SHETLAND TRANSPORT STRATEGY DELIVERY PLAN

2019-2020

April 2019

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EXECUTIVE SUMMARY

Following ZetTrans' June 2018 approval of the Shetland Transport Strategy Refresh 2018 – 2018, this Delivery Plan sets out:

1. An 18-month program of interventions for improving, enhancing and maintaining transport provision in Shetland.

2. A framework for monitoring and evaluating the partnership's performance in delivering its stated targets and outcomes.

This document is intended to have an 18-month lifespan with a view to its being kept under review at partnership meetings and being revised and republished by October 2020. At this point, a decision as to whether the delivery plan should be annual and in line with the financial year will have been made.

Delivering *Equity* and addressing the transport and access needs of local communities are the overriding considerations for ZetTrans. This Delivery Plan is fully aligned with the two principle documents which inform these considerations: *Shetland's Partnership Plan*; *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021*.

INTRODUCTION TO THE DOCUMENT

In terms of the Transport (Scotland) Act 2005, as the Regional Transport Partnership for Shetland, ZetTrans is required by law to monitor and evaluate its performance. This document details the partnership's planned interventions and the framework it will use to monitor and evaluate progress.

In order to continue to develop and deliver effective transport solutions for communities across Shetland, ZetTrans must clearly identify local transport and access issues and needs and assess how these are addressed within local and national policies. In this way, we can lay out a well-informed and well-targeted framework of interventions to address those issues and needs.

In line with Government guidance and Best Practice, ZetTrans' work uses the industry recognised PRINCE2 project management model within the Better Business Case framework.

For each of the interventions detailed in this document, the following five questions are used to test and validate their design and implementation:

1. Is there a compelling case for change?
2. Does the proposed intervention optimise public value?

3. Is the proposed intervention affordable?
4. Is the proposal practical and achievable?
5. How will the proposed intervention be successfully delivered?

ZetTrans' activity is very much focused on the *Public Good* and it is intended that this document should be of value to ALL agencies and individuals with an interest in transport provision in Shetland.

INTRODUCTION TO ZETTRANS

ZetTrans was established and held its first meeting on 20th December 2005, following the introduction of Regional Transport Partnerships by the Transport (Scotland) Act 2005, and a campaign by Shetland to be recognised as a Regional Transport Partnership (RTP) in its own right.

ZetTrans Membership consists of four Shetland Islands Councillor members as well as a member each from NHS Shetland and the Local Enterprise Company: Highlands and Islands Enterprise. The Partnership also invites advisors from Lerwick Port Authority, Promote Shetland, Visit Scotland and the Sumburgh Airport Consultative Committee.

ZetTrans is an independent statutory body and its resources are provided and serviced by Shetland Islands Council.

Meetings of the partnership are held, in public, a minimum of once every quarter.

ZetTrans is a signatory to the following key regional documents:

- *Shetland's Partnership Plan*

- *Shetland's Tourism Strategy*

- *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021*.

ZETTRANS VISION

ZetTrans Vision is:

To develop travel and transport solutions for Shetland which underpin our Economy, support our Communities and conserve our Environment

It is vital that the Shetland Transport Strategy both complements and informs other key policies and strategies at local and national level. The realms of economy, community and environment directly mirror three of Scotland's 4 National Planning Outcomes (NPOs). The fourth NPO, connectivity, includes transport itself and therefore aligns with this document and its vision of transport as a key enabler.

The *shared priorities* of *Shetland's Partnership Plan* are: Money, People, Place, and Participation. The first three of these align with the ZetTrans *vision* themes of economy, community and environment. The fourth *shared priority* of *Participation* aligns with the way ZetTrans operates as a *Partnership*.

ZETTRANS TARGET OUTCOME

As a statutory community planning partner and member of the Shetland Partnership, ZetTrans target outcome, in line with Shetland's Partnership Plan, is to:

Increase the Shetland Place Standard 'score' for Public Transport from a baseline of 3.6 in 2016 to 5 by 2028

This change will signify that, by 2028, fewer Shetland residents will feel there is a need to improve public transport in the islands. ZetTrans will seek to establish a similar outcome for freight transport.

