



If calling please ask for:
Leisel Malcolmson
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Date: 19 June 2018

Dear Sir/Madam

You are invited to the following meeting:

Zetland Transport Partnership (ZetTrans)
Council Chamber, Town Hall, Lerwick
Tuesday 26 June 2018 at 3pm

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) 30 March 2018 and ii) 26 April 2018 (enclosed).

Item	
1	Appointment of Data Protection Officer <i>ZTP-13</i>
2	Zetland Transport Partnership – Management Accounts 2017/18 – Draft Outturn <i>ZTP-14</i>

3	Unaudited Annual Accounts 2017/18 <i>ZTP-15</i>
4	Shetland's Partnership Plan 2018-2028 Final Draft <i>ZTP-17</i>
5	Shetland Transport Strategy Refresh Final Draft <i>ZTP-18</i>
6	Lead Officer Report (Incl SETF Minute 21 March 2018 and 7 June 2018) <i>ZTP-20</i>
7	Business Programme 2018/19 <i>ZTP-16</i>



MINUTE

A&B PUBLIC

**Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Friday 30 March 2018 at 10.45am**

Present:

R Hunter
R Roberts
D Sandison
R Thomson

Advisers:

S Laurenson
S Mathieson

Apologies:

S Coutts
R McGregor
A Priest
D Simpson
J Smith

In attendance (Officers):

M Craigie, Lead Officer
J Belford, Executive Manager - Finance
E Park, Transport Contracts and Operations Officer
J Thomason, Management Accountant
P Wishart, Solicitor
B Kerr, Communications Officer
L Adamson, Committee Officer

Chair

Mr Thomson, Chairperson of the Partnership, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

Ms Hunter declared an interest in the following item, as her husband has a temporary contract working for Wastbus Limited. She advised that having sought advice from the Council's Legal Services, she would take part as the matter being discussed related to bus timetables, rather than the award of a contract.

Mr Roberts declared an interest in the following item, as his children travel on buses to and from the Anderson High School.

10/18 **Alterations to Public Bus Services**

The Partnership considered a report by the Transport Contracts and Operations Officer (ZTP-10-18-F) that presented proposals for the alteration of public bus service budgets and timetables to enable their continued use by secondary school pupils, following the Council's decision to proceed towards implementation of a common timetable structure in May 2018.

The Transport Contracts and Operations Officer summarised the main terms of the report, and she outlined the proposed amendments to the bus timetables for the West Mainland, Lerwick to Sumburgh, and Yell services, as set out in Appendix 1.

During the discussion, clarity was sought on whether Service 6, the Lerwick to Sumburgh bus, would stop to pick up pupils from the Anderson High School. It was explained that the proposal was for a year round public service departing from the Viking Bus Station at 1535, and that a dedicated school bus service would be contracted by the Council for pupils from the Anderson High School who travel to the south mainland.

In responding to questions, explanation was provided on how the additional cost associated with the proposed changes would be cost neutral to ZetTrans, with the contribution of £50k being from the Council. The Partnership were advised on the proposals to widely publicise the alterations to the timetables, and that the reprinted timetables would include information on where to access the school term time dates.

In responding to a question, the Executive Manager – Transport Planning referred to the discussion that has taken place with Council departments on the implications of the changes to the timetables, and advised on the dialogue between the Council and ZetTrans on what additional refinements are required, and on efforts to keep costs to the minimum.

During the discussion, reference was made to the increased demand for the Lerwick/Sumburgh bus service should parking charges be implemented at Sumburgh airport. The Executive Manager – Transport Planning advised on the work being undertaken to determine potential impacts and affects, however he advised that a best fit service would continue to be implemented rather than a service to connect with certain flights.

On the motion of Mr Thomson, seconded by Mr Sandison, the Partnership approved the recommendations in the report.

Decision:

The Partnership **RESOLVED** to:

- **APPROVE** the proposed alterations to public bus service timetables, in line with the Shetland Island Council's implementation of the Common Timetable Structure for Secondary Education;

- **APPROVE** the proposed formal amendment to the approved 2018/19 budget of £50k in both income and expenditure, with an overall net impact to ZetTrans of zero; and
- **INSTRUCT** the Lead Officer or his nominee to make all necessary arrangements and take all action necessary to implement the Decision taken.

The meeting concluded at 11am.

CHAIRPERSON



MINUTE

A&B PUBLIC

**Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Thursday 26 April 2018 at 10.00am**

Present:

R McGregor
R Thomson

Advisers:

S Mathieson

Apologies:

S Coutts
S Laurenson
R Roberts
D Sandison

In attendance (Officers):

M Craigie, Lead Officer
P Mogridge,
J Thomason, Management Accountant
P Wishart, Solicitor
B Kerr, Communications Officer
L Malcolmson, Committee Officer

Chair

Mr Thomson, Chairperson of the Partnership, presided.

Circular

The Chair advised that the meeting was inquorate and following further attempts to achieve a quorum it became clear at 10.10am that this would not be possible. The Chair was advised by the Lead Officer that items of business presented could be held until the next scheduled meeting of the Partnership.

The meeting concluded at 10.10am.

CHAIRPERSON



Zetland Transport Partnership

Agenda Item

1

Meeting:	ZetTrans	26 June 2018
Report Title:	Appointment of Data Protection Officer	
Reference Number:	ZTP-13-18-F	
Author / Job Title:	Secretary for ZetTrans	

1.0 Decisions / Action required:

That the Partnership:

- a) Appoint the Secretary to the Partnership as its Data Protection Officer; and
- b) Appoint the Lead Officer to the Partnership as its Senior Information Risk Owner.

2.0 High Level Summary:

- 2.1 Under the new Data Protection requirements, it is mandatory for all public authorities to designate a Data Protection Officer (DPO). The purpose of this report is to seek a decision from the Partnership to appoint a Data Protection Officer, in order to ensure that the operation of the Partnerships functions remain compliant with the new Data Protections legislation.

3.0 Corporate Priorities and Joint Working:

- 3.1 Data protection legislation allows for a DPO to be appointed for more than one organisation. The terms of this report will support joint working by ensuring continuity in terms of monitoring, advice and training for members and officers.

4.0 Key Issues:

4.1 Data Protection Legislation

- 4.1.1 The General Data Protection Regulation (GDPR) is a regulation by which the European Parliament, the Council of the European Union (EU) and the European Commission intend to strengthen and unify data protection for all individuals across the whole of the EU. The primary objectives of the GDPR are to give citizens and residents control of their personal data and to simplify the regulatory environment by unifying the regulation within the EU. The GDPR came into force on 25 May 2018.

- 4.1.2 In addition, the Data Protection Act 2018 has now been passed through the UK Parliament, which will apply new data protection standards, based on the GDPR, to all general data, creating new rights for citizens and new modern rules for business. The 2018 Act will also create a comprehensive

framework for general data processing, replacing the current Data Protection Act 1998.

4.1.3 Under the new Data Protection requirements, it is mandatory for all public authorities to designate a Data Protection Officer (DPO).

4.2 Data Protection Officer and Senior Information Risk Owner

4.2.1 The DPO tasks are defined as being:

- to inform and advise about the Partnership's obligations to comply with the GDPR and other data protection laws;
- to monitor compliance with the GDPR and other data protection laws and Partnership policies, including managing internal data protection activities; raising awareness of data protection issues, training staff and conducting internal audits;
- to advise on, and to monitor, data protection impact assessments;
- to cooperate with the supervisory authority; and
- to be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers, etc.).

4.2.2 The Shetland Islands Council, at its meeting on 9 May 2018, appointed the Council's Executive Manager – Governance and Law as its Data Protection Officer. The role sits well with his current Proper Officer functions as Chief Legal Officer and Monitoring Officer. The Executive Manager – Governance and Law also acts as Secretary to the Partnership, and therefore it would be appropriate for the Partnership to appoint the Secretary as the Partnership's Data Protection Officer. This would ensure continuity of advice and monitoring of compliance across both organisations.

4.2.3 The SIC Executive Manager – Governance and Law could, in his current role, act as, or influence, the Partnership's senior decision maker in relation to personal data held by the Partnership, and in that way could be said to act on behalf of the Partnership as data controller or processor. Were this situation to continue, this could give rise to a conflict of interest with the role of DPO, and so another senior officer is required to take on the responsibility of ensuring the Partnership acts appropriately as a Data Controller in accordance with data protection legislation.

4.3 As operational and day to day management of information, decision making and compliance issues are dealt with by the Lead Officer to the Partnership [SIC Executive Manager – Transport Services] it is recommended that the Lead Officer be given the role of Senior Information Risk Owner [SIRO] in relation to Data Protection, as well as other information assets of the Partnership, therefore avoiding any conflict with the role of Data Protection Officer. This role provides a point of contact on behalf of the Data Controller, which is the Partnership.

5.0 Exempt and/or confidential information:

5.1 This report contains no exempt information.

6.0 Implications :	
6.1 Service Users, Patients and Communities:	The decisions in this report should provide assurance to service users, customers, communities and employees that the Partnership has assigned senior responsibility for data protection compliance to officers who have the knowledge, support and authority to carry out their role effectively.
6.2 Human Resources and Organisational Development:	The assignment of data protection responsibilities is regarded as complementary to, and consistent with, the current functions and roles of the senior officers concerned.
6.3 Equality, Diversity and Human Rights:	There are no internal or external equality, diversity or human rights issues with regard to this report, and an Equalities Impact Assessment is not required.
6.4 Legal:	The appointment of a DPO is mandatory for the Partnership under Article 32 of Directive (EU) 2016/680 of the European Parliament. The role of the DPO will follow Article 29 Working Party Guidelines on the role of Data Protection Officers, and other guidance that may be issued by Information Commissioner.
6.5 Finance:	There are no financial implications associated with the terms of this report.
6.6 Assets and Property:	There are no implications for major assets and property associated with the decisions required in this report.
6.7 ICT and new technologies:	There are no implications for ICT or ICT systems associated with the decisions required in this report.
6.8 Environmental:	There are no implications for the local environment and a Strategic Environmental Impact Assessment is not required.
6.9 Risk Management:	Failure to appoint a suitable DPO would be a breach of legislation and cause the Partnership to hold a high risk of incurring fines or litigation by the supervising authorities or by a member of the public, leading to reputational and professional harm.
6.10 Policy and Delegated Authority:	The Partnership has reserved authority for the appointment of Proper Officers, and for making, alteration or revocation of any part of any document which forms part of its Constitution.
6.11 Previously considered by:	This report has not been presented to any other meetings. In approving the appointment of its own DPO, the Council agreed with the recommendation that the same DPO could also act for the Partnership.

