

SHETLAND TRANSPORT STRATEGY REFRESH 2018-2028



Final (1.0) – November 2018

EXECUTIVE SUMMARY

The Shetland Transport Strategy is the statutory document that sets out what Shetland's Regional Transport Partnership, ZetTrans, will do to maintain, enhance and improve transport in the Shetland Islands. The document describes what needs to be done, and why, and introduces ideas for how this can be achieved. The details of how, when, where and how much will be addressed in a separate document: The Delivery Plan.

By definition, this strategy lays the foundations for how progress should be measured, and the Delivery Plan will keep track of progress.

This document is intended to have a 10-year lifespan with a view to its being kept under review and further refreshed within 5 years. The Delivery Plan is a much more fluid document with a 1-year to 18-month lifespan and will be kept under regular review by ZetTrans' officers and partners.

This Shetland Transport Strategy Refresh replaces its 2008 predecessor. The purpose of this document is to:

1. Set out a refreshed vision for ZetTrans
2. Define ZetTrans' single target outcome
3. Summarise the current state of transport provision in, to and from Shetland
4. Identify the *main issues* to be addressed so as to maintain, enhance and improve Shetland's transport provision
5. Define the strategic objectives for addressing the *main issues*
6. Outline the interventions necessary to address the *main issues*, meet the strategic objectives and achieve the vision

Delivering *Equity* and addressing the transport and access needs of local individuals, businesses and communities are the overriding considerations for ZetTrans. The principle document that informs these considerations, *Shetland's Partnership Plan*, has now been reviewed to meet the requirements of the Community Empowerment (Scotland) Act 2015. This Shetland Transport Strategy Refresh aligns with, and has been developed in parallel with, the vision and priorities of *Shetland's Partnership Plan* and its 1-year, 3-year and 10-year targets.

Following publication of this document, the Delivery Plan will be produced detailing when, how and at what projected cost the agreed interventions will be undertaken, how progress will be monitored and performance measured. By definition, the *Interventions* section of this document therefore contains the core information for the Delivery Plan.

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INTRODUCTION TO THE DOCUMENT

In terms of the Transport (Scotland) Act 2005, as the Regional Transport Partnership (RTP) for Shetland, ZetTrans, is required by law to produce a Regional Transport Strategy. In terms of section 7 of the Act, ZetTrans is required to keep the Regional Transport Strategy under review. After a decade of operation, and in line with the other RTPs, ZetTrans feels it is time to revisit and refresh the statutory document that underpins and guides its activities: The Shetland Transport Strategy.

This strategic document therefore refreshes the 2008 Shetland Transport Strategy and sets out the Partnership's renewed vision and objectives for the future. The document has been informed by a two-stage review of the Partnership's activities over the past decade and the reshaped strategy and policy environment of 2016/17. This report also takes account of the 2016 Shetland Place Standard public consultation exercise and other relevant local and national strategies and policies.

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 – for both people and goods. 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. This document describes ZetTrans' Strategic Output Programme for the next 5 to 10 years. Through consultation and data analysis, ZetTrans uses this document to make the case for change. The document provides a programme framework for scoping and planning efficient and effective spending proposals.

For each of the interventions proposed in this document, the following five questions will be used to test and validate further development:

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 (HIE). 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 *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021* and is therefore fully committed to embedding *Equity* into everything it does.

ZetTrans is a signatory to Shetland's Tourism Strategy and Shetland's Partnership Plan – the Local Outcomes Improvement Programme for the Shetland Islands.

ZETTRANS VISION

During Stage 2 of the refresh process, careful consideration was given to refreshing the Partnership's *vision*. As a result, a new *vision* has been adopted.

The ZetTrans *vision* for transport to, from and within Shetland in 2007 was:

"To develop an effective, efficient, safe and reliable transport system for Shetland. The transport system will comprise an integrated network of accessible and affordable internal, inter-island and external links, which will contribute to the development of a safe, healthy, vibrant and inclusive society, a diverse, successful and self-sufficient economy, and enhanced environmental quality"

The Stage 2 participants agreed that the above *vision* had served its purpose well but felt that a more succinct and concise version was needed for the future.

