



If calling please ask for:
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Date: 19 April 2018

Dear Sir/Madam

You are invited to the following meeting:

Zetland Transport Partnership (ZetTrans)
Council Chamber, Town Hall, Lerwick
Thursday 26 April 2018 at 10am

Apologies for absence should be notified to Leisel Malcolmson at the above number.

Yours faithfully

J R Riise
Secretary to ZetTrans

AGENDA

- (a) Hold circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest.
- (d) Confirm the minutes of the meetings held on i) 21 February 2018 and ii) 30 March 2018 (enclosed).

Item	
1.	Shetland Transport Strategy Refresh – Final Draft <i>ZTP-12</i>
2.	Business Programme 2018/19 <i>ZTP-11</i>



Zetland Transport Partnership

Agenda Item

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Meeting(s):	Zetland Transport Partnership	26 April 2018
Report Title:	Shetland Transport Strategy Refresh Consultative Draft – Stakeholder Consultation Report	
Reference Number:	ZTP-12-18-F	
Author / Job Title:	Peter Mogridge – Transport Policy and Projects Officer	

1.0 Decisions / Action Required:

1.1 That the Partnership:

- 1.1.1 NOTE the Shetland Transport Strategy Refresh Consultative Draft Stakeholder Consultation Report;
- 1.1.2 APPROVE the suggested amendments to the Shetland Transport Strategy Refresh; and
- 1.1.3 DELEGATE authority to the Lead Officer, in consultation with the Chair, to finalise the Shetland Transport Strategy Refresh document in line with partners' comments.

2.0 High Level Summary:

- 2.1 The Shetland Transport Strategy Refresh Consultative Draft was put out for stakeholder consultation between 13 February 2018 and 27 March 2018.
- 2.2 Stakeholder responses have been collated. Five amendments have been suggested and are contained in the report in Appendix 1.
- 2.3 Amendments approved by ZetTrans will be included in the FINAL Shetland Transport Strategy Refresh.

3.0 Corporate Priorities and Joint Working:

- 3.1 ZetTrans' policy is to seek to have in place transport arrangements that are affordable and meet people's needs. To achieve this policy ZetTrans works closely with Shetland Islands Council. Shetland Islands Council's "Our Plan 2016 to 2020" states: 'There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term'.
- 3.2 As a schedule 1 community planning partner, ZetTrans is a member of the Shetland Partnership, a statutory consultee and a statutory delivery agent.

4.0 Key Issues:	
4.1	The document in Appendix 1 contains a report on the stakeholder consultation on the Shetland Transport Strategy Refresh Consultative Draft and includes five proposed amendments.
4.2	The document in Appendix 2 is the Shetland Transport Strategy Refresh Consultative Draft as circulated to stakeholders.
4.3	It is ZetTrans' legal duty to keep its Regional Transport Strategy under review and Partners' comments are keenly sought in finalising ZetTrans' Shetland Transport Strategy Refresh.
4.4	Approved amendments will be incorporated into the FINAL Shetland Transport Strategy Refresh to be published on the ZetTrans website and circulated to ZetTrans' partners, stakeholders and the Scottish Ministers.
5.0 Exempt and/or Confidential Information	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	The Shetland Transport Strategy Refresh expressly seeks to address the needs of the whole community. It therefore addresses, by definition, the needs of all these groups. Stakeholders consulted included representatives of these groups.
6.2 Human Resources and Organisational Development:	None.
6.3 Equality, Diversity and Human Rights:	As one of Shetland's 4 statutory community planning bodies, ZetTrans is a signatory to Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021 – Shetland's joint equality statement made on behalf of Shetland's Community Planning Partners.
6.4 Legal:	In terms of the Transport (Scotland) Act 2005, as the Regional Transport Partnership 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.
6.5 Finance:	None.
6.6 Assets and Property:	None.

6.7 ICT and New Technologies:	None.	
6.8 Environmental:	The Shetland Transport Strategy Refresh includes measures to reduce carbon, enhance and conserve the environment and promote sustainable, greener and healthier travel choices.	
6.9 Risk Management:	None.	
6.10 Policy and Delegated Authority:	ZetTrans has functional responsibility to secure transport services in Shetland under the Transfer of Functions to the Shetland Transport Partnership Order 2006. The Partnership is responsible for engaging with Government and stakeholders on issues relating to transport national policy and strategy. In terms of section 7 of the Transport (Scotland) Act 2005, ZetTrans is required to keep the Regional Transport Strategy under review.	
6.11 Previously considered by:	The consultation has not previously been considered. ZetTrans approved the Pre-consultation DRAFT Shetland Transport Strategy Refresh	ZTP-24-17-F on 2 November 2017

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16 April 2018

Appendices:

Appendix 1 – Shetland Transport Strategy Refresh Consultative Draft – Stakeholder Consultation Report

Appendix 2 – Shetland Transport Strategy Refresh Consultative Draft, January 2018

Background Documents

The legislation relating to Regional Transport Strategies can be found here:

<http://www.legislation.gov.uk/asp/2005/12/part/1/chapter/1/crossheading/regional-transport-strategies>

Shetland Transport Strategy Refresh Consultative Draft

Stakeholder Consultation Report – April 2018

Introduction

The current version of the Shetland Transport Strategy was published in 2008 and is based on consultation undertaken in 2007. Following agreement to refresh the strategy, ZetTrans consulted in 2017 to identify the Main Issues facing transport in Shetland 10 years on. These Main Issues were subsequently used to inform a set of proposed interventions and incorporated into a *DRAFT* Shetland Transport Strategy.

A stakeholder consultation on the *DRAFT* Shetland Transport Strategy took place over for 6 weeks between Tuesday 13th February and Tuesday 27th March 2018. The consultation questionnaire reflected the structure and content of the *DRAFT* document and sought both quantitative and qualitative data on the proposed *Vision, Strategic Objectives, Main Issues and Interventions*.

Respondents were able to complete an electronic version for submission by email, or a printed version could be filled in by hand and returned in the post. Two workshops to assist respondents were also arranged.

The purpose of the Shetland Transport Strategy

The Shetland Transport Strategy is the guiding statutory document of ZetTrans, Shetland's Regional Transport Partnership (RTP). The Scottish Government expects all regional transport strategies to serve the following purposes:

1. To provide a vision and objectives for transport in the region over a long-term (10-15-year) time horizon and communicate these to stakeholders and the wider community.
2. To provide an analysis of the current situation, covering transport needs and problems in the region.
3. To set out a programme of activities, projects and interventions by the RTP and other stakeholders, that is prioritised and costed, and which will contribute to the achievement of regional transport objectives.
4. To inform the RTP's implementation and investment planning, setting out how the strategy will be achieved and its programme of activities delivered using funding at the RTP's disposal, including funding already committed from stakeholders (including the Scottish Government).
5. To identify any additional measures that would be dependent on further contributions from a range of possible stakeholders and to make the case for any additional contributions from those stakeholders (including the Scottish Government).

Regional transport strategies should be aspirational but also realistic. Ambition needs to be tempered by affordability - RTPs are independent statutory bodies and it is for them to set their budgets, to agree their priorities and to take, often difficult, decisions. However, the RTPs should aim high and seek to deliver **real improvements: for users of personal transport including public transport, for users of freight transport and for people whose travel needs are not currently being adequately met.**

Where an RTP identifies interventions that require additional funding from the Scottish Executive, or the exercise of Ministerial functions, for their implementation, the Regional Transport Strategy should be used to make the case for such interventions to the Scottish Ministers.

Regional Transport Partnerships are required to focus their strategies on particular outcomes and activities. This prioritisation should be driven by the vision and objectives of the strategy, and the need to meet the statutory requirements set out in sections 5(1) and (2) of the Transport (Scotland) Act 2005. These provisions are set out in full here: <http://www.legislation.gov.uk/asp/2005/12/part/1/chapter/1/crossheading/regional-transport-strategies>

Summary of the response to the consultation

A total of 82 stakeholders were contacted by email and invited to take part in the consultation. The list included key officers, trustees and elected members within NHS Shetland and Shetland Islands Council as well as ZetTrans' community planning partners, ZetTrans members, statutory planning consultees and all Community Councils.

The inclusivity of the list led to an element of duplication. Key consultees were also contacted on an individual basis to offer assistance in taking part.

There was little uptake for the additional workshop events and these were subsequently cancelled. All those who had expressed an interest in attending were subsequently contacted individually.

A total of 11 responses were received from: Lerwick, Skerries, Scalloway and Yell Community Councils, HIE, SIC Planning, RSPB, SNH, Visit Scotland, Lerwick Port Authority and NHS Shetland (Public Health).

Given the ambitious number of consultees, the response rate is not unrepresentative, especially given the breadth of the organisations who did take part and the quality of their responses.

Suggested changes to the Shetland Transport Strategy

Some of the respondents included issues of a local or organisation-specific nature which were not directly relevant to the strategic content of the document. All such suggestions will however, be of great use when pursuing the relevant interventions once these have been agreed by ZetTrans and as they develop in the future.