Contact Details:

SIC Team Leader – Legal Services, as Legal Adviser to ZetTrans

Legal.services@shetland.gov.uk

19 June 2018

Appendices:

None

Background Documents:

Shetland Islands Council – 9 May 2018 – Appointment of Data Protection Officer

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=22413>



Zetland Transport Partnership

Agenda Item

2

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Zetland Transport Partnership – Management Accounts 2017/18 – Draft Outturn	
Reference Number:	ZTP-14-18-F	
Author / Job Title:	Jonathan Belford – Proper Officer for Finance	

1.0 Decisions / Action required:

- 1.1 The Zetland Transport Partnership NOTES the Management Accounts showing the draft outturn position for 2017/18.

2.0 High Level Summary:

- 2.1 The purpose of this report is to enable the Zetland Transport Partnership to note its financial performance of ZetTrans for the 2017/18 financial year. This report shows the financial consequence of the service performance for the year, and will be subject to final accounting and audit adjustments as part of the year-end accounts process.
- 2.2 On 21 February 2017, (ZTP Min Ref: 10/17) the Zetland Transport Partnership approved its 2017/18 revenue budgets. It is vital to the economic wellbeing of the Partnership and its stakeholders that the financial resources are managed effectively and expenditure and income is delivered in line with the approved budget.
- 2.4 This report forms part of the financial governance and stewardship framework, which ensures that the financial position of the Partnership is acknowledged, understood and quantified on a regular basis. It provides assurance to the members that resources are being managed effectively and allows corrective action to be taken where necessary.
- 2.5 It is essential that budgets are delivered as any overspend is required to be met by an increased contribution from Shetland Islands Council.

3.0 Key Issues:

- 3.1 This report presents the draft outturn position for 2017/18 as at the end of the financial year.
- 3.2 The projected outturn position for ZetTrans is that of a minor overspend in Core Services of £8k; and an underspend in Public Bus Service of £59k. The overall impact is that there is a reduced contribution required from the Shetland Islands Council of £14k.
- 3.3 See appendix 1 for detailed information on the outturn position.

4.0 Exempt and/or confidential information:	
4.1 None.	
5.0 Implications :	
5.1 Service Users, Patients and Communities:	None.
5.2 Human Resources and Organisational Development:	None.
5.3 Equality, Diversity and Human Rights:	None.
5.4 Legal:	<p>The Zetland Transport Partnership was established by and exists in accordance with legislation made under the Transport (Scotland) Act 2005. Under The Transfer of Functions to the Shetland Transport Partnership Order 2006 certain functions relating to public transport were transferred from the Council to ZetTrans. These include the duties of the Council under section 63 of the Transport Act 1985 namely:</p> <ul style="list-style-type: none"> • to secure the provision of such public passenger transport services as the Council consider it appropriate to secure to meet any public transport requirements within their area which would not in their view be met apart from any action taken by them for that purpose; and • to formulate from time to time general policies as to the descriptions of services they propose to secure. ZetTrans are, specifically, not responsible for the Council's transport functions insofar as they refer to educational or social work purposes. <p>By Minute of Agreement between the Council and ZetTrans the parties agreed that certain administrative and, where requested, professional services be provided to ZetTrans. In the provision of such services the Council acts as agent of ZetTrans and Council officers have the authority to enter into contracts on behalf of ZetTrans.</p>

5.5 Finance:	<p>In accordance with Section 3 of the Transport (Scotland) Act 2005, the net expenses of ZetTrans for each financial year shall be paid by the Council, however the main financial objective for ZetTrans shall be to ensure that the financial outturn achieved in 2017/18 is within the approved resource budget, in line with that allocated by Scottish Ministers.</p> <p>The projected revenue outturn position for ZetTrans is an overspend on Core Services of £8k and an underspend on the Public Bus Service of £59k. Overall there is £14k less financial support required from the Shetland Islands Council to in 2017/18.</p>	
5.6 Assets and Property:	None.	
5.7 ICT and new technologies:	None.	
5.8 Environmental:	None.	
5.9 Risk Management:	<p>There are numerous risks involved in the delivery of services and the awareness of these risks is critical to successful financial management.</p> <p>From a financial perspective, risks are an integral part of planning for the future, as assumptions are required to be made. These assumptions can be affected by many internal and external factors, such as supply and demand, which may have a detrimental financial impact.</p> <p>The main financial risk for ZetTrans is:</p> <ul style="list-style-type: none"> • security of public bus fare income. 	
5.10 Policy and Delegated Authority:	<p>The Partnership has authority to take decisions and monitor performance in terms of its statutory obligations in relation to its delegated functions.</p> <p>This report provides information and assurance, to the Partnership, in respect of service provision in relation to approved budgets.</p>	
5.11 Previously considered by:	Not Applicable.	

Contact Details:

Ivor Johnson, Senior Assistant Accountant, ivor.johnson@shetland.gov.uk,

Appendices:

Appendix 1 – Zetland Transport Partnership – Draft Revenue Outturn Position 2017/18
Financial Year

Zetland Transport Partnership

1.0 - Draft Revenue Outturn Position 2017/18 Financial Year

Proj. Outturn Variance Quarter 3 (Adv) / Pos £000	ZetTrans - 2017/18	Annual Budget 2017/18 £000	Draft Outturn 2017/18 £000	Draft Outturn Variance (Adv) / Pos £000
	<u>CORE SERVICES</u>			
12	Support Services	161	170	(9)
0	Consultants	0	0	0
1	External Audit Fees	11	10	1
0	Grants to Organisations	5	5	0
13	Total Core Expenditure	177	185	(8)
0	Regional Transport Funding	(132)	(132)	0
(13)	SIC Match Funding	(44)	(53)	9
(0)	Bank Interest	(1)	(0)	(1)
(13)	Total Core Funding Income	(177)	(185)	8
(0)	Core Services Variance	0	0	0
	<u>PUBLIC BUS SERVICES</u>			
93	Contracts	2,633	2,574	59
93	Total Public Bus Service Expenditure	2,633	2,574	59
42	Concession Income	(104)	(139)	35
(20)	Public Bus Service Income	(609)	(537)	(71)
(115)	Public Bus Service Contribution (SIC)	(1,920)	(1,898)	(23)
(93)	Total Public Bus Service Income	(2,633)	(2,574)	(59)
0	Public Bus Services Variance	0	(0)	0
(0)	ZetTrans Surplus/(deficit)	0	(0)	0

Included in the above table are the projected variances presented as at Quarter 3 for comparison.

Explanations of the main variances for 2017/18 are set out below:

1.1 Core Services, Support Services – Projected Overspend (£9k) (6%)

There is no significant variance in this area.

1.2 Core Services, SIC Match Funding - Projected Excess £9k (20%)

There is no significant variance in this area.

1.3 Public Bus Services, Contracts – Projected Underspend £59k (2%)

The main variance in this area due to Inflation being lower than expected, which has resulted in lower than budgeted contract costs across all bus services. £48k.

1.4 Public Bus Services, Public Bus Service Income – Projected Shortfall (£71k) (12%)

The variance in this area is mainly the result of a higher than expected proportion of use of public busses by concessions, which is reflected in the favourable variance in Concession Income in the table above.



Zetland Transport Partnership

Agenda Item

3

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Unaudited Annual Accounts 2017/18	
Reference Number:	ZTP-15-18-F	
Author / Job Title:	Proper Officer for Finance	

1.0 Decisions / Action required:

1.1 The Partnership is asked to:

- a) Consider the 2017/18 Unaudited Accounts for the Zetland Transport Partnership (Appendix 1);
- b) Approve the 2017/18 Annual Governance Statement that forms part of the accounts (Appendix 2); and
- c) Consider the information at section 4.0 that highlights the key points from the 2017/18 accounts.

2.0 High Level Summary:

- 2.1 The Local Authority Accounts (Scotland) Regulations 2014 require the Zetland Transport Partnership to prepare and publish a set of accounts, including an annual governance statement, by 30 June each year.
- 2.2 The draft accounts are then required to be formally considered by the Zetland Transport Partnership no later than 31 August and the Annual Governance Statement should be formally approved at this time.
- 2.3 The accounts are then subject to external audit by the Partnership's appointed auditor, Deloitte LLP, by 30 September. The audited accounts will be presented to the Zetland Transport Partnership on 21 September 2018.

3.0 Corporate Priorities and Joint Working:

- 3.1 The preparation and presentation of the Annual Accounts is a key element of the Partnership's overall governance and reporting arrangements.