ZETTRANS MAIN ISSUES

This section describes the *main issues* which ZetTrans is seeking to address in relation to transport for people and freight to, from and within Shetland. These *main issues* group together the key areas where action is needed to maintain, enhance or improve transport in Shetland.

ZetTrans can seek to maintain and enhance Shetland's transport provision by engaging in 3 distinct ways: on its own account, in partnership with others; through influencing others. The table also details which approach is best suited to addressing each of the m*ain issues* and how each *main issue* relates to Scottish Government and Transport Scotland objectives.

Proposed Main Issues	Approach	Detail	Scottish Government Objective	National Transport Strategy Objective
Lifeline Transport	Working in partnership and through influence	To maintain, improve and expand the affordability, availability, flexibility and reliability of Shetland's lifeline transport links for both freight and passengers.	Wealthier, Fairer	Economic growth / Social inclusion
Transport Robustness	Working alone, in partnership and through	To enable, develop and promote community, commercial and flexible transport solutions when and where	Stronger, Wealthier	Environment / Integration / Economic Growth /

	influence	appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.		Safety
Community Support	Working in partnership	To support all of Shetland's communities by securing equitable access to employment, training, leisure, health, goods and services.	Fairer, Stronger	Social Inclusion
Integration Support	Working alone and in partnership	To support improved integration in transport ticketing, information and services.	Smarter, Fairer	Integration
Behavioural Change	Working in partnership	To help create a healthier society and reduce Shetland's carbon footprint by promoting healthier, more sustainable and greener travel choices.	Healthier, Greener	Environment
Change Management	Working alone and in partnership	To plan for changes in legislation, transport demand, supply, impact and funding by monitoring, recording and acting.	Smarter, Stronger	Environment / Economic growth / Social inclusion

Each *main issue* derives from a synthesis of the issues raised by the *main issues* working group, concerns raised by the public, the state of current transport provision and themes highlighted in relevant policies and strategies.

Lifeline Transport relates to the vital air and sea links between Shetland and the UK mainland. These links are essential for the transfer of goods, services and people. These links underpin the local economy and support local communities and it is vital that the links are affordable for freight, passengers and operators. The links must also be reliable and fit for purpose. Future developments must seek to minimise detrimental environmental impact.

The term *lifeline transport* has historically been used to refer to links between Shetland and the mainland. ZetTrans recognises however, inter-island transport within Shetland is viewed by outer island residents as providing a lifeline service.

Transport Robustness relates to the need to ensure a dependable, varied and responsive transport sector. The majority of transport provision in Shetland is funded directly or indirectly by the public purse. In a climate of cost pressures, it is necessary to support a robust transport sector which operates efficiently and has the capacity and ability to adapt to changing financial and operational situations.

ZetTrans recognises the important role the local transport sector plays in sustaining and growing Shetland's economy.

Community Support encompasses the role of the transport system in enabling ALL of Shetland's communities to function successfully and thrive by ensuring equitable access to employment, training, leisure, health, goods and services.

Integration Support addresses the need to provide a transport network which is as easy to use as possible and thereby maximises accessibility and income and reduces social exclusion and costs.

Behavioural Change is a key issue for all communities as society increases efforts to promote sustainable growth and increased physical activity. Changing people's travel behaviour by encouraging the uptake of more active and greener travel choices will serve to both improve health, conserve and conserve our environment.

Change Management is the *main issue* which runs through all of ZetTrans activity as it seeks to maintain and improve Shetland's transport provision.