After analysing and consolidating the responses, five amendments can be proposed. These suggestions are:

1. Vision or Objectives or Main Issues to include appropriate mention of Health, Visitors and Tourism
2. Strategic Objective 3 to refer to *enhancing* and *improving access* to the environment and carbon reduction
3. Include interventions relating to monitoring and addressing *unmet need*
4. Stronger reference to *outcomes*
5. Additional policy references to national Scottish Planning Policy (in relation to development planning and place-making) and the national policy document on: "Active Travel Scotland 2030"

Proposed amendments to the Shetland Transport Strategy following the consultation

To include a stronger reference to health, active travel and carbon reduction, the following change to Main Issue 5 is suggested:

From Main Issue 5 Behavioural Change

To enable and promote healthier, more sustainable and greener travel choices.

To Main Issue 5 Behavioural Change

To help create a healthier society and reduce Shetland's carbon footprint by promoting healthier, more sustainable and greener travel choices.

To specifically recognise the needs of visitors and the importance of the tourism industry, the following change to Strategic Objective 1 is suggested:

From 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

To 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

To include references to *accessing* and *enhancing* Shetland's Environment, the following change to Strategic Objective 3 is suggested:

From STRATEGIC OBJECTIVE 3

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

To STRATEGIC OBJECTIVE 3

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

To include action relating to monitoring and addressing *unmet need*, an additional intervention is suggested to address Main Issue 6 - Change Management.

Suggestions for stronger inclusion of *outcomes* will be accommodated within ZetTrans' 2018/19 Delivery Plan and future delivery plans. Alignment with the outcomes in Shetland's Partnership Plan and the National Transport Strategy will be cannot be completed until these two key strategic documents are finalised over the coming months. This alignment of outcomes can therefore best be accommodated by signposting it within the strategy and specifying it within the Delivery Plan 2018/19. This approach will also be applied to the proposed interventions by moving some of the detail relating to them from the Transport Strategy Refresh and into the 2018/19 Delivery Plan, where it can best be monitored and updated.

As the they have been finalised and published, additional reference to national Scottish Planning Policy in relation to development planning and place-making and "Active Travel Scotland 2030" can be made by adding relevant comment to the Policy Background section of the Shetland Transport Strategy Refresh.

Conclusion

The consultation on the Shetland Transport Strategy has produced valuable comment and direction from a broad range of stakeholders and communities.

SHETLAND TRANSPORT STRATEGY REFRESH



CONSULTATIVE DRAFT (0.4) – JANUARY 2018

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.

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INTRODUCTION

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).

POLICY ENVIRONMENT

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.

OUR OBJECTIVES

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.

DRAFT

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

STRATEGY SUMMARY TABLE – VISION, STRATEGIC OBJECTIVES AND MAIN ISSUES

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 <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 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



Zetland Transport Partnership

Agenda Item

2

Meeting(s):	ZetTrans	26 April 2018
Report Title:	ZetTrans Business Programme 2018/19	
Reference Number:	ZTP-11-18-F	
Author / Job Title:	Secretary to ZetTrans	

1.0 Decisions / Action required:

- 1.1 That the Partnership **RESOLVES** to comment on and approve the attached Business Programme for 2018/19.

2.0 High Level Summary:

- 2.1 The purpose of this report is to present an updated Business Programme for ZetTrans for the period ending March 2019.

3.0 Corporate Priorities and Joint Working:

- 3.1 In order to fulfil the statutory duties with regard to the functions of ZetTrans, and in order to meet public governance principles, ZetTrans must make sure its Business Programme supports the Council's role in the planning and direction of services to meet the needs of our community, to ensure that the priorities of the Partnership are being monitored, and to set business in accordance with local and national reporting frameworks.

4.0 Key Issues:

- 4.1 The Business Programme for 2018/19 is attached as Appendix 1 and is presented to the Partnership for approval. The Business Programme is intended to organise the business of the Partnership in accordance with the various administrative requirements to present key information, such as performance indicators, budget setting and outturn reports, as well as the statutory requirement to consider draft and final Audit of Account reports. The Business Programme enhances these requirements by publicising the plans for decision making and other public reporting requirements, in keeping with the principles of good governance.
- 4.2 The Business Programme and schedule of meetings was approved on 14 December 2017 (Min Ref. 40/17) with the timescales for ongoing and future projects and studies in mind.
- 4.3 The updated Business Programme will be presented regularly and will serve as an indication of the business that has been conducted and is yet to be undertaken during the year.