4.0 Key Issues:

- 4.1 Net expenditure for the Partnership was £2.083m in 2017/18;
- 4.2 This was funded by the Scottish Government (£0.132m) and Shetland Islands Council (£1.951m);
- 4.3 The Comprehensive Income and Expenditure Statement shows a break-even position, as any financial shortfall in the year is funded by Shetland Islands Council;
- 4.4 The Balance Sheet shows a net worth of nil, as the Partnership does not hold any fixed assets or reserves;
- 4.5 The Expenditure & Funding Analysis (Note 1) reconciles figures presented in the year-end outturn report with the accounting result. This can be found on page 11 of the accounts.
- 4.6 There is a Prior Period Adjustment in the accounts relating to the presentation of debtors and creditors. Previously, all income due from and expenditure due to

<p>Shetland Islands Council at 31 March was recorded as either a debtor or creditor. Now these amounts have been combined and shown as a net position, which for 2017/18 is a net creditor for the Partnership. Full details can be found in Note 2 on page 12.</p>	
4.7	<p>The Management Commentary provides an overview of the most significant matters reported in the accounts. The key points are summarised below:</p> <ul style="list-style-type: none"> • The Shetland Transport Strategy is currently being refreshed and is due to be finalised later in 2018; • The Scottish Transport Appraisal Guidance (STAG) study is due to be finalised in 2018 and the Partnership continues to work with Transport Scotland on this and the Northern Isles Ferry contract;
4.8	<p>The Annual Governance Statement sets out how the Partnership is governed and the internal controls that are in place to manage risk. In addition, it highlights the Partnership's current governance review.</p>
5.0 Exempt and/or confidential information:	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	None arising from this report.
6.2 Human Resources and Organisational Development:	None arising from this report.
6.3 Equality, Diversity and Human Rights:	None arising from this report.
6.4 Legal:	Zetland Transport Partnership has a responsibility to ensure that the annual accounts are prepared in accordance with the Local Authority Accounts (Scotland) Regulations 2014 and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003).
6.5 Finance:	None arising from this report.
6.6 Assets and Property:	None arising from this report.
6.7 ICT and new technologies:	None arising from this report.
6.8 Environmental:	None arising from this report.
6.9 Risk Management:	The annual accounts are subject to independent audit by 30 September 2018 to mitigate the risk of material misstatement.
6.10 Policy and Delegated Authority:	Zetland Transport Partnership has a responsibility to make arrangements for the proper administration of its financial affairs and also to approve the Annual Accounts for signature.

6.11 Previously considered by:	n/a
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Contact Details:

Jonathan Belford, Executive Manager - Finance

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26 June 2018

Appendices:

Appendix 1 – Zetland Transport Partnership (ZetTrans) Unaudited Accounts 2017/18

Appendix 2: Zetland Transport Partnership (ZetTrans) Annual Governance Statement 2017/18

Background Documents: [The Local Authority Accounts \(Scotland\) Regulations 2014](#)

Unaudited Annual Accounts **2017/18**



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SHETLAND'S TRANSPORT PARTNERSHIP



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Management Commentary

Introduction

The Shetland Transport Partnership (STP) was established by, and exists in accordance with, the Regional Transport Partnerships (Establishment, Constitution and Membership) (Scotland) Order 2005 made under the Transport (Scotland) Act 2005.

The Scottish Government agreed the change of name to Zetland Transport Partnership with the working name 'ZetTrans' on 20 September 2007 (ZetTrans minute ref 02/07).

Following the local elections in May 2017, Zetland Transport Partnership membership was:

Shetland Islands Council Members:

Mr R Thomson (Chair)
Mr R MacGregor (Vice-Chair)
Mr A Priest
Mr D Sandison

Other Members:

Mr R Roberts (NHS Shetland)
Mrs R Hunter (HIE Shetland)

Substitute Members:

Mr S Coutts (Council Member)
Mr D Simpson (Council Member)

Observer / Advisers:

Ms S Laurenson (Lerwick Port Authority)
Mr S Mathieson (Visit Shetland)
Mr J Smith (Sumburgh Airport Consultative Committee)

Executive Officers:

Lead Officer: Michael Craigie, Executive Manager – Transport Planning.

Proper Officer for Finance: Jonathan Belford, Executive Manager – Finance.

Secretary and Proper Officer for Legal Proceedings: Jan Robert Riise, Executive Manager – Governance & Law.

The purpose of the Management Commentary is to present an overview of ZetTrans' financial performance during the year 2017/18 and to help readers understand its financial position at 31 March 2018. In addition, it outlines the main risks and uncertainties facing ZetTrans for the financial year 2017/18 and beyond.

Background

Zetland Transport Partnership (ZetTrans) is one of seven Regional Transport Partnerships (RTPs) in Scotland, established under the Regional Transport Partnership (Establishment and Constitution) (Scotland) Order 2005. ZetTrans is required to develop a transport strategy for Shetland that supports economic well-being, promotes safety, social inclusion, equal opportunity and plans for a sustainable transport system, integrating across boundaries with other partnerships.

It does this by working together with a number of key stakeholders and interested bodies, including Shetland Islands Council, NHS Shetland, Highlands and Islands Enterprise, Transport Scotland, bus operators, airlines and ferry companies. Its role continues to evolve and develop, as do other RTPs, to ensure that both regional and national objectives are sustainable and can be delivered efficiently.

The Annual Governance Statement refers to the review of its own governance and the importance of completing this, including work on the statutory powers that transferred to ZetTrans. A review is in progress and is expected to be concluded by 31 October 2018.

ZetTrans has a duty, under the Community Empowerment (Scotland) Act 2015, to participate, as a Community Planning Partner, in the Shetland Partnership, and shares its vision that "Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges."

Shetland Islands Council, as the primary funder for ZetTrans, has been working to address an expected funding gap of £20m by 2021/22 by reducing costs and improving efficiency. To deliver on its obligations as an RTP and address this key financial challenge, ZetTrans is refreshing its Shetland Transport Strategy (STS).

Strategy and Performance Management

Revision of the Shetland Transport Strategy

After a decade of operation and in line with many other RTPs, ZetTrans is revisiting and refreshing its Shetland Transport Strategy, to bring it up to date. This incorporates the findings of other studies such as the Shetland Inter-island Transport Study and the Northern Isles Ferry Services STAG study, which aligns it with Shetland's Partnership Plan 2018-2028, currently in progress.

The refresh has comprised of three stages:

Stage 1 – Review: An external audit and evaluation was undertaken in 2015 with a view to highlighting the elements that needed to be revisited. This review was overseen by a short-life working group comprising all key stakeholders.

Stage 2 – Main Issues Report: The Main Issues Report was approved in June 2017. This identifies items to be addressed in the refreshed STS.

Stage 3 – Refreshed STS: The pre-consultation draft Shetland Transport Strategy Refresh was presented to the Board in November 2017 and should be finalised in mid-2018.

The Shetland Transport Strategy and its refresh are presented more comprehensively as a part of the recently published ZetTrans Annual Report 2016-17, which can be viewed here: <http://www.zettrans.org.uk/aboutus/AnnualReportandAccounts.asp>

Key Performance Indicators

ZetTrans adopted an agreed range of 40 key performance indicators (KPIs) in September 2016. These statistics relate to a range of transport functions in place in the Shetland Islands, both within the scope of ZetTrans operations and those provided externally. As these continue to be measured and compiled, performance trends over time can be gauged as well as comparisons to similar functions outwith the isles.

For further information on KPIs, please see the ZetTrans Annual Report 2016/17.

ZetTrans Annual Report

Under the Transport (Scotland) Act 2005, ZetTrans is required to produce an annual report detailing its overall performance and how this compares to its regional transport strategy and delivery programme. ZetTrans submitted its 2016/17 Annual Report to Transport Scotland in April 2018. A copy can be found at: <http://www.zettrans.org.uk/aboutus/AnnualReportandAccounts.asp>

Inter-island Transport Study

During 2015/16 and 2016/17 ZetTrans worked in partnership with Shetland Islands Council, the Highlands and Islands Transport Partnership (HITRANS), Orkney Islands Council and Transport Scotland to undertake a network wide study of inter-island transportation in each of the archipelagos. This has established the Strategic Outline Case to support a "Fair Funding" position in relation to inter-island transport provision.

The Scottish Government provided a one-off settlement of £5m in its 2018/19 budget to Shetland Islands Council to support the provision of inter-island ferry services in Shetland.

Work will continue through 2018/19 to establish continued funding of inter-island ferry services as well as undertaking Outline Business Cases for inter-island air services, the Fair Isle Ferry Service, Whalsay Transport Link and revenue options for the inter-island ferry services network.

This work will contribute to establishing with Scottish Government the short, medium and longer term funding requirements and will cover options for responsibility for inter-island transport services and infrastructure.

2018 Northern Isles Ferry Service Contract

On 13 August 2015, the Minister for Transport and Islands announced that the Scottish Government intended to undertake a Scottish Transport Appraisal Guidance (STAG) study into the Northern Isles Ferry Services. The original timescale was to have the study complete by September 2016 to feed into the procurement process for the next Northern Isles Ferry Services contract. However, the Scottish Government extended the study to take into account a ferry fares review and a procurement review and at the time of writing this commentary (April 2018) the STAG study had just been published for comment

and the Scottish Government had extended the Northern Isles Ferry Services Contract to 31 October 2019. ZetTrans is continuing to engage with Transport Scotland in the finalisation of the STAG Study and the preparation of the Northern Isles Ferry Services Specification and procurement process for the next contract.

Workforce Management

ZetTrans does not employ staff directly, but instead has a minute of agreement with Shetland Islands Council, who provides services, including staffing resources to ZetTrans.

Primary Financial Statements

The Annual Accounts for 2017/18 summarise ZetTrans transactions and cash flows for the year and its year-end position as at 31 March 2018. The accounts are prepared in accordance with the International Accounting Standards Board (IASB) Framework for the Preparation and Presentation of Financial Statements (the IASB Framework) as interpreted by the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). The Code is based on International Financial Reporting Standards (IFRS), with interpretation appropriate to the public sector and the overriding requirement of the Code is that the annual accounts provide a true and fair view of the financial position and the financial transactions of the Partnership.

A description of the purpose of the primary statements has been included immediately prior

to each of the financial statements: the Comprehensive Income and Expenditure Statement, Balance Sheet and Cash Flow Statement.

These three statements are accompanied by notes to the accounts, which set out the accounting policies adopted by the Partnership and provide a more detailed analysis of the figures disclosed within them. These statements and notes form the relevant annual accounts for the purpose of the auditor's certificate and opinion.

No Movement in Reserves Statement has been included because ZetTrans does not hold any reserves.