It was felt that the *vision* needed to be clear about the vital role of transport as an enabler. In addition, the participants agreed that all the key issues raised in Stage 1 of the refresh fall within one or more of the three realms: economy, community and environment. The resulting more succinct and concise *vision* was suggested, and subsequently approved:

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

The 2007 *vision* encompassed 8 working principles: Sustainability; Accessibility & Inclusion; Accountability; Partnership; Evidence-Based; Efficiency; Compliance; Environmental Responsibility. Although the proposed new *vision* statement does not mention each of these concepts by name, it is believed that each of the 8 is either inherent in the new vision or continues to represent a statutory requirement of ZetTrans' operation.

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 four 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 SINGLE 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.

CURRENT TRANSPORT PROVISION

This section briefly summarises the current transport provision in Shetland.

Shetland's location and geography mean that it forms a completely self-contained geographic entity. All the public services and utilities are contained within the land-sea border – there is no overlap with neighbouring authorities. This is an unusual situation within the UK and makes it relatively easy to assess local transport and access needs. Transport within and between the islands is managed and provided locally. With a population of just over 23,000 spread over 15 inhabited islands, 100 miles long within a 1,800-mile coastline however, providing and maintaining the necessary air, sea and road transport infrastructure is a complex task and results in high per capita costs.

Car ownership in Shetland is one of the highest in the UK but Shetland also retains a good bus network. Lerwick is the main service centre in Shetland and it is possible to commute to and from Lerwick by bus for a 9-5 workday, and at lunch times, 6 days a week from most parts of Shetland, including the Northern Isles. Outwith Lerwick, the main service centres are Brae, Scalloway and Sandwick and it is possible to commute locally to these centres by bus for a 9-5 workday, and at lunch times, 6 days a week. Most outlying rural areas have a local, sometimes demand-responsive, shopping service 1 or 2 days a week. In addition, there is a 7-day-a-week bus service linking Lerwick to the airport at Sumburgh.

ZetTrans has the functional responsibility for specifying bus, ferry and air services. Bus and ferry services are contracted to ZetTrans and delivered by a range of operators. Ferry services are delivered principally by Shetland Islands Council in partnership with ZetTrans.

Lifeline air and sea transport to and from the islands for locals, visitors and freight is funded, managed and provided by external bodies over which the people of Shetland have historically had limited influence or control. There has been little or no competition in the provision of these links and both operating and fare costs are high. These costs impact tangibly on the cost of living in Shetland, the cost of visiting the islands and the cost of doing business. The universal reliance on lifeline links also results in the relatively unusual position of the transport services and infrastructure being shared more equally between freight and passengers.

Shetland is linked by air from Sumburgh to Aberdeen, Edinburgh, Glasgow, Inverness and Kirkwall. There are also summer flights to Manchester and Bergen. This service is operated on a commercial basis but registered Shetland residents do receive a 50% fare discount for leisure journeys via the Air Discount Scheme (ADS). There is also an airport at Scatsta which operates charter flights for the Oil and Gas Industry. The ferry service between Lerwick, Aberdeen and Kirkwall is operated under public subsidy. The service operates overnight and takes 12 to 14 hours each way. Registered Shetland residents and their friends and family can obtain a 30% discount on passenger and vehicle fares, and an additional 20% discount for passengers and cars effective from 30th June as an interim RET measure.

Shetland is however, also a place where those without access to private transport must rely on public transport if they wish to access work, training, shops, leisure, health and other services. The main groups affected are those who cannot drive or have given up driving. This typically includes: anyone under 16, older people and people with disabilities. All those who cannot afford to buy and run a car or motorcycle are also reliant on public transport.

Equitable access to health services is essential for local residents. The Scotland Transport Act (2005) introduced legal requirements on Health Boards to work with Regional Transport Partnerships to draw up strategies which “facilitate access to healthcare facilities” and for Health Boards to “perform those of its functions and activities that relate to or which affect or are affected by transport consistently with the regional transport strategy”. Transport to health services, within Shetland and on the mainland, is facilitated by funding assistance from NHS Shetland via its patient transport costs scheme. This places an additional cost pressure on the local NHS and ZetTrans endeavours to work with NHS Shetland on all relevant transport issues.