5.0 Exempt and/or confidential information:	
5.1	None.
6.0 Implications	
6.1 Service Users, Patients and Communities:	The Business Programme will provide important information for stakeholders and communities as to the planned business throughout the year.
6.2 Human Resources and Organisational Development:	None.
6.3 Equality, Diversity and Human Rights:	<p>a) There are no direct impacts on equality, diversity or human rights with regard to approval of the Business Programme, although individual items will have to have regard to those in terms of any outcomes and associated risks.</p> <p>b) The terms of this report does not require an Equalities Impact Assessment.</p>
6.4 Legal:	<p>a) There are no specific legal requirements however this report is good practice in developing and monitoring the Partnership's business.</p> <p>b) There are no direct legal impacts with regard to approval of the Business Programme, although individual reports will have to have regard to current and impending legislation and the impact these may have on ZetTrans, the Council, and the services which the Partnership delivers, in terms of outcomes and legal risks.</p>
6.5 Finance:	The proposals in this report do not have any direct financial implications, but indirect costs may be avoided by optimising member and officer time.
6.6 Assets and Property:	There are no implications for major assets and property. Where possible, all meetings of the Partnership will be held in Shetland Islands Council premises and that such costs will therefore be covered by the Council.
6.7 ICT and new technologies:	There are no implications for ICT and technologies. Where possible, all meetings of the Partnership will be held in Shetland Islands Council premises and will have facilities to allow members to attend meetings remotely. Any associated costs will be covered accordingly by the Council.
6.8 Environmental:	There are no environmental issues arising from this report.
6.9 Risk Management:	The risks associated with setting the Business Programme are around the challenges for officers meeting the reporting timescales required, and any part of the business programme slipping and causing reputational damage to the Partnership.

	Equally, not keeping to the dates set would result in decision making being unplanned and haphazard.
6.10 Policy and Delegated Authority:	<p>(a) Maintaining a Business Programme will ensure the effectiveness of the Partnership's reporting framework, and its planning and performance management, by monitoring and reviewing the achievement of key outcomes and objectives as set out in its strategic and operational plans.</p> <p>(b) The Partnership has authority to approve its own Business Programme for 2017/18, as set out in this report.</p>
6.11 Previously considered by:	The Business Programme for 2018/19 was last considered by the Partnership at its meeting on 21 February 2018 (Min. Ref. 7/18).

Contact Details:

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Finalised: 18 April 2018

Appendices:

Appendix 1 - ZetTrans Business Programme 2018/19

Background Documents: None

ZetTrans - Meeting Dates and Business Programme 2018/19 as at Thursday, 19 April 2018

D= Delegated R=Referred			
Quarter 1 1 April 2018 to 30 June 2018	Date of Meeting	Business	
	26 April 2018 10am Ordinary	Shetland Transport Strategy Refresh – Final Draft	
		Business Programme 2018/19	
	26 June 2018 3pm Unaudited Accounts & Ordinary	Unaudited Accounts 2017/18	
		HIAL Air Traffic Management Strategy 2030	
		Shetland Bus Network Usage Report	
		Inter-Island Air Service – Emerging Issues /Outline Business Case	
		Lead Officer Report (Incl SETF Minute 21 March 2018 and 7 June 2018)	
		Business Programme 2018/19	
		Management Accounts – Draft Outturn	
D= Delegated R=Referred			
Quarter 2 1 July 2018 to 30 September 2018	Date of Meeting	Business	
	21 September 2018 3pm Final Accounts Only	Management Accounts – Quarter 1	
		Deloitte - Annual Audit Report on 2018/19	
Quarter 3 1 October 2018 to 31 December 2018	Date of Meeting	Business	
	4 October 2018 10am Ordinary	Lead Officer Report (incl SETF Minutes - 12 September 2018)	
		Business Programme 2017/18	
	8 November 2018 10am Ordinary	ZetTrans Draft Annual Report 2016/17	
		Transport Strategy Refresh	
		Lead Officer Report	
		Business Programme 2017/18	
	Date of Meeting	Business	
	13 December 2018 2pm Ordinary	Management Accounts – Quarter 2	
		Business Programme 2017/18	
		Lead Officer's Report	
Quarter 4 1 January 2019	Date of Meeting	Business	
	22 February 2018 10am	Lead Officer Report (incl SETF Minutes 5 December 2018)	



ZetTrans - Meeting Dates and Business Programme 2018/19 as at Thursday, 19 April 2018

to 31 March 2019	<i>PPMF & Ordinary</i>	2018 North Isles Ferry Services Contract	
		Business Programme 2018/19	
		Management Accounts – Quarter 3	

Planned business still to be scheduled - as at Thursday, 19 April 2018

- Project Business Cases
- Code of Corporate Governance and Annual Review
- 2018 North Isles Ferry Services Contract
- Transport Strategy Refresh
- Bus Network Overview
- Performance Indicators 2017/18 – Quarter 4
- Performance Indicators 2018/19 – Quarter 1
- Performance Indicators 2018/19 – Quarter 2
- Performance Indicators 2018/19 – Quarter 3

Updates on the following 4 items will be provided within the Lead Officer's report as matters progress:

- Smart Integrated Ticketing
- National Transport Policy/Strategy

tbc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Thursday, 19 April 2018