There is no Remuneration Report included in the accounts, as ZetTrans has no employees. The remuneration of the Chair and Vice-Chair of the Partnership is disclosed in the annual accounts of Shetland Islands Council. No additional remuneration is paid to officers or members for acting on behalf of the Partnership.

Financial Performance in 2017/18

The Comprehensive Income and Expenditure Statement (CIES) show that the full economic cost of providing ZetTrans services in 2017/18 was £2.083m. This expenditure was met through grant income from the Scottish Government and Shetland Islands Council, as well as a small amount of interest received on bank balances.

The final outturn position compared to the estimated budget for 2017/18 is summarised as follows:

2016/17 Actual £000	Revenue	2017/18 Budget £000	2017/18 Actual £000	2017/18 Variance £000
168	Policy Strategy & Projects	177	185	(8)
1,863	Bus Operations	1,920	1,898	22
2,031	Total Expenditure	2,097	2,083	14
(132)	Scottish Government Grant	(132)	(132)	0
(1,899)	SIC Grant	(1,965)	(1,951)	(14)
(2,031)	Total Income	(2,097)	(2,083)	(14)
0	Net (Surplus)/Deficit for Year	0	0	0

Expenditure is categorised into two main areas:

Policy, Strategy & Projects (£0.185m), which is a £0.017m (10%) increase when compared to 2016/17 (£0.168m).

Transport Services (£1.898m), which is a £0.035m (2%) increase when compared to 2016/17 (£1.863m).

Comparison of Outturn v Budget

In 2017/18, there was a budget overspend of £0.008m in Policy Strategy & Projects and an underspend of £0.022m in Bus Operations.

Overall, this has resulted in a lower grant requirement than that expected before the start of the year from Shetland Islands Council, who are ultimately responsible for providing ZetTrans funding.

2018/19 Budget Outlook

The provision of suitable transport arrangements is vital to the people and communities of Shetland and as such, the delivery of reliable and affordable transport solutions is a key priority of ZetTrans. Therefore, the Partnership will continue to pursue a new long-term funding arrangement for the Inter Islands Ferry Services in conjunction with Shetland Islands Council, HITRANS Scottish Government, Transport Scotland and Orkney Islands Council.

The financial climate for the delivery of this is challenging, due to the nature of services, revenue and capital costs associated with funding of operations and replacement costs of the required infrastructure.

The approved gross revenue budget for ZetTrans for 2018/19 is £3.986m, of which £0.230m is for core activities and the implementation of the Regional Transport Strategy and £3.756m is for public transport services in Shetland. It is important to note that ZetTrans has assumed operational responsibility for a larger range of transport for the year 2018/19 onwards, including the Inter-Island Air contract and the Foula ferry service.

The core running costs and implementation of the Regional Transport Strategy work, including the work to access better information on the services being delivered and implementing processes for better performance management, is funded by a grant of £0.132m from Scottish Government and additional funding of £0.097m from Shetland Islands Council.

Transport operations are budgeted to cost £3.756m and are funded by anticipated fare income of £0.712m and a contribution from Shetland Islands Council of £3.044m.

A detailed review has previously taken place to ensure that Council and ZetTrans budgets are aligned and can be separately identified for VAT purposes. Officers continue to review and validate fare income levels to ensure that revenue security is assured.

Acknowledgements

Finally, we would like to acknowledge all the hard work of the officers who have had a role in the preparation of the annual accounts and those who have worked diligently throughout the year in the delivery of ZetTrans objectives.

.....
Ryan Thomson
Chairperson
Zetland Transport Partnership

26 June 2018

.....
Jonathan Belford CPFA
Proper Officer for Finance
Zetland Transport Partnership

26 June 2018

.....
Jan Robert Riise LLB (Hons) LEG-Dip
Secretary & Proper Officer for Legal
Proceedings
Zetland Transport Partnership

26 June 2018

Statement of Responsibilities

Zetland Transport Partnership's Responsibilities

ZetTrans is required to:

- Make arrangements for the proper administration of its financial affairs, and to ensure that the Proper Officer for Finance has the responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). For Zetland Transport Partnership, that officer is the Executive Manager - Finance of Shetland Islands Council;
- Manage its affairs to secure economic, efficient and effective use of resources and to safeguard its assets;
- Ensure that the annual accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014) and so far as it is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003); and
- Approve the annual accounts for signature.

I confirm that these unaudited annual accounts were approved for signature by the Partnership at its meeting on 26 June 2018.

Signed on behalf of Zetland Transport Partnership.

.....
Ryan Thomson
Chairperson
Zetland Transport Partnership

26 June 2018

The Proper Officer for Finance's Responsibilities

The Proper Officer for Finance is responsible for the preparation of the Zetland Transport Partnership's annual accounts in accordance with proper practices as required by legislation and as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing the annual accounts, the Proper Officer for Finance has:

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent;
- Complied with the legislation; and
- Complied with the local authority Accounting Code (as far as it is compatible with legislation).

The Proper Officer for Finance has also:

- Kept proper accounting records which were up to date;
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the financial statements give a true and fair view of the financial position of the Zetland Transport Partnership at the reporting date and the transactions for the year ended 31 March 2018.

.....
Jonathan Belford CPFA
Proper Officer for Finance
Zetland Transport Partnership

26 June 2018

Annual Governance Statement

Scope of Responsibility

ZetTrans is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. In discharging this accountability, ZetTrans is responsible for putting in place proper arrangements for the governance of the organisation's affairs, the stewardship of the resources at its disposal and the management of risk. Risk of failure of policies, aims and objectives cannot wholly be eliminated and proper governance arrangements can therefore only provide reasonable, rather than absolute assurance of effectiveness.

The Governance Framework

ZetTrans is a statutory body established under the Regional Transport Partnerships (Establishment, Constitution and Membership) (Scotland) Order 2005. ZetTrans' functional responsibilities are defined in The Transfer of Functions to the Shetland Transport Partnership Order 2006. The functions covered and arrangements in place to assess the adequacy of provision of services are matters being considered in conjunction with the review of governance arrangements, referred to below. The overall strategic direction, in terms of setting the priorities for ZetTrans and allocating its resources, rests with the Zetland Transport Partnership.

The governance framework in place is built upon that of Shetland Islands Council, details of which are included in the annual accounts of Shetland Islands Council.

The Code of Governance was adopted by the Council on 20 September 2012 and is consistent with the principles of the CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government'. This underpinned the governance framework for the majority of the year, however at its meeting of 22 March 2017, the Council approved a revised Code of Corporate Governance.

The Zetland Transport Partnership is currently undergoing its own governance review with the main purpose to clarify and fully describe its close working relationship with the Shetland Islands Council. An early outcome of this review was a

better understanding of the functional responsibility for the delivery of the public transport services and that functional responsibility for the provision of the air services and certain ferry services lay with ZetTrans. That issue was formally addressed by both ZetTrans and the Council in November 2017. It is expected that any financial changes arising from this will be addressed in financial year 2018/19.

The review will also establish a Planning and Performance Management Framework to underpin the governance arrangements, including a focus on service prioritisation, resource allocation, performance management and securing efficiencies.

The ZetTrans governance review will also consider whether its decision-making process is appropriately supported and challenged and ensure that the audit and scrutiny arrangements and standards within ZetTrans are robust.

It is anticipated that the conclusions and recommendations from this work will be reported to ZetTrans in autumn of 2018.

The financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).

Review of Effectiveness

ZetTrans has a responsibility on an annual basis for reviewing the effectiveness of the governance framework and for ensuring its continued effectiveness and the adequacy of the systems of internal control. The review of effectiveness is informed by:

- progress towards key strategic and service objectives;
- financial and budget monitoring;
- Internal Audit reviews on specific services and on activities which occur across the Council; and
- External Audit and the Accounts Commission observations, comments and recommendations for improvement.

The governance framework can provide only reasonable and not absolute assurance that assets and public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

As noted in the Management Commentary, staff working for ZetTrans are covered by a number of Shetland Islands Council internal controls, policies and procedures. In addition to their duty to routinely assess the controls and adherence to policy and procedure, Internal Audit undertook work on behalf of the Council during 2017/18 and identified some weaknesses in the application of these policies during the year.

In addition, a number of queries were raised in relation to the recording key performance indicator (KPI) information. In order to address this, ZetTrans have produced their 2016-2017 Annual Report, within which a new range of 40 performance indicators have been presented in order to measure the organisation's performance now and in the future. This can be reviewed here: <http://www.zettrans.org.uk/aboutus/AnnualReportandAccounts.asp>

The management of ZetTrans has accepted the recommendations of Internal Audit and has agreed an action plan and timescales for the resolution of all audit issues and observations.

Conclusion

Overall, we consider that the governance and internal control environment operating in 2017/18 provides reasonable and objective assurance that any significant risks impacting on the achievement of our principal objectives will be identified and actions taken to avoid or mitigate their impact.

There are no significant issues that are require to be disclosed.

.....
Jan Robert Riise LLB (Hons) LEG-Dip
Secretary & Proper Officer for Legal Proceedings
Zetland Transport Partnership
26 June 2018

.....
Ryan Thomson
Chairperson
Zetland Transport Partnership
26 June 2018

Primary Financial Statements

Comprehensive Income and Expenditure Statement for the year ended 31 March 2018

This statement shows the accounting costs of providing services in accordance with generally accepted accounting practices.

These costs are recovered through Scottish Government and Shetland Islands Council grant funding to reach a break-even position.

This funding must be used to meet the running costs of ZetTrans and the implementation of the Regional Transport Strategy in accordance with grant conditions and local authority governance arrangements.