Road, port and airport infrastructure within Shetland is managed and maintained by the Shetland Islands Council. This infrastructure is vital to the provision of public transport in the county. ZetTrans liaises closely with the Council in its role as functional provider of the public bus services and determiner of the inter-island air and ferry services. This Transport Strategy is a vital component in informing the Council’s approach to infrastructure development and its contents underpin Council strategic documents such as its Road Asset Management Plan (RAMP).

POLICY ENVIRONMENT

Each of the three sub-sections below presents a broad summary of the key research, policies and strategies that have informed and guided the refresh process for the Shetland Transport Strategy. The research policies and strategies clearly show how transport and access cut across all areas of life and why it is essential to work in partnership to integrate and embed transport policy across the board.

CURRENT RESEARCH

Research is an important precursor to policy. It is therefore important to be mindful of major research projects, both directly relating to transport and within other areas of public life where transport is a key factor.

Jointly sponsored by the Royal Town Planning Institute (RTPI), Transport Planning Society (TPS) and the Chartered Institute of Logistics and Transport (CILT) in 2017, *Travel in Britain in 2035* takes an informed look at where things might be heading. It proposes 3 potential scenarios to ‘test’ how policy makers should be thinking and draws some thought-provoking conclusions.

A particular issue of note is that, with technology changing both transport provision and demand, timescales for effective transport investment are shortening. Rapidly developing technologies such as automated driverless vehicles, increased home delivery services and remote working patterns are all examples of how the transport environment is changing for individuals and freight, for service providers, employers and businesses.

Of particular relevance to Shetland, the report makes an important point relating to the parallel development pressures on ICT and Electricity supply, both of which are vital for supporting technological advances in transport.

In 2016, the RTPI published the research paper *Poverty, place and inequality*, in which it highlights the role of placemaking and place standards in improving people’s lives. One of the three key domains it identifies is *access to services and facilities*. The report stresses how important access is, and that predicating this on the car excludes many in society. This exclusion has knock-on effects on other sectors such as health, social services and law and order. The integration of transport and access into development planning and placemaking is therefore central to reducing poverty and inequality.

Policy and research at the international level highlights that Shetland is not immune from transport issues facing communities all over the world. In 2017, the Secretary-General of the International Transport Forum, José Viegas, summarised the need to reduce carbon production and the principal change required at the world level, as follows:

“Technology will provide about 70% of the possible CO2 reductions to 2050. The rest will come from doing things differently, and this is where there is still a lot of potential. We need to think much harder about things like shared mobility, changes in supply chains and even new transport modes.”

The message that ZetTrans is keen to explore is: *thinking about doing things differently*. Shetland is a self-contained, coterminous ‘entity’ with scalable rural and urban issues across all sectors. If treated with a ‘small country’ approach, it presents an ideal testbed for all manner of new technologies and approaches where a stable political and social environment enables robust monitoring and evaluation to be undertaken.

THE SHETLAND POLICY ENVIRONMENT

As a precursor to policy-making, ZetTrans has been able to respond to the findings of the RTPI report mentioned in the previous section by making use of the data provided by Shetland Islands Council's 2016 Place Standard consultation.

The Shetland Place Standard (SPS) consultation in June/July 2016 received 975 responses across Shetland and public transport was highlighted as the number 1 priority for improvement. The consultation covered a total of 14 themes. The themes of *public transport* and *moving around* relate directly to this strategy. All respondents were invited to add comments to explain why they had prioritised particular themes for improvement. Analysis of these comments has been used to draw up a list of the key issues raised.

The key Public Transport issues (to, from and within Shetland) were:

- Frequency of bus and ferry services
- Affordability of transport
- Location and quality of bus stops and shelters
- Ease of use of timetables and service information
- Integration between services – including between bus and ferry and air
- Access to health facilities
- Parking at ferry terminals

The key Moving Around (In Shetland) issues were:

- Significant comment on the need for new and improved safe cycle and walking access to promote active travel – in both rural and urban areas
- Perceived detrimental effect of traffic speed on the safety of walking and cycling
- Requirement for more seating and shelter for walkers and cyclists along key routes

Shetland Islands Council's Vision highlights Quality Transport Services and Independent Older People as two of its top 5 priorities in its "Our Plan 2016/20" document. The document also specifies 5 focal areas:

- Young people
- Older people
- Economy & housing
- Community strength
- Connection & access

All of the issues highlighted in the Council's 2016/20 plan have helped inform the proposals in this document. They, along with the SPS findings, have been crucial in identifying the *main issues* to be addressed by ZetTrans.

