SHETLAND TRANSPORT STRATEGY REFRESH

EXECUTIVE SUMMARY

The purpose of this document is to:

1. Set out a refreshed vision for ZetTrans
2. Summarise the current state of transport provision to, from and in Shetland
3. Identify the Main Issues to be addressed to maintain and enhance Shetland's transport provision
4. Define the objectives for addressing the Main Issues
5. Propose interventions necessary to meet the objectives and achieve the vision

Stage 1 of the refresh process comprised extensive stakeholder consultation and identified key issues and resulting key questions for stage two of the refresh process. Stage 2 convened a short-term working group of key stakeholders to further examine the stage 1 output and identify the Main Issues facing transport provision in Shetland.

The Main Issues were approved after seeking the views of all relevant interested parties and comprise the first part of this document. The second part outlines the interventions proposed to meet our objectives and achieve our vision.

Following approval of this document, a Delivery Plan will be produced detailing when and how these interventions will be undertaken and how progress will be monitored.

Delivering *Equity* and addressing the need of local communities are the overriding considerations for ZetTrans. The principle document which informs these considerations, *Shetland's Partnership Plan*, is currently being reviewed to meet the requirements of the Community Empowerment (Scotland) Act 2015. The FINAL Shetland Transport Strategy Refresh will be timed to include and address the emerging themes of *Shetland's Partnership Plan* and its 1 year, 5 year and 10 year goals.

CONTENTS

Regional Transport Partnerships (RTPs) were formally established on December 1st 2005 and ZetTrans formally took up its powers in April 2006 and transport functions in November 2006. After a decade of operation, and in line with many other RTPs, ZetTrans feels it is time to revisit and refresh the statutory document which underpins and guides its activities: The Shetland Transport Strategy.

This document refreshes the 2008 Shetland Transport Strategy and sets out the Partnership's renewed vision and objectives for the future. This strategic 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 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 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 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.

OUR VISION

During stage 2 of the refresh process, careful consideration was given to refreshing the Partnership's *vision*. As a result, a new *vision* is being proposed.

The ZetTrans *vision* for transport in, to and from 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 which 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 an obligatory condition for ZetTrans' operation.

It is vital that the Shetland Transport Strategy 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 complements in with this document and its vision of transport as a key enabler.

The emerging *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*.

CURRENT TRANSPORT PROVISION

This section briefly summarises the current transport provision in Shetland.

Shetland's location and geography mean that it forms a totally 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 a relatively unique situation within the UK and makes it relatively easy to assess and meet local transport 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 results in high per capita costs.

Car ownership in Shetland is one of the highest in the UK but Shetland has a good bus network. Lerwick is the main service centre in Shetland and it is possible to commute to Lerwick by bus for a 9-5 work-day, 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 work-day, 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 regular bus service linking Lerwick to the airport at Sumburgh. All public bus services are paid for by public subsidy and all fare revenue is retained by ZetTrans and used to offset the grant ZetTrans requires from the Council. Inter-island air and ferry services are operated by, or under contract to, the Council.

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 historically been little or no competition in the provision of these links and 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 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 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 over night and takes 12 hours each way. Registered Shetland residents and their friends and family get a 30% discount on passenger and vehicle fares.

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 service 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 travel costs scheme. This places an additional cost pressure on the local NHS and ZetTrans endeavours to work with NHS Shetland on all transport issues.

Road, sea 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 our role as functional provider of the public bus services and determiner of the inter-island air and ferry service 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).

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, 2 of which relate directly to this report: Public Transport and Moving Around. 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 (In, to and from 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 which informs and guides Community Planning. *Shetland's Partnership* Plan is being reviewed to meet new requirements laid out in the Community Empowerment (Scotland) Act 2015. ZetTrans, as a statutory Community Planning organisation, is required to participate in this process and align its Regional Transport Strategy – this document – with the *Partnership Plan*. The *Partnership Plan* will lay out goals and targets for each of these themes for 1 year, 5 year and 10 year periods. It is intended that the two documents should complement each other seamlessly.

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

Outwith the local situation, Shetland continues to face many of the same travel and transport issues that other areas encounter. Namely:

- The need to reduce carbon generation
- 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

In seeking to identify the Main Issues, the refresh process has also taken full account of these factors, and the policies of the bodies charged with addressing them. The most important of these have been Scotland's National Transport Strategy which complements the full range of cross-sector national policy objectives.

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.

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 feed directly into the 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 place 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.

MAIN ISSUES

The stage 2 participants suggested a synthesis of their own comments and the comments recorded by the Stage 1 consultation exercise. This, together with full consideration of the local and national policies and issues identified above, 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 also 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, 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 enable and promote 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 vital to 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 both for passengers and operators. The links must also be reliable and fit for purpose. Future developments must seek to minimise detrimental environmental impact.

Transport Robustness relates to the need to ensure a 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.

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 goods and services.

Integration Support addresses the need to provide a transport network which 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 to both improve health 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.

In the original Shetland Transport Strategy there were 5 groupings 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. It is proposed that a clearer, more succinct set of objectives should be specified. In turn, each of these strategic objectives will frame and inform the interventions and actions proposed by the Partnership. The FINAL report will cross reference the components of the agreed strategic objectives with relevant strategies and policies and consultee evidence.

The proposed new objectives have been further 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 back to both the 2008 and the proposed new visions, the following 3 strategic objectives are proposed:

Strategic Objective 1

To underpin Shetland's economy by enabling individuals to access employment and training and businesses to access labour markets, customers and suppliers

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

Strategic Objective 3

To conserve Shetland's environment by enabling the reduction of detrimental transport impacts on Shetland's unique natural resources

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

ZetTrans will quantify to what extent the 3 Strategic Objectives are being delivered by assessing progress on the interventions proposed to meet the Strategic Objectives and address the Main Issues. Furthermore, it is necessary to emphasise that, 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. Equally, all references to the *transport system* are inclusive of both freight and passengers.

