1	Opportunities for addressing issues.
Econ – TEE	+1	Opportunities taken to boost efficiency of transport network.
Econ – EALI	+1	Opportunity to improve viability of some remote areas.
Integration	+1	Increases integration opportunities
Accessibility	+2	Should address accessibility and social inclusion problems.
5. OUTCOME		
Accept / Reject / Modify	Reasons	
Accept	If fixed link policies found not to be viable, links will continue to be provided by inter-island ferries. Package as a whole seeks to address wider problems and opportunities experienced on Shetland's Transport network.	