The Local Outcomes Improvement Plan (LOIP), *Shetland's Partnership Plan*, is the statutory document that informs and guides Community Planning. *Shetland's Partnership Plan* has been reviewed to meet new requirements laid out in the Community Empowerment (Scotland) Act 2015. ZetTrans, as a statutory Community Planning organisation, has participated in this process and aligned its Regional Transport Strategy – this document – with the *Partnership Plan*. The *Partnership Plan* lays out targets for each of its shared priorities for 1-year, 3-year and 10-year periods. It is intended that the two documents should work together.

In March 2016, Shetland's "Commission on Tackling Inequalities" produced a report that has combined with the Shetland Place Standard to guide the contents of this Shetland Transport Strategy. The report has been especially useful in refreshing ZetTrans objectives as detailed later in this document.

From a local planning perspective, Shetland Islands Council's supplementary guidance on placemaking makes specific commitments to fostering the Scottish Government's six key qualities of successful places:

- Distinctive
- Safe and pleasant
- Easy to move around
- Welcoming
- Adaptable
- Resource efficient.

ZetTrans will also seek to apply these qualities, wherever appropriate, to its work.

Evidence for the importance of transport to the local tourism industry comes from research undertaken when reviewing the Shetland Tourism Strategy. In its 2015 consultation, respondents identified the cost of getting to and from Shetland as *the key barrier* to developing the tourism sector in Shetland and 40% of respondents cited transport within Shetland as being a barrier to development. This research has informed the *Interventions* section of this document and ZetTrans is committed to working with the Shetland Tourism Association and other partners to help the sector to grow.

Work undertaken to develop Shetland's *10 Year Plan to Attract People to Live, Study, Work and Invest in Shetland* identified transport as a barrier to living, working and investing in the islands. The work identifies the Shetland Transport Strategy as the key underpinning means of addressing these barriers and ZetTrans is committed to intervening to improve the situation.

THE WIDER POLICY ENVIRONMENT

Under Scotland's Economic Strategy, the Scottish Government's overall purpose is to increase sustainable economic growth. A safe, efficient, effective and sustainable transport system, for both passengers and freight, is viewed as being one of the key enablers of such sustainable economic growth. It supports businesses in achieving their local, national and international objectives and improves the lives of individuals and communities by connecting them with their economic future.

As a modern, developed economy, Shetland faces many of the same transport and access challenges that other areas encounter. Namely:

- The need to reduce carbon generation and prevent congestion
- Increased car ownership and use
- A fall in the number of bus passengers, although the decline appears to have levelled out in Shetland
- Budgetary cost pressures
- Declining levels of physical activity
- The need to support both urban and rural communities

In seeking to identify the *main issues*, the refresh process has taken account of these factors, and the policies of the bodies charged with addressing them. Its direct relevance, range and depth mean that the most

important of these documents is Scotland's National Transport Strategy (NTS). As it aligns with the full range of cross-sector national and international policy objectives, the NTS is central to guiding ZetTrans in its work.

The National Transport Strategy provides the framework for enhancing Scotland's transport system, in response to the main transport challenges that Scotland faces, which in turn contributes to improvement in economic, environmental and social performance. The current National Transport Strategy sets out three Key Strategic Outcomes to be used as the guiding principles at national, regional and local level when developing strategy and prioritising resources. These are:

- Improved journey times and connections, to tackle congestion and lack of integration and connections in transport
- Reduced emissions, to tackle climate change, air quality, health improvement
- Improved quality, accessibility and affordability, to give choice of public transport, better quality services and value for money or alternative to car.