2016/17 Net Expenditure £	Notes	2017/18 Gross Expenditure £	2017/18 Gross Income £	2017/18 Net Expenditure £
167,697	Policy, Strategy & Projects	185,395	0	185,395
1,863,639	Bus Operations	2,573,943	(676,371)	1,897,572
2,031,336	Net Cost of Services	2,759,338	(676,371)	2,082,967
(251)	Financing and Investment Income	0	(300)	(300)
(2,031,085)	Taxation and non-specific grant income 6	0	(2,082,667)	(2,082,667)
0	(Surplus) or Deficit on Provision of Services	2,759,338	(2,759,338)	0
0	Other Comprehensive Income and Expenditure			0
0	Total Comprehensive Income and Expenditure			0

Balance Sheet as at 31 March 2018

This statement shows the value as at 31 March 2018 of the assets and liabilities recognised by ZetTrans.

It should be noted that total current assets equal total current liabilities in the Balance Sheet. This is because Shetland Islands Council will only cover the net cost of provision of services by ZetTrans, resulting in the net assets of ZetTrans being nil at the year-end. Consequently, ZetTrans does not hold or carry forward any usable reserves as at March 2017.

As at 31 March 2017 (restated) £		Notes	As at 31 March 2018 £
0	Short-term debtors		0
132,001	Cash and cash equivalents	4	191,812
132,001	Current Assets		191,812
(132,001)	Short-term creditors		(191,812)
(132,001)	Current Liabilities		(191,812)
0	Net Assets		0

Whilst ZetTrans is responsible for delivering its functions and all costs are accounted for to the Partnership, the day-to-day operations are conducted using the Shetland Islands Council's staff, systems and infrastructure.

The sum owed by ZetTrans to Shetland Islands Council is shown as a short-term creditor at the year-end.

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Jonathan Belford CPFA
Proper Officer for Finance
Zetland Transport Partnership
26 June 2018

Cashflow Statement

This statement shows the changes in cash and cash equivalents of the Partnership during the reporting period and how ZetTrans generates and uses cash and cash equivalents.

The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations are funded by way of taxation and grant income, or from the recipients of services provided.

The Cashflow Statement for 2017/18 has been prepared using the direct method, resulting in presentational changes. This has resulted in the restatement of the 2016/17 figures.

2016/17 (restated) £		2017/18 £
	Cash inflows from Operating Activities	
(265)	Interest received	(300)
(131,750)	Grants	(191,512)
(83,715)	Taxation Due	(86,343)
	Cash outflows from Operating Activities	
132,216	Cash paid to suppliers of goods and services	132,001
83,715	Taxation	86,343
200	Net cash flows from Operating Activities	(59,811)
200	Net movement in cash and cash equivalents	(59,811)
132,201	Cash and cash equivalents at 1 April	132,001
(200)	Net movement in cash and cash equivalents during the year	59,811
132,001	Cash and cash equivalents at 31 March	191,812

Notes to the Financial Statements

Note 1: Expenditure and Funding Analysis

The objective of the Expenditure and Funding Analysis is to demonstrate how the funding available to the partnership for the year has been used in providing services in comparison with those resources consumed or earned in accordance with accounting practices.

It also shows how this expenditure is allocated for decision-making purposes.

Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the CIES.

2017/18	Net Expenditure chargeable to ZetTrans £	Presentational Adjustments £	Net Expenditure in the CIES £
Policy, Strategy & Projects	185,395	0	185,395
Bus Operations	1,897,572	0	1,897,572
Net Cost of Services	2,082,967	0	2,082,967
Other income and expenditure	(2,082,667)	(300)	(2,082,967)
(Surplus) or Deficit	300	(300)	0

2016/17	Net Expenditure chargeable to ZetTrans £	Presentational Adjustments £	Net Expenditure in the CIES £
Policy, Strategy & Projects	167,697	0	167,697
Bus Operations	1,863,639	0	1,863,639
Net Cost of Services	2,031,336	0	2,031,336
Other income and expenditure	(2,031,085)	(251)	(2,031,336)
(Surplus) or Deficit	251	(251)	0

Presentational Adjustments

Other income and expenditure represents interest income, which is excluded from the Net Cost of Services and budgetary outturn.

Note 2: Change in Accounting policy

During the year, the Partnership changed its accounting policy in respect of the treatment of debtors and creditors. ZetTrans previously recorded all income and expenditure as a debtor and a creditor at the year-end. The accounting policy has been amended so that only those amounts that have been incurred by Shetland Islands Council on behalf of the Partnership and which have not been reimbursed at the end of the year are shown as creditors.

Effect on Balance Sheet as at 31 March 2017	As Originally Stated £	As Restated £	Restatement £
Short-term debtors	1,899,335	0	(1,899,335)
Short-term creditors	(2,031,336)	(132,001)	1,899,335

The impact of this voluntary change in accounting policy on the financial statements is to reduce the debtors and associated creditors with the net impact on the balance sheet being nil.

Note 3: Accounting Standards Issued not Adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued, but not yet adopted. This applies to the adoption of the following new or amended standards within the 2018/19 Code:

- IFRS 9: Financial Instruments (not relevant to ZetTrans);
- IFRS 15: Revenue from Contracts with Customers, including amendments and clarifications;
- Amendments to IAS 12 Income Taxes: Recognition of Deferred Tax Assets for Unrealised Losses (not relevant to ZetTrans); and
- Amendments to IAS 7 Statement of Cash Flows: Disclosure Initiative.

The Code requires implementation in the accounts from 1 April 2018 and there is therefore no impact on the 2017/18 financial statements, neither will there be retrospective restatement of the 2017/18 year in next year's accounts upon implementation of the two new standards. Instead, opening balances at 1 April 2018 will be adjusted.

Note 4: Cash and Cash Equivalents

Cash and Cash Equivalents is comprised of:

As at 31 March 2017 £		As at 31 March 2018 £
132,001	Bank current accounts	191,812
132,001	Total	191,812

Note 8: Members' Expenses

The Partnership members do not receive an attendance allowance; however, expenses incurred in the course of carrying out approved duties are reimbursed. ZetTrans paid the following amounts to members during the year:

2016/17 £		2017/18 £
5,073	Members' expenses	3,742
5,073	Total	3,742

Note 5: External Audit Costs

The Partnership has incurred the following costs in respect of external audit services provided in accordance with the Code of Audit Practice:

2016/17 £		2017/18 £
10,187	Fees payable in respect of external audit services carried out by the appointed auditor for the year	9,913
10,187	Total	9,913

Note 6: Grant Income

The Partnership credited the following grants, contributions and donations to the CIES in 2017/18:

2016/17 £		2017/18 £
(131,750)	Scottish Government Revenue Expenditure Grant	(131,750)
(1,899,335)	Shetland Islands Council Grant	(1,950,917)
(2,031,085)	Total	(2,082,667)

In addition to this total, a grant of £59,762 was received for 2018/19 that has been carried forward as a grant received in advance.

Note 9: Related Parties

The Partnership is required to disclose material transactions with related parties, ie bodies or individuals that have the potential to control or influence the Partnership or to be controlled or influenced by the Partnership. Disclosure of these transactions allows readers to assess the extent to which the Partnership may have been constrained in its ability to operate independently, or might have secured the ability to limit another party's ability to contract freely with them.

The Scottish Government is responsible for providing the statutory framework within which the Partnership operates. It provides some funding in the form of grants and prescribes the terms of many of the transactions that the Transport Partnership has with other parties.

In 2017/18, the Scottish Government provided £0.132m to fund running costs of the Partnership (£0.132m in 2016/17) as well as a one-off grant of £0.060m in advance of a specific project carried forward into 2018/19.

Shetland Islands Council is responsible for funding the net expenditure of the Partnership under the Transport (Scotland) Act 2005. In 2017/18 the Council provided £1.898m (£1.864m in 2016/17) to fund the delivery of bus service and a further £0.053m (£0.035m in 2016/17) of match funding for core running costs. ZetTrans does not employ its own staff and during 2017/18, Shetland Islands Council charged ZetTrans £0.164m (£0.145m in 2016/17) in respect of staff, supplies and other support services.

Note 8: Critical Judgements in applying accounting policies

There is a high degree of uncertainty about future levels of funding for local government in general; however, the Partnership has determined that this uncertainty is not an indication that the level of service provision will be materially reduced.

Note 9: Accounting Policies

A General Principles

The Code specifies the applicable accounting policies for:

- selecting measurement bases for recognising assets, liabilities, gains and losses in the annual accounts;
- making changes to reserves; and
- the minimum disclosure requirements.

A valid estimation technique can be used to derive the monetary amount to be recognised in the financial statements in such circumstances when the basis of measurement for the monetary amount cannot be applied with certainty.

B Accounting Conventions and Concepts

The accounting convention adopted in the annual accounts is historical cost.

The concept of the Partnership as a going concern is based on the premise that sufficient funding will be available to ensure that its functions and services will continue in existence for the foreseeable future.

The concept of materiality derives from the premise that financial statements need not be precisely accurate to represent a true and fair view.

The accounting policies that have a significant effect on the amounts recognised in the financial statements of the Zetland Transport Partnership are summarised below.

C Accruals of Income and Expenditure

Activity is accounted for in the year in which it takes place, not simply when cash payments are made or received. In particular, income and expenditure in relation to services provided or received is recorded as income or expenditure when the service has been provided, rather than when receipts or payments have been made.

D Government Grants and Contributions

Government grants, third party contributions and donations are recognised as due to the Partnership and hence credited to the CIES when there is reasonable assurance that the Partnership will comply with any conditions attached to payment of the grants.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the balance sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ring fenced revenue grants and all capital grants) in the CIES.

E Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a

material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are made only when required by proper accounting practices, or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Partnerships financial position or financial performance.

Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

F Events after the Balance Sheet date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the annual accounts are authorised for issue.

Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period, whereby the annual accounts are adjusted to reflect such events; and
- those that are indicative of conditions that arose after the reporting period, whereby the annual accounts are not adjusted to reflect such events; where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the annual accounts.

G Value Added Tax

VAT payable is included as an expense only where it is not recoverable from HM Revenue and Customs.