ZETTRANS STRATEGIC OBJECTIVES

ZetTrans' *strategic objectives* have been informed and framed by Shetland's *Commission for Tackling Inequalities*. The Commission reported its findings in March 2016 identifying 3 main dimensions to socio-economic inequalities in the context of Shetland:

1. The money we have – this links to the role of transport in supporting the local economy, the financial climate and issues regarding the cost and affordability of transport
2. The people we are – this links to the role of transport in enabling full participation in society by providing access to employment, training, health, social and recreational activity
3. The places we live – this links directly with the need to respect and conserve the environment and the enabling role of transport in supporting varied, balanced and sustainable communities

All 3 of these socio-economic dimensions require us to ensure that distance is not a barrier to accessing opportunities. Linking the findings of the refresh stages to the Commission, and connecting them ZetTrans' newly adopted *vision*, the following 3 strategic objectives have been agreed:

Strategic Objective 1

> *To underpin Shetland's economy by enabling residents to access employment, training and leisure, businesses to access labour markets, customers and suppliers, and non-residents to visit*

This strategic objective broadly aligns with the shared *Money* priority of *Shetland's Partnership Plan* – "All households can afford to have a good standard of living".

Strategic Objective 2

> *To support Shetland's communities by enabling individuals, families and localities to thrive socially, physically and economically*

This strategic objective broadly aligns with the shared *People* priority of *Shetland's Partnership Plan* – "Individuals and families can thrive and reach their full potential"

Strategic Objective 3

> *To conserve and enhance Shetland's unique natural environment by developing and promoting healthy, sustainable and low-carbon travel choices*

This strategic objective broadly aligns with the shared *Place* priority of *Shetland's Partnership Plan* – "Shetland is an attractive place to live, work, study and invest"

The ZetTrans *strategic objectives* directly relate to the target outcomes in the monitoring and performance framework specified in the Delivery Plan. In this way, this Delivery Plan enables ZetTrans to quantify to what extent the 3 Strategic Objectives are being met.

Although the focus of the ZetTrans' *vision* and *strategic objectives* is on residents of Shetland, the references to the economy, customers and markets are fully intended to include visitors to Shetland and Shetland's tourism industry. Likewise, all references to the *transport system* are inclusive of both freight and passengers.

OUTCOMES AND INDICATORS

This section of the Delivery Plan details the outcomes and performance indicators covered by the ZetTrans Delivery Plan and related Outputs. It shows how the Outcomes link with specific Outcomes and Indicators from Shetland Partnership Plan and which Main Issues they address.

This Plan supports the delivery of 15 Outcomes which collectively contribute to meeting the 3 Objectives of the Shetland Transport Strategy (refresh) 2018 by:

Underpinning the economy

- Supporting growth in Shetland's major industries – seafood, tourism, agriculture, construction, retail, engineering, oil & gas etc.

- Facilitating access to employment and training opportunities

- Supporting local businesses and services by helping fulfil the aspirations of Shetland's 10 Year Plan to attract people to live and work in Shetland

Supporting the community

- Tackling inequalities

- Fostering social inclusion

- Improving public health through active travel

Conserving the environment

- Reducing Shetland's Carbon footprint

- Making Shetland an attractive place to live

- A universal approach will be taken to meeting the Transport Strategy Objectives

UNDERPINNING THE ECONOMY – IMPROVING SERVICES

Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Lifeline Services develop in-line with current and changing need to support Shetland's community and industries	**Indicator(s)** Improve people's perceptions of the quality of external transport services **Measures** % of users very or fairly satisfied with the quality of external transport **Breakdown** Community – adults Community – young people Community – patient travellers Industry **Baseline data needed?** Yes – survey required	**Outcomes** **Place:** People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all **People:** The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way **Indicators** • Satisfaction with public services • 'Place Standard' - how people in Shetland rate 'Our Place'	Lifeline Transport	• Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing to influence development of Northern Isles Ferry Service and utilisation of flexibility within new contracts • Revise remit of External Transport Forum • Work with Scottish Government on Fair Fares Initiative • Fair Funding of Inter-Island Ferry Services Review
Inter-island transport services develop in-line	**Indicator(s)** Improve people's perceptions of the		Transport Robustness	• Ferries Revenue Business Case

| with current and changing need to support Shetland's community and industries | quality of inter-island transport services

Measures

% of users very or fairly satisfied with the quality of inter-island transport

Breakdown

Community – adults

Community – young people

Community – patient travellers

Industry

Baseline data needed?