These outcomes must also align with the Scottish Government's five National Strategic Objectives, providing a basis on which to develop policies, decide how to invest resources to maximum effect, and measure the effect of public sector work:

- Wealthier and Fairer
Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- Smarter
Expand opportunities for Scots to succeed from nurture through to life-long learning ensuring higher and more widely shared achievements.
- Healthier
Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Safer and Stronger
Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.
- Greener
Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

ZetTrans also pays attention to, and is guided and informed by, the recommendations and data provided by Audit Scotland. Audit Scotland has produced several, well-researched and substantive publications relating directly and indirectly to transport since the 2008 Shetland Transport Strategy was published. Two particularly important reports have been:

- *Impact report on Transport for health and social care (2011)* which recommended closer involvement of RTPs in the provision of health and social care transport
- *Transport Scotland's Ferry Services (2017)* which called for a long-term strategy for Scotland's ferry services that takes more account of socio-economic factors.

In relation to development planning at the national level, paragraphs 165 to 181 of the Scottish Planning Policy provide an excellent, targeted and supportive framework for transport development of all types. ZetTrans commits to following this guidance whenever relevant.

In issues of greener and healthier travel, ZetTrans is aligned with and committed to taking full account of the Scottish Government's *Long-term vision for active travel in Scotland 2030*.

MAIN ISSUES

This section describes the *main issues* that ZetTrans is seeking to address. These *main issues* group together the key areas where action is needed to maintain, enhance or improve transport in Shetland.

The stage 2 participants suggested a synthesis of their own comments and the comments recorded by the Stage 1 consultation exercise. This synthesis, together with full consideration of the local and national research, policies, strategies and issues identified in previous sections of this document, led to a total of 6 *main issues* being proposed and approved. The table below details these.

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 details which approach is best suited to addressing each of the *main issues*.

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 influence	To enable, develop and promote community, commercial and flexible transport solutions when and where appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.	Stronger, Wealthier	Environment / Integration / Economic Growth / 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 that operates efficiently and has the capacity and ability to adapt to changing financial and operational situations.

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, healthcare, leisure activities, goods and services.

Integration Support addresses the need to provide a transport network that is as easy to use as possible and thereby maximises income and reduces 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 both to improve health, and to conserve our environment.

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

ZETTRANS STRATEGIC OBJECTIVES

In the original Shetland Transport Strategy there were 5 groups of objectives, mirroring the Scottish National Transport Strategy: Economy; Social Inclusion and Accessibility; Environmental Protection; Safety; Integration. Attached to these 5 groupings was a total of 33 individual objectives. Consultation has strongly indicated that a clearer, more succinct set of objectives should be specified. Each of these strategic objectives will, in turn, frame and inform the interventions and actions proposed by the Partnership, thereby creating the Delivery plan and defining how ZetTrans' performance can be monitored and measured.

The new *strategic objectives* have been especially 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* will directly relate to the target outcomes in the monitoring and performance framework as specified in the Delivery Plan.

In this way, the Delivery Plan will enable ZetTrans to quantify to what extent the 3 Strategic Objectives are being met. The Delivery Plan will contain a performance and monitoring framework for assessing progress on the interventions contained within it.

Although the focus of the proposed *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.

INTERVENTIONS

This section of the Shetland Transport Strategy Refresh provides summary tables that outline proposed interventions to address the *main issues*, meet our refreshed *strategic objectives* and achieve ZetTrans' refreshed *vision*. The summary tables outline both existing and new interventions grouped under each *main issue*. Each summary table also identifies the *strategic objective/s* that the intervention meets.

Once the Shetland Transport Strategy Refresh is approved, a separate Delivery Plan will be brought forward to detail outputs, outcomes, targets and timescales for ZetTrans' work together with a performance and monitoring framework against which progress will be monitored and measured. Reporting criteria, funding and cost information will also be included where relevant.

The interventions described in this section will form the core of the Delivery Plan, a document that will be kept under review as part of ZetTrans' business programme. This section of the Strategy therefore acts as a DRAFT Delivery Plan for ZetTrans.