Annual Governance Statement

Scope of Responsibility

ZetTrans is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. In discharging this accountability, ZetTrans is responsible for putting in place proper arrangements for the governance of the organisation's affairs, the stewardship of the resources at its disposal and the management of risk. Risk of failure of policies, aims and objectives cannot wholly be eliminated and proper governance arrangements can therefore only provide reasonable, rather than absolute assurance of effectiveness.

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The governance framework in place is built upon that of Shetland Islands Council, details of which are included in the annual accounts of Shetland Islands Council.

The Code of Governance was adopted by the Council on 20 September 2012 and is consistent with the principles of the CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government'. This underpinned the governance framework for the majority of the year, however at its meeting of 22 March 2017, the Council approved a revised Code of Corporate Governance.

The Zetland Transport Partnership is currently undergoing its own governance review with the main purpose to clarify and fully describe its close working relationship with the Shetland Islands Council. An early outcome of this review was a

better understanding of the functional responsibility for the delivery of the public transport services and that functional responsibility for the provision of the air services and certain ferry services lay with ZetTrans. That issue was formally addressed by both ZetTrans and the Council in November 2017. It is expected that any financial changes arising from this will be addressed in financial year 2018/19.

The review will also establish a Planning and Performance Management Framework to underpin the governance arrangements, including a focus on service prioritisation, resource allocation, performance management and securing efficiencies.

The ZetTrans governance review will also consider whether its decision-making process is appropriately supported and challenged and ensure that the audit and scrutiny arrangements and standards within ZetTrans are robust.

It is anticipated that the conclusions and recommendations from this work will be reported to ZetTrans in autumn of 2018.

The financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).

Review of Effectiveness

ZetTrans has a responsibility on an annual basis for reviewing the effectiveness of the governance framework and for ensuring its continued effectiveness and the adequacy of the systems of internal control. The review of effectiveness is informed by:

- progress towards key strategic and service objectives;
- financial and budget monitoring;
- Internal Audit reviews on specific services and on activities which occur across the Council; and
- External Audit and the Accounts Commission observations, comments and recommendations for improvement.

The governance framework can provide only reasonable and not absolute assurance that assets and public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

As noted in the Management Commentary, staff working for ZetTrans are covered by a number of Shetland Islands Council internal controls, policies and procedures. In addition to their duty to routinely assess the controls and adherence to policy and procedure, Internal Audit undertook work on behalf of the Council during 2017/18 and identified some weaknesses in the application of these policies during the year.

In addition, a number of queries were raised in relation to the recording key performance indicator (KPI) information. In order to address this, ZetTrans have produced their 2016-2017 Annual Report, within which a new range of 40 performance indicators have been presented in order to measure the organisation's performance now and in the future. This can be reviewed here: <http://www.zettrans.org.uk/aboutus/AnnualReportandAccounts.asp>

The management of ZetTrans has accepted the recommendations of Internal Audit and has agreed an action plan and timescales for the resolution of all audit issues and observations.

Conclusion

Overall, we consider that the governance and internal control environment operating in 2017/18 provides reasonable and objective assurance that any significant risks impacting on the achievement of our principal objectives will be identified and actions taken to avoid or mitigate their impact.

There are no significant issues that are require to be disclosed.

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Jan Robert Riise LLB (Hons) LEG-Dip
Secretary & Proper Officer for Legal Proceedings
Zetland Transport Partnership
26 June 2018

.....
Ryan Thomson
Chairperson
Zetland Transport Partnership
26 June 2018



Zetland Transport Partnership

Agenda Item

4

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Shetland's Partnership Plan 2018-2028 Final Draft	
Reference Number:	ZTP-17-18-F	
Author / Job Title:	Peter Mogridge – Transport Policy and Projects Officer	

1.0 Decisions / Action Required:

- 1.1 That the Partnership:
 - 1.1.1 APPROVE Shetland's Partnership Plan 2018-2028 Final Draft.
 - 1.1.2 AGREE to work with the Shetland Partnership to assist it to deliver the Plan and meet its targets.

2.0 High Level Summary:

- 2.1 The Shetland Partnership is Shetland's Community Planning Partnership and Shetland's Partnership Plan 2018-2028 replaces the Local Outcome Improvements Plan (LOIP)
- 2.2 In terms of Section 1 of the Community Empowerment (Scotland) Act 2015, ZetTrans is a statutory Community Planning Partner.
- 2.3 As a statutory Community Planning Partner, ZetTrans is required to formally approve, and commit to help implementing, Shetland's Partnership Plan.

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. The 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 the final draft of Shetland's Partnership Plan 2018-2028 – The Local Outcomes Improvement Plan (LOIP) for Shetland.
- 4.2 The document in Appendix 2 contains Appendices 1, 2 and 3 to Shetland's Partnership Plan 2018-2028.

4.3	ZetTrans members and staff have been consulted on, and worked to develop, Shetland's Partnership Plan.
4.4	It is ZetTrans' legal duty to work with its community planning partners to help deliver the aims and targets of Shetland's Partnership Plan.
4.5	ZetTrans' Shetland Transport Strategy has aligned its vision and strategic objectives with Shetland Partnership's shared vision and priorities.
4.6	<p>The document contains a range of targets with a general relevance to ZetTrans' activity. The following targets are directly relevant to ZetTrans:</p> <ul style="list-style-type: none"> ○ As a Schedule 1 partner, community participation in decision making should be evident in ZetTrans' activity by 2021 (Appendix 2, P5). ○ The percentage of the population engaged in sport and physical activity should increase from 77% in 2018 to 80% in 2021 and 90% by 2028 (Appendix 2, P6). ○ The Place Standard 'score' for Public Transport requiring improvement should increase from a baseline of 3.6 to 5 by 2028. (Appendix 2, P7).
4.7	<p>Shetland Partnership's shared vision and priorities are connected with Scotland's National Outcomes (Appendix 2, P9). In line with ZetTrans' own Shetland Transport Strategy, the following are of particular relevance to transport and access issues:</p> <ul style="list-style-type: none"> • National Outcome 10: We live in well-designed, sustainable places where we are able to access the amenities and services we need. • National Outcome 14: We reduce the local and global environmental impact of our consumption and production. • National Outcome 15: Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
5.0 Exempt and/or Confidential Information	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Shetland's Partnership Plan expressly seeks to address the needs of the whole community. It therefore addresses, by definition, the needs of all these groups. The Plan has been developed following comprehensive and inclusive consultation.
6.2 Human Resources and Organisational Development:	None.

6.3 Equality, Diversity and Human Rights:	As one of Shetland's four 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. The remaining three statutory bodies will also be required to approve the Plan and agree to work to deliver it.
6.4 Legal:	In terms of Section 1 of the Community Empowerment (Scotland) Act 2015, ZetTrans is a statutory Community Planning Partner.
6.5 Finance:	Any actions taken as a result of this report will be delivered within existing agreed budgets.
6.6 Assets and Property:	None.
6.7 ICT and New Technologies:	None.
6.8 Environmental:	None.
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,
6.11 Previously considered by:	Not previously considered.

Contact Details:

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13 June 2018

Appendices:

Appendix 1 – Shetland's Partnership Plan 2018-2028 Final Draft

Appendix 2 – Shetland's Partnership Plan 2018-2028 Final Draft Appendices 1, 2 & 3

Background Documents

The legislation relating to Community Planning can be found here:

<http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

Shetland's Partnership Plan 2018-2028

*Working together to improve the lives of
everyone in Shetland*

Final Draft for Sign-off – May 2018



Participation



People



Place



Money

Local Outcomes Improvement Plan for Shetland 2018 to 2028

Partner Logos

To be added once sign-off agreed

FINAL DRAFT



Participation



People



Place



Money

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Supporting Documents available online or by contacting us directly:

- Appendix 1 - The Shetland Partnership
- Appendix 2 - Indicators, Targets and Data Sources
- Appendix 3 - Fit with National Outcomes
- Integrated Impact Assessment
- Environmental Report

www.shetland.gov.uk/communityplanning/

Contact



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Participation



People



Place



Money

Our shared vision

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

Our shared priorities



Participation

People participate and influence decisions on services and use of resources



People

Individuals and families thrive and reach their full potential



Place

Shetland is an attractive place to live, work, study and invest



Money

All households can afford to have a good standard of living



Participation



People



Place



Money

Shetland's Partnership Plan

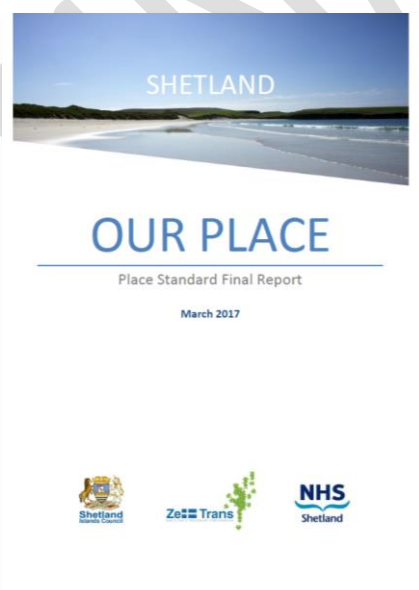
Shetland's Partnership Plan is a plan for all partners and communities in Shetland. It identifies a shared vision and priorities for all of us to work towards, both individually and collectively, to improve the lives of everyone in Shetland.

The key focus of the Plan is to reduce inequality of outcome in Shetland – how we will tackle the issues that mean some people and groups have a poorer quality of life than others.

The Shetland Partnership

The Shetland Partnership is made up of a wide range of partners and community bodies who work together to deliver our collective ambitions for the future. It is the Community Planning Partnership for Shetland (see *Appendix 1 for more information*).

The Partnership and key partners within it have a statutory duty to both produce this plan and ensure it is delivered and resourced. This duty is laid out in Part 2 of the *Community Empowerment (Scotland) Act 2015*.



Effective community planning focuses on where partners' collective efforts can add most value for their local communities, with particular emphasis on reducing inequalities.

The Community Planning Partnership (CPP) should have a clear and ambitious vision for its local area.