Yes – survey required | | Community Support

Integration Support | • Fair Isle Ferry Business Case

• Whalsay Ferry Business Case

• Inter-island Air Business Case |
| **Increased use of Shetland's public bus network** | **Indicator(s)**

Bus service usage levels

Measures

Annual passenger numbers

Breakdown

Service, Adult, Child, O60, Young Person, Disabled, Visually Impaired

Baseline data needed? | | Transport Robustness | • Bus Network Business Case

• Ongoing monitoring and evaluation of bus network

• Ongoing identification of gaps in bus service provision |

Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
	No – held in office			
New Community Transport services are developed	**Indicator(s)** Level of Community Transport provision **Measures** Number of new Community Transport operations **Breakdown** By locality **Baseline data needed?** Yes – existing Community Transport		Transport Robustness Community Support	• Support development of Community Transport Capacity • Community Transport Audit • Community Transport Development plan

SUPPORTING THE COMMUNITY – REMOVING BARRIERS

Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Usability of Shetland's public transport services is improved	**Indicator(s)** Improve people's perceptions of the quality of public transport services **Measures** % of people very or fairly satisfied with	**Outcomes** **Place:** People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for	Community Support Behavioural Change	• Integrate bus and ferry ticketing • Introduce new ticket products

	the quality of public transport- **Breakdown** Age, gender, MID, rural/small town **Baseline data needed?** No - Scottish Household Survey	all **People:** The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way		
People are supported to make positive travel choices	**Indicator(s)** Improve people's ability to make decisions about travel options **Measures** % of people who agree with the statement 'I have the resources I need to make positive travel choices from a range of options' **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – survey required	The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefitting from living in good places and keeping active **Indicators** • Satisfaction with public services • 'Place Standard' - how people in Shetland rate 'Our Place' • People in Shetland who feel part of their community	Community Support Behavioural Change Integration Support	• Work Travel Plans (SIC/NHS) • School Travel Plans • Promote personalised journey planning
People can easily access up-to-date	**Indicator(s)** Improve people's access to up-to-date		Community Support	• Update ZetTrans website and app travel information

travel information	travel information		Behavioural Change	• Seek to improve provision of public transport information
	Measures		Integration Support	
	% of people who agree with the statement 'I am able to access and understand the travel information I need'			• Complete revision of ZetTrans app with improved journey planning functionality
	Breakdown			
	Age, gender, MID, disability, rural/island/population centres			
	Baseline data needed?			
	Yes – survey required			

CONSERVING THE ENVIRONMENT – REDUCING CAR USE

Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Modal shift from individual car use to other public / private transport options	**Indicator(s)** Reduced use of single occupancy cars for everyday journeys **Measures** % people using bus/car-share as main	**Outcomes** **People:** Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefitting from living in good places and	Community Support Behavioural Change	• Explore potential for car-club development within the wider context of local development • Car club development • Car share promotion

	mode of transport for journey to work **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – workplace survey needed (SIC/NHS)	keeping active **Place:** All areas of Shetland will be benefitting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development **Indicators** • People engaging in physical activity		• Bus service promotion
Increased uptake of Active Travel options	**Indicator(s)** Increased walking/cycling for everyday journeys **Measures** % people using walking/cycling as main mode of transport for journey to work **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – workplace survey needed (SIC/NHS)	• Carbon emissions • Fuel poverty	Community Support Behavioural Change	• Develop Active Travel strategy • Explore appointment of Active Travel Officer • Promotion of active and sustainable travel options for all or part of everyday journeys • Further development of cycle path network • Bike pool development • Road-end interchange audit and development plan
Transport Planning contributes to	**Indicator(s)**		Transport	• Explore new fuel technology options for public service

reduction of Shetland's carbon footprint	i) Reduced import of fossil fuels		Robustness	vehicles
	ii) Level of new technology schemes		Behavioural Change	
	Measures			
	i) Shetland fuel consumption levels			
	ii) Number of new technology schemes involving ZetTrans			
	Breakdown			
	i) Shetland-wide, public bus network			
	ii) Shetland-wide			
	Baseline data needed?			
	i) No – held in office			
	ii) None currently so baseline 0			