LIFELINE TRANSPORT

There are four interventions addressing Lifeline Transport. Two, the External Transport Forum and the Fair Fares Initiative are underway. The other two, a formal Freight Quality Partnership and an exploration of new air and ferry route development, are proposals for this DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
External Transport Forum	SERCO Northlink, Loganair, SIC	ZetTrans	Underway / Ongoing	Ongoing	1,2	Quarterly meetings
Freight Quality Partnership	The Stewart Building Group	TBC	Concept / Seeking approval	To be initiated / in place during early 2019	1	Twice-yearly meetings
Fair Fares Initiative	SIC, OIC, Scottish Government, SERCO Northlink	SIC	Underway / Ongoing	Passenger fare changes due 2018. Freight TBC	1,2	New fare structure for individuals and businesses
Route Development	TBC	TBC	Concept / Seeking approval	Feasibility / Planning Stage completed by summer 2019	1,2	Two documents: Scoping Study; Development Strategy

TRANSPORT ROBUSTNESS

The four interventions for this Main Issue are principally intended to support and develop Shetland's passenger transport sector. The Taxi Trade Forum is underway and the Bus Network Review is in preparation. The Community Transport Audit and Framework Operator Forum are proposals for the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
Community Transport (CT) Audit	SIC, NHS Shetland	ZetTrans	Design / Development	Complete by summer 2019	2,3	Directory of CT provision and capacity
Taxi Trade Forum	SIC, Taxi Trade, STA, Visit Scotland	SIC	Established / Underway	First meeting by December 2017	1,2,3	Twice-yearly meetings
Framework Operator Forum	SIC, Bus Industry	ZetTrans	Concept / Currently not formalised	Inaugural meeting by June 2019	1,3	Annual meeting
Bus Network Review		ZetTrans	Scoping	Underway by August 2018 / Completed by August 2019	2	Network design and contracts in place

COMMUNITY SUPPORT

The six interventions in this section are intended to support communities by enhancing access to transport. Feasibility work for the Car Share and Car Club proposals is underway. The remaining four interventions are proposals for the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
New Ticket Products	SIC, Visit Scotland	TBC	Concept / Seeking approval	Completion by December 2019	1,2,3	2 new ticket products
Car Share Promotion	SIC, NHS Shetland, Private Sector	TBC	Concept / Scoping	Baselining, Strategy and Plan completed by March 2019	3	3 documents: Baseline Data; Improvement strategy; Delivery Plan
Car Club Development	SIC, NHS Shetland	TBC	Feasibility / Not yet formalised	Feasibility & Design completed by March 2019	3	Car club operational by December 2019
Area Transport Forums		ZetTrans	Dormant	Initial meetings held by March 2019	2	7 area forums and annual meetings established

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
Area Transport Plans	Community Councils, Community Development Organisations	ZetTrans	Concept / Seeking approval	Plans completed by December 2019	2	7 area plans
Family and Compassionate Fares	Transport Operators	ZetTrans	Concept	Scoping completed by August 2019	2	Common approach by all operators

INTEGRATION SUPPORT

Four interventions focus on supporting and improving ticketing, service and information integration. All four activities are underway and their ongoing progress will be presented in, and assessed via, the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
SMART Ticketing	SIC	ZetTrans	Design / Seeking funding	Funding secured by September 2018	1,2	Operational Integrated Ticketing System in place
Digital Enhancement	SIC, Promote Shetland	ZetTrans	Design / Funding secured / Underway	Project completion by August 2018	2,3	Upgraded and enhanced app, website and printed information
Shetland Inter-Islands Transport Improvements		ZetTrans	Underway	OBCs agreed by June 2018	1,2	3 Agreed Outline Business Cases for improvement
Fair Funding Review	SIC, OIC, HiTrans	SIC	Ongoing / Underway	Interim agreement by March 2018	1,2	Long-term accord on future funding

BEHAVIOURAL CHANGE

There are five interventions aimed at increasing the uptake of healthier and greener travel choices. All five are proposals for the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
Work Travel Plans	SIC, NHS	ZetTrans	Review / Dormant	Revived by September 2018	2,3	Minimum 1 Travel Plan agreed
School Travel Plans	SIC	SIC	Review / Underway	TBC	2,3	TBC
Personalised Journey Planning	SIC, Promote Shetland	ZetTrans	Design / Funding secured / Underway	Project completion by August 2018	2,3	Delivered as part of the Digital Enhancement project
Active and Sustainable Travel Promotion and Improved Infrastructure	NHS, SIC, Promote Shetland	ZetTrans	Design (Feasibility complete) / Exploring design and funding options	Project completion by December 2019	2,3	Promotion activities and materials / Improved infrastructure
Road-end Interchange Audit	SIC	SIC	Design (Feasibility complete) / Exploring design and funding options	Project completion by December 2019	2,3	Delivered as part of the Active and Sustainable Travel Promotion project