This focuses community planning on a small number of local priorities where the CPP will add most value as a partnership – in particular by improving outcomes for its most vulnerable communities and moderating future demand for crisis services.

Community Planning Guidance, Scottish Government, 2016

Developing the Plan

The Shetland Partnership started with the evidence. We reviewed what the community said about Shetland in the 2016 Place Standard survey. We then looked at data and research about the population, our health, crime rates, our income, the cost of living, poverty, education, employment, the economy and much, much more.

We engaged a wide range of Community Planning Partners - including Community Bodies – in conversations about the evidence and the priorities for Shetland. This helped us to identify and agree our shared priorities and what we hope to achieve together over the next ten years.

The Plan has been assessed to identify potential social, economic, environmental, equality and rurality impacts. The aim is to minimise any negative impacts and maximise the positive ones.



Participation



People



Place



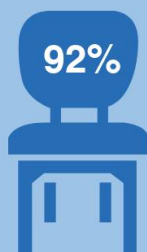
Money

Priority: Participation

People participate and influence decisions on services and use of resources



Getting involved



92%

of Community Council seats in Shetland are filled, none of those seats were contested



56%

of people in Shetland are involved in volunteering, the national average is 27%

in 2014
volunteering in
Shetland contributed

**£15.5
million**

to the local
economy



we have a strong sense of
community and a high level of
volunteering



939 people

responded to the Place Standard consultation telling us what they think is important for Shetland



there are **101**
social enterprises in
Shetland, the highest
rate per head of
population in Scotland



11 'Participatory Budgeting' events have been run in Shetland since 2010, enabling the community to influence how public money is spent in their area

What the Community think



41%

of people in Shetland want to be more involved in decision making about their area, the national average is 34%



79%

of people in Shetland strongly feel that they could turn to friends or relatives in their community for advice or support

people in Shetland want to be more involved and influence decisions that affect them



27%

of people in Shetland say they feel they can influence decisions affecting their local area



59%

of people in Shetland are satisfied with local services (health care, schools and public transport)

88%

of people in Shetland feel that they are a part of their community, the national average is 77%

SOURCES: Scottish Household Survey, 2016; Census on Social Enterprise, 2017; Shetland Islands Council, 2017; Volunteer Scotland 2014

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Participation



People



Place



Money

Priority: Participation

People participate and influence decisions on services and use of resources





Our Shared Priority

The Shetland Partnership wants to help people in communities actively participate with public service providers to improve the lives of people in Shetland. We will do this by changing the way we work.

There is a need to change the way we work as a result of legislative change, reducing public sector resources, and because people in Shetland tell us they would like more

involvement in the decisions that affect them (*Scottish Household Survey, 2016*).

The Shetland Partnership wants to help people to be more closely involved in shaping the future of their communities. This will include supporting people and communities to develop their skills and knowledge in order to participate fully and effectively in Community Planning. This support will aim to empower those who can most benefit.

What will be different for communities by 2028?	How will we know if we are making a difference?
 Outcomes	 Indicators of Change
<p>The Shetland Partnership will be a successful partnership – between public agencies and with communities – helping to deliver improved outcomes for people across the Isles</p>	<ul style="list-style-type: none"> • Satisfaction with public services • Community participation activity and impact • People who feel they can influence decisions affecting their local area • People who feel they want to be more involved in decision making • Community Council seats contested • Community participation activity and impact • All other outcome indicators
<p>Communities will feel empowered and the majority of people in Shetland will feel more able to influence the decisions that affect them and have a strong understanding of how and why decisions are taken</p>	
<p>Staff from across the Shetland Partnership will be actively seeking to involve communities in decision making and service delivery, including identifying and involving those who do not often have their voices heard</p>	

Detailed information about the indicators, and what we hope to achieve can be found in Appendix 2



Participation



People



Place



Money

Priority: People

Individuals and families thrive and reach their full potential



Health and Well-being



Life Expectancy for Women in Shetland is **81.9** years old



HEALTHY Life Expectancy - how long women might live in a 'healthy' state is **68.4** years

Emergency admissions to hospital in Shetland are **11%** lower than the Scottish average



Early Mortality in Shetland is

14%

lower than the Scottish average

health, well-being and life expectancy in Shetland are generally better than the Scottish average



Life Expectancy for Men in Shetland is **78.1** years old



HEALTHY Life Expectancy - how long men might live in a 'healthy' state is **66.6** years



Shetland Foodbank distributed an average of 45 food parcels a month in 2017, a **27%** increase from 2016



5.7%

of children in Shetland live in low income families - this figure has remained fairly static over the past decade whilst the Scottish average has fallen



49%

of households in Shetland

do not earn enough to live well

poverty rates in Scotland continue to improve whilst the rates in Shetland remain static or are worsening, alcohol misuse is also a clear issue for Shetland



77%

of people in Shetland engage in some form of physical activity, the Scottish average is 79%



20%

of people drink at potentially harmful levels compared to 17.8% for Scotland



3X

the proportion of child protection cases involving alcohol & drug misuse is 3 times the national average

15.5%

of children in Primary 1 are NOT a 'healthy weight' - slightly more than the Scottish average



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SOURCES: Scottish Public Health Observatory 2014, Public Health Information for Scotland 2013, Living Well in a High Cost Economy, Ipsos Mori/SIC, 2017, SHCS, ONS 2015, SIC 2017, NHS 2015, NRS 2013, Shetland Foodbank 2017, Scottish Household Survey, 2016, HMRC 2015



Participation



People



Place



Money

Priority: People

Individuals and families thrive and reach their full potential



Our Shared Priority

This priority is aimed at helping everyone in Shetland to have as good an experience of life as possible – improving health, reducing poverty and making sure that people are connected to their communities.



Shetland overall is a safe, prosperous and happy community. We want to work to improve the lives of those few people who do not have such positive experiences.

We will do this by working with the individuals and households who can benefit most from a different approach to public service delivery.

This priority will involve finding permanent, sustainable solutions to the causes of poor outcomes. Working to improve the life chances and outcomes for those people who are born into more disadvantaged families.

The number of disadvantaged people in Shetland is relatively small, but there hasn't been much improvement in these numbers in recent years and we want to do better.

We also want to maintain the things that make Shetland a good place to live; to develop good places and keep people active.

What will be different for communities by 2028?	How will we know if we are making a difference?
 Outcomes	 Indicators of Change
<p>The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way</p> <p>The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face</p> <p>Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefiting from living in good places and keeping active</p>	<ul style="list-style-type: none"> • Children living in low-income families • Fuel Poverty • Foodbank usage • Child protection cases involving alcohol and drug misuse • People drinking at harmful levels (<i>potential 'problem drinkers'</i>) • Children who are not a healthy weight in Primary 1 • People engaging in physical activity • Households in Shetland who do not earn enough to have an acceptable standard of living • Positive destinations for school leavers • People in Shetland who feel part of their community

Detailed information about the indicators, and what we hope to achieve can be found in Appendix 2



Participation



People



Place



Money

Priority: Place

Shetland is an attractive place to live, work, study and invest



Population & demographics



Priorities for improvement according to Shetland Communities:

1. Public Transport
2. Work & Local Economy
3. Housing & Community



The population has been increasing steadily since 2001 but showing a slight fall in recent years - particularly in some rural areas

our population is ageing at a faster rate than the rest of Scotland

19% of our population is aged 65 and over.....



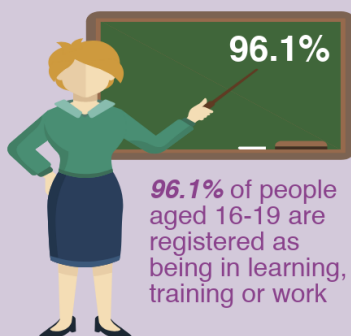
more than a decade ago

18% of our population is aged 16 and under...



less than a decade ago

Economy & environment



96.1% of people aged 16-19 are registered as being in learning, training or work

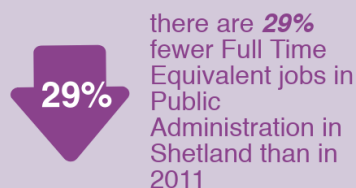


Carbon emissions in Shetland are **73%** higher than the Scottish average

we have low unemployment, a labour and skills shortage, and we are heavily reliant on a few key sectors and locations



59% of people rate the quality of the Natural Spaces in Shetland highly, key areas identified for improvement include path and access infrastructure and the need to protect our environment and natural resources



13,500 Employees in Shetland, this is slightly lower than in previous years but higher than in 2011

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SOURCES: Mid-year Population estimates 2017, NRS; Participation Measure for 16-19 Year Olds 2017, DECC, Skills Development Scotland; 2011 Census; Shetland Employment Survey 2017, SIC; Place Standard 2016, SIC, ONS 2015, Business Register and Employment Survey, ONS, 2016.



Participation



People



Place



Money

Priority: Place

Shetland is an attractive place to live, work, study and invest



Our Shared Priority

This priority is aimed at ensuring Shetland can attract and retain the people it needs to sustain its economy and communities in the future.

Shetland's natural environment and rich culture and history are key elements of what makes Shetland a special place. We have a strong local economy which is reliant on a number of key sectors which in turn are reliant on our natural resources.

We have low unemployment and high educational attainment. The population grew steadily from 2001-2011 but has fallen slightly since then. We are now seeing evidence of some rural depopulation and our working age population is in decline.

Businesses in Shetland are struggling to recruit due to a shortage of skilled labour. Access to employment, services and opportunities can vary depending on where people live.

We need to ensure that distance and circumstance is not a barrier to opportunity and that all communities have sufficient people and resources to deliver the services they require.

We need to do what we can to attract and retain the working age population in Shetland and ensure we are creating positive and attractive places to live.