INTERVENTIONS

This section of the Strategy Refresh outlines interventions to address the Main Issues, meet our refreshed Strategic Objectives and achieve ZetTrans' refreshed *Vision*. The interventions outline both existing and new interventions grouped under each Main Issue. The final Shetland Transport Strategy Refresh will contain more detail on each intervention.

Once approved, a separate Delivery Plan will detail targets, goals and timescales for each intervention along with information on how progress will be monitored. Funding and cost information will also be included where relevant. The Delivery Plan will also describe monitoring and reporting criteria. The summary table for each Main Issue provides outline information for: partners, lead, current project stage and status, timescales and targets. Each summary table also identifies the Strategic Objective/s that the intervention meets.

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 strategy.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target
External Transport Forum	**SERCO Northlink, FlyBe, Loganair, SIC**	**ZetTrans**	**Underway / Ongoing**	**Ongoing**	**1,2**	**Quarterly meetings**
Freight Quality Partnership	**The Stewart Group**	**TBC**	**Concept / Seeking approval**	**To be initiated / in place during 2018**	**1**	**Twice-yearly meetings**
Fair Fares Initiative	**SIC, OIC, Scottish Government, SERCO Northlink**	**SIC**	**Underway / Ongoing**	**Passenger Fare change due 2018. Freight TBC**	**1,2**	**Reduced fares for individuals and businesses**
Route Development	**TBC**	**TBC**	**Concept / Seeking approval**	**Feasibility / Planning Stage completed during 2018**	**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.

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

COMMUNITY SUPPORT

The five interventions in this section are intended to support communities by enhancing access to transport.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target
New Ticket Products	**ZetTrans, SIC, Visit Scotland**	**TBC**	**Concept / Seeking approval**	**Completion by December 2019**	**1,2,3**	**2 new ticket products**
Car Share Promotion	**ZetTrans. SIC, NHS Shetland, Private Sector**	**TBC**	**Concept / Scoping**	**Baselining, Strategy and Plan completed by December 2019**	**3**	**3 documents: Baseline Data; Improvement strategy; Delivery Plan**
Car Club Development	**ZetTrans, SIC, NHS Shetland**	**TBC**	**Feasibility / Not yet formalised**	**Feasibility & Design completed by June 2018**	**3**	**Car club operational by December 2018**
Area Transport Forums	**ZetTrans**	**ZetTrans**	**Dormant**	**Initial meetings held by September 2018**	**2**	**7 area forums and annual meetings established**
Area Transport Plans	**ZetTrans, Community Councils, Community Development Organisations**	**ZetTrans**	**Concept / Seeking approval**	**Plans completed by September 2019**	**2**	**7 area plans**

INTEGRATION SUPPORT

Four interventions focus on supporting and improving ticketing, service and information integration.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target
SMART Ticketing	ZetTrans, SIC	ZetTrans	Design / Seeking funding	Funding secured by September 2018	1,2	Integrated Ticketing Delivery Plan
Digital Enhancement	ZetTrans, SIC, Promote Shetland	ZetTrans	Design / Funding secured	Project completion by March 2018	2,3	Upgraded and enhanced app, website and printed information
Shetland Inter-Islands Transport Study	ZetTrans	ZetTrans		Final completion by March 2018	1,2	Set of appraised and costed options for improvement
Fair Funding Review	ZetTrans, SIC, OIC, HiTrans		Ongoing / Underway		1,2	Accord on future funding

BEHAVIOURAL CHANGE

There are also five interventions aimed at increasing the uptake of healthier and greener travel choices.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target
Work Travel Plans	SIC, NHS, ZetTrans	ZetTrans	Review / Dormant	1 Travel Plan completed and agreed by September 2018	2,3	Minimum 1 Travel Plan agreed
School Travel Plans	SIC, ZetTrans	SIC	Review / Underway	TBC	2,3	TBC
Personalised Travel Plans	ZetTrans, SIC, Promote Shetland	ZetTrans	Design / Funding secured	Project completion by March 2018	2,3	Delivered as part of the Digital Enhancement project
Active and Sustainable Travel Promotion	ZetTrans, NHS, SIC, Promote Shetland	ZetTrans	Design (Feasibility complete) / Exploring design and LCTT funding options	Project completion by December 2019	2,3	Increased active and sustainable travel uptake
Road-end Interchange Audit	ZetTrans, SIC	SIC	Design (Feasibility complete) / Exploring design and LCTT funding options	Project completion by December 2019	2,3	Delivered as part of the Active and Sustainable Travel Promotion project

CHANGE MANAGEMENT

There are two new interventions proposed to address this Main Issue. The proposals address improving information provision, dissemination and consultation.

Intervention	Partners	Lead	Stage / Status	Timescale	Objective	Target
Transport Statistics Database	ZetTrans	ZetTrans	Concept / Seeking approval	Completion by March 2019	1,2,3	Public accessible database of existing and newly researched statistics
Annual "State of Transport" Event	ZetTrans	ZetTrans	Concept / Seeking approval	Initiated by March 2019	1,2,3	Annual information and consultation event

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

STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3
To underpin Shetland's economy by enabling individuals to access employment and training and businesses to access labour markets, customers and suppliers	To support Shetland's communities by enabling individuals, families and localities to thrive socially, physically and economically	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 **Money**	Community Planning Shared Priority **People**	Community Planning Shared Priority **Place**
All households can afford to have good standard of living	Individuals and families can thrive and reach their full potential	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 enable and promote 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
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 enable and promote 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 Active Travel Audits and Plans