UNIVERSAL APPROACH				
Outcomes	**Performance Indicators and measures**	**Contribution to Shetland Partnership Plan**	**Main issues**	**Interventions**
Research: We maintain an up-to-date understanding of	**Indicator(s)** Improve people's perceptions of the transport planning service	**Outcomes** **Participation:** Communities will feel empowered and the majority of people in	Change Management Transport	• Assessment of Transport perceptions

community need	**Measures** % of people who agree with the statement 'I believe transport planning in Shetland reflects the needs expressed by my community' **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – survey required	Shetland will feel more able to influence the decisions that affect them and have a strong understanding of how and why decisions are taken Staff from across the Shetland Partnership will be actively seeking to involve communities in decision making and service delivery, including identifying and involving those who do not often have their voices heard **Place:** Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable	Robustness Community Support	• Re-assessment of Transport Needs
Engagement: The Shetland Community is fully engaged in the process of Transport Planning	**Indicator(s)** Improved responsiveness of public transport services **Measures** % of people who agree with the statement 'I can influence decisions relating to public transport' **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?**	**Indicators** • Satisfaction with public services • Community participation activity and impact • People who feel they can influence decisions affecting their local area	Change Management Transport Robustness Community Support	• Work with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan • Engage in Locality Planning • Engage with Locality Planning partners on development and membership of Area Transport Forums incorporating regular engagement / feedback opportunities • Establish Area Transport Forums and develop Area

	Yes – survey required			Transport Plans
Monitoring: We have accurate, appropriate and comprehensive data to inform decision making	**Indicator(s)** Confidence of Elected Members in transport information provided. **Measures** % Elected Members who agree with the statement 'I feel that I am provided with the data I need to make transport related decisions' **Breakdown** Shetland wide, by locality **Baseline data needed?** Yes – survey of Members		Change Management	• Review all transport related data gathering and identify any gaps • Establish Baseline data for KPI and other performance monitoring through surveys and other means. • Create Transport Statistics Database • Develop Privacy Statements and review Personal Information Audit
Reporting progress / impact: Our reporting is transparent, relevant, up-to-date and evidence based	**Indicator(s)** Delivery of statutory and non-statutory reports **Measures** Reporting deadlines met **Breakdown** KPI, Annual Report, Climate Change		Change Management Transport Robustness	Annual reporting: • PI monitoring • Annual Report • 'State of Transport' event • Keep Scotland Beautiful: Climate Change Report • Community

	Report, Asset Transfer/Participation requests report **Baseline data needed?** No – held in-house			Empowerment Act: l Asset Transfer and Participation requests

ACTION PLAN APRIL 2019 – OCT 2020

This section of the Delivery Plan provides an Action Plan, providing more detail on how the Outputs will be implemented, in terms of responsibility, agency involvement, milestones and timescales up to October 2020.

Intervention	Who	Partners / lead	SIC Resources	Milestones	When	Additional Funding
External Transport Links						
Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing to influence development of Northern Isles Ferry Service and utilisation of flexibility within new contracts	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Transport Scotland	Transport Planning Service	Open discussions with TS • Establish relationship dynamic • Establish data need • Clarify data access Create stakeholder engagement plan	Apr – Jul 19 Aug 19	N/A
Work with Scottish Government on Fair Fares Initiative	Lead Officer ZetTrans	ZetTrans Orkney Islands Council Transport	N/A	Passenger fare change in progress. Freight fares TBC.	Ongoing	N/A

		Scotland				
Inter-Island Transport						
Ferries Revenue Business Case Fair Isle Ferry Business Case Whalsay Ferry Business Case Inter-island Air Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Peter Brett Associates SIC stakeholders	Finance Services Procurement Services Legal Services	Complete stragetic and socio-economic cases of Outline Business Cases Commercial, Financial and Management Cases of Outline Business Cases Final Business Cases	April 19 May – Jun 19 Jul – Oct 19	Change Fund TBC
Fair Funding of Inter-Island Ferry Services Review	Lead Officer ZetTrans	ZetTrans Shetland Islands Council Orkney Islands Council	Finance Services Legal Services	Completion of Outline Business Cases Validation of OBCs by Transport Scotland Agreement on funding models with Scottish government Agreement on delivery with Scottish Government	Ongoing	N/A