CHANGE MANAGEMENT

There are three new interventions proposed to address this *main issue*. The proposals address improving information provision, dissemination and consultation. These measures are particularly important for establishing baseline data against which progress can be measured – both in terms of outputs and outcomes. All three interventions are proposals for the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	Objective	Target Outputs
Transport Statistics Database		ZetTrans	Concept / Seeking approval	Initial database completion by March 2019	1,2,3	Publicly accessible database of existing and newly researched statistics
Annual “State of Transport” Event		ZetTrans	Concept / Seeking approval	Initiated by March 2019	1,2,3	Annual information and consultation event
Transport Needs Assessment	Stakeholders & Public	ZetTrans	Concept / Seeking approval	Initiated by March 2019	1,2,3	Surveys at intervals to be agreed

STRATEGY SUMMARY TABLE – VISION, STRATEGIC OBJECTIVES AND MAIN ISSUES

To develop travel and transport solutions for Shetland that underpin our Economy, support our Communities and conserve our Environment					
STRATEGIC OBJECTIVE 1 <i>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</i>		STRATEGIC OBJECTIVE 2 To support Shetland's communities by enabling individuals, families and localities to thrive socially, physically and economically		STRATEGIC OBJECTIVE 3 To conserve Shetland's environment by enabling the reduction of detrimental transport impacts on Shetland's unique natural resources	
Lifeline Transport	Transport Robustness	Community Support	Integration Support	Behavioural Change	Change Management
Community Planning Shared Priority <u>Money</u> All households can afford to have good standard of living		Community Planning Shared Priority <u>People</u> Individuals and families can thrive and reach their full potential		Community Planning Shared Priority <u>Place</u> Shetland is an attractive place to live, work, study and invest	

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 influence	To enable, develop and promote community, commercial and flexible transport solutions when and where appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.	Stronger, Wealthier	Environment / Integration / Economic Growth / Safety
Community Support	Working in partnership	To support all of Shetland's communities by securing equitable access to employment, training, leisure, and services.	Fairer, Stronger	Social Inclusion
Integration Support	Working alone and in partnership	To support improved integration in ticketing, information and transport 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, transport supply and transport funding by monitoring, recording and acting.	Smarter, Stronger	Environment / Economic growth / Social inclusion

STRATEGY SUMMARY TABLE – MAIN ISSUES AND INTERVENTIONS

Main Issue	Approach	Detail	Purpose of Intervention	Intervention
Lifeline Transport (LT)	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.	1. Maintain 2. Maintain and improve 3. Expand	External Transport Forum Freight Quality Partnership Fair Fares Initiative Route Development
Transport Robustness (TR)	Working alone, in partnership and through influence	To enable, develop and promote community, commercial and flexible transport solutions when and where appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.	1. Enable & develop 2. Develop and promote	CT Development – Audit of existing capacity and potential Taxi Industry Liaison Bus Network Review
Community Support (CS)	Working in partnership	To support all of Shetland's communities by securing equitable access to employment, training, leisure, and services.	1. Community Support 2. Equitable Access	Area Transport Forums Area Transport Plans New Ticket Products Car share promotion Car Club development Service provider liaison and co-ordination Family and Compassionate Fares
Integration Support (IS)	Working alone and in partnership	To support improved integration in ticketing, information and transport services.	1. Ticketing Integration 2. Information Integration 3. Service Integration	SMART Ticketing System App, Website and Publicity enhancement and promotion Framework Operator Forum Shetland Inter-Islands Transport Study
Behavioural Change (BC)	Working in partnership	To help create a healthier society and reduce Shetland's carbon footprint by promoting healthier, more sustainable and greener travel choices.	1. Enable 2. Enable & Promote 3. Promote	Road-End Hub Audit and Strategy Path Network Completion Work Travel Plans School Travel Plans Personal Travel Planning Active and Sustainable Travel Promotion
Change Management (CM)	Working alone and in partnership	To plan for changes in legislation, transport demand, supply, impact and funding by monitoring, recording and acting.	1. Monitoring & Recording 2. Planning & Acting	Collating and disseminating local transport industry information Annual Transport Event Transport Needs Assessment Annual Travel Audits and Plans