Public, School and Adult Social Care Transport						
Bus Network Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer Transport Contracts and Operations Officer	ZetTrans (lead) Peter Brett Associates SIC stakeholders	Finance Services Procurement Services Legal Services Roads Service ICT Services	Inception Process Strategic Outline Programme Strategic Outline Case Outline Business Case Final Business Case Award contracts Implement contracts/directly provided services Post contract evaluation and monitoring	Apr – May 19 May 19 Jun 19 Jul – Oct 19 Nov 19 – Feb 20 Mar 20 Aug 20 Aug 20 - ongoing	Change Fund
Support development of Community Transport Capacity	Lead Officer ZetTrans Transport Policy & Projects Officer Transport Contracts and Operations Officer	ZetTrans (lead) Community Councils Community stakeholders	Community Planning & Development	Consider community transport present and future capacity within Bus Network Business Case	May 19 – Feb 20	N/A

Integrate bus and ferry ticketing	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC Ferry Service	Finance Services Prourement Services ICT Services	Open discussions with Ferry Service TBC following discussions	May 19	TBC
Active Travel						
Active Travel Strategy	Transport Policy & Projects Officer	ZetTrans (lead) Active Travel Group Active Lives Strategic Group	Finance Services Procurement Services	Funding application and consultant procurement for Active Travel Strategy Development Appoint consultants (subject to funding) Strategy development Strategy implementation	Apr – May 19 Jun 19 Jun – Nov 19 sDec 19 - ongoing	Sustrans
Explore appointment of Active Travel Officer	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Stakeholders	Human Resources		Jun – Nov 19	Sustrans / Match TBC

Community Development

Work with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan	Transport Policy & Projects Officer	Community Planning & Development (lead) ZetTrans Locality Planning Partners Community Stakeholders	Planning Service Fleet Management	Engage in Locality Planning Explore (re)creation of Area Transport Forums Explore potential for car-club development within the wider context of local development Update ZetTrans website and app travel information Seek to improve provision of public transport information	Onging Jul – Nov Dec – ongoing Ongoing Ongoing	N/A

Performance Monitoring

Establish Baseline data for KPI and other performance monitoring through surveys and other means.	Transport Policy & Projects Officer Graduate Officer	ZetTrans Community Stakeholders		Review all transport related data gathering and identify gaps Undertake surveys / engagement as required Agree ongoing approach to monitoring	May – Jun 19 Jul – Dec 19 Jan – Mar 20	N/A

Annual reporting	Transport Policy & Projects Officer	ZetTrans		Annual Report	Jun – Sep 19	N/A
				Community Empowerment Act: l Asset Transfer and Participation requests report	Jun 19	
				Keep Scotland Beautiful: Climate Change Report	Sep – Nov 19	
				Performance Indicator Monitoring	Apr 20 - ongoing	
Data Protection	Transport Policy & Projects Officer

Transport Contracts and Operations Officer

Monitoring officer | Legal Services (lead)

ZetTrans

SIC | | Create Privacy Statements for website

Revise Personal Information Audit | May – Jul 19

Aug – Nov 19 | N/A |

- Revise remit of External Transport Forum
- Ongoing identification of gaps in bus service provision
- Community Transport Audit
- Community Transport Development plan
- Introduce new ticket products
- Work Travel Plans (SIC/NHS)
- School Travel Plans
- Promote personalised journey planning
- Complete revision of ZetTrans app with improved journey planning functionality
- Car club development
- Car share promotion
- Bus service promotion
- Promotion of active and sustainable travel options for all or part of everyday journeys
- Further development of cycle path network
- Bike pool development
- Road-end interchange audit and development plan
- Explore new fuel technology options for public service vehicles
- Assessment of Transport perceptions
- Re-assessment of Transport Needs
- Establish Area Transport Forums and develop of Area Transport Plans
- Create Transport Statistics Database
- Develop annual 'State of Transport' event