What will be different for communities by 2028?	How will we know if we are making a difference?
Outcomes	Indicators of Change
<p>People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all</p>	<ul style="list-style-type: none"> • Businesses struggling to recruit labour • Underemployment • 'Place Standard' - how people in Shetland rate 'Our Place' • Households in Shetland who do not earn enough to have an acceptable standard of living • Postive Destinations for school leavers • Population aged 16-29 • Carbon emissions • Number of employees • People who feel they can influence decisions affecting their local area • Children in low income families
<p>Shetland will be attracting and retaining the people needed to sustain our economy, communities and services</p>	
<p>All areas of Shetland will be benefitting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development</p>	
<p>Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable</p>	

Detailed information about the indicators, and what we hope to achieve can be found in Appendix 2



Participation



People



Place



Money

Priority: Money

All households can afford to have a good standard of living



Income

97.4%

of people aged 16-74 are registered as being in employment or full time education

Overall, the average annual (median) income in Shetland is **11%** higher than the Scottish average

11%

The average income in Shetland varies by area



some areas earn, on average, up to **13% less** than the Scottish average and others up to **29% more**

74%

of households in Shetland have at least one working adult, **12%** more compared to Scotland

we have high average incomes and low levels of registered unemployment, however, we have high levels of 'under-employment' and average incomes are lower in more remote areas



of people in Shetland are 'under-employed' (they would like to work more hours given the opportunity to do so), **13%** higher than the Scottish average

Cost of living



the cost of living in Shetland is

20% - 60% higher

than the UK average



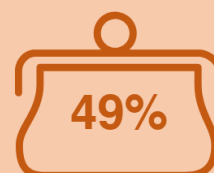
Shetland Foodbank distributed an average of 45 food parcels a month in 2017, a **27%** increase from 2016



5.7%

of children in Shetland are living in low income families.... the high cost of living in Shetland means that many more may be in financial hardship

the cost of living in Shetland is very high and despite our relatively high average incomes, many people do not earn enough to have an acceptable standard of living



49%

of households in Shetland **do not earn enough** to live well

53%



of households in Shetland spend over 10% of their household income on energy bills



11%

of households in Shetland receive support with housing costs

SOURCES: ONS 2015; Living Well in a High Cost Economy, Ipsos Mori/SIC, 2017; SHCS 2014; SIC 2017; CACI 2016, HMRC 2015; Shetland Foodbank 2017; Annual Population Survey, Scottish Government 2016. Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right 2017. All rights reserved. Ordnance Survey Licence number 100024344

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Participation



People



Place



Money

Priority: Money

All households can afford to have a good standard of living



Our Shared Priority

This priority is aimed at reducing the number of people experiencing poverty and financial hardship in Shetland.



Shetland has a low unemployment rate and relatively high incomes compared to the rest of Scotland. The cost of living in Shetland is high, however, and as such even those people who are in work and earning a reasonable income can experience hardship.

We need to find innovative ways to help people reduce their outgoings. Energy bills in

Shetland are high and for many the cost of these bills - along with transport costs - take up a large proportion of their income.

The cost of living and amount you earn varies depending on where in Shetland you live.

We need to ensure that everyone in Shetland has the opportunity to maximise their incomes through positive employment, and - where necessary - welfare payments that take into account the higher cost of living in Shetland.

What will be different for communities by 2028?	How will we know if we are making a difference?
 Outcomes	 Indicators of Change
Everyone will be able to access the support they need to maximise their income potential; including innovative, flexible and entrepreneurial employment opportunities throughout Shetland	<ul style="list-style-type: none"> Households in Shetland who do not earn enough to have an acceptable standard of living Fuel Poverty Children living in low-income families Foodbank usage Underemployment
Everyone will be able to access the support they need to minimise their outgoings with low income households benefitting from reduced bills	
National governments will understand the additional costs for essential items for householders in Shetland reflecting this in welfare payments and other relevant schemes	
Communities will be empowered to provide innovative solutions and support to help people maximise their incomes, minimise their outgoings and benefit from the support available	

Detailed information about the indicators, and what we hope to achieve can be found in Appendix 2



Participation



People



Place



Money

Locality Planning

In some areas of Shetland, people experience different outcomes than others. For example, in some areas, the cost of living is higher than in others and the incomes are lower. In some areas there are more children living in low-income families than in others or the population is ageing faster than elsewhere.

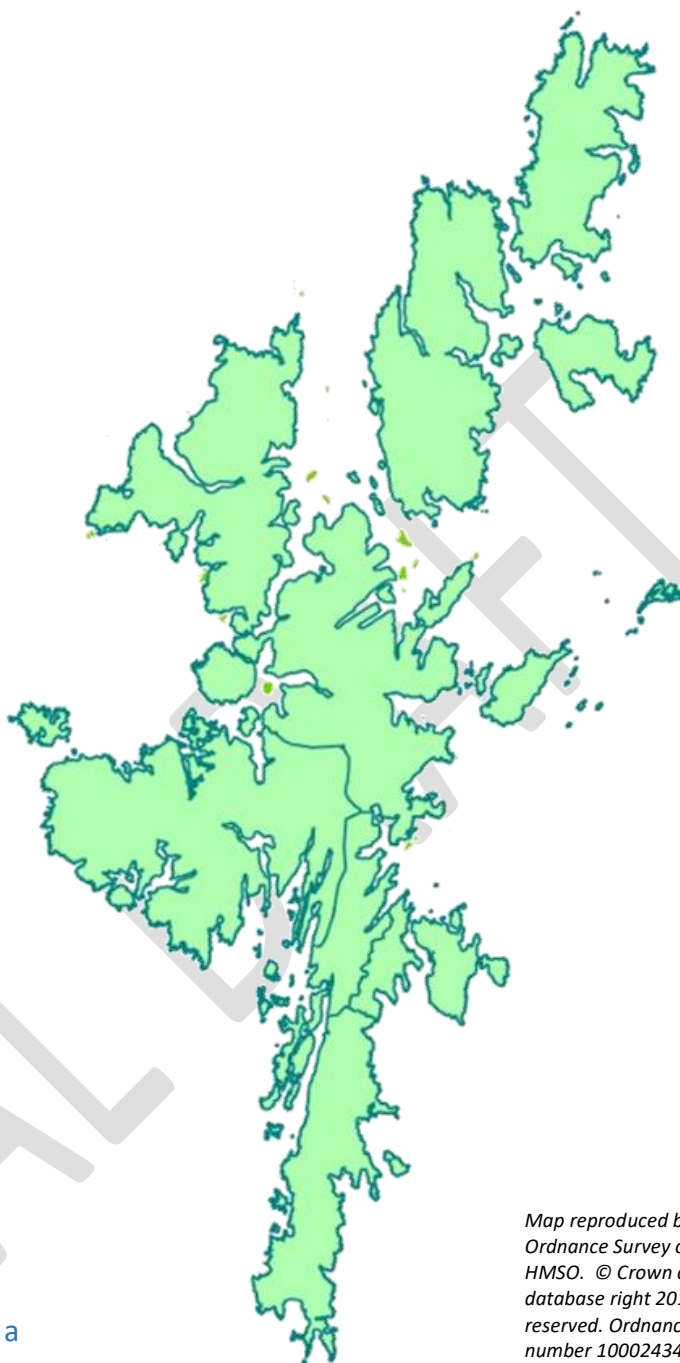
In addition to producing this Partnership Plan for Shetland, the Shetland Partnership is also required to plan at a more local level within Shetland. These 'Locality Plans' should enable communities and partners to find innovative solutions to key local challenges.

Locality Plans can be for an area within Shetland or for a particular community of interest – a group of people with shared characteristics e.g. young people.

The resulting Locality Plans should be a document that belongs to the community, is signed up to by partners, and is delivered together.

Locality planning is all about new ways of working and has strong linkages to our shared priority 'Participation'. Locality Planning will be taken forward by the Shetland Partnership with the community where there is clear evidence that an area or group would benefit from the approach.

Much of the data available about Shetland is gathered based on administrative boundaries. As such, locality plans for areas in Shetland will be based around existing administrative structures to enable effective evidence gathering and analysis.



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Participation



People



Place



Money

Delivering Shetland's Partnership Plan

Delivery Approach

Shetland's Partnership Plan is a ten-year plan for the period 2018-2028 and will be kept up to date as appropriate.

Priority Improvement Teams will be established to lead on development, delivery and monitoring of three-year delivery plans for each priority. These teams will include partner agencies, third sector and community bodies. The first step will be to work together to develop a further understanding of the key issues and agree our collective approach to addressing these.

The three-year Delivery Plans will identify individual and collective activity and the resource required to deliver our shared priorities. The Plans will be reviewed and refreshed every three years throughout the lifetime of the Plan. Partners will be asked to sign up to and support delivery of these Plans.

Monitoring and Assessing Impact

The Partnership will monitor delivery and evaluate performance on a regular basis. They will also monitor key indicators to ensure that delivery is actually resulting in improvement to the outcomes in this Plan. Reporting on this performance will be transparent, publicly available and will include community input.

The potential environmental, social and economic impacts of this Partnership Plan have been assessed to ensure negative impacts are minimised and positive impacts are maximised. The potential impacts of Delivery Plans will also be assessed. The Partnership will monitor and review these impacts on an ongoing basis.

Partners' Strategic Plans

In the first year, partner agencies will be working to align existing plans, strategies and partnerships with the priorities in this Plan. This will ensure that their activity is directed to achieving our shared local priorities.

Governance & Accountability

The Shetland Partnership must work to maximise the resources available both collectively and individually to achieve our shared vision. This will require strong leadership and effective management.

The Partnership is accountable to the community as to whether or not it delivers on our shared vision and priorities. There will be regular engagement between senior representatives of the Partnership, Community Councils and other Community Bodies.

Communities in Shetland will have the opportunity to influence what the Partnership does and how they hold it to account as well as getting involved in delivery.



Participation



People



Place



Money

Contact



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Shetland's Partnership Plan
Published by the Shetland Partnership
May 2018



Participation



People



Place



Money

Shetland's Partnership Plan 2018-2028

Working together to improve the lives of everyone in Shetland

Shetland's Partnership Plan – Appendices *Final Draft for Sign-off*

Appendix 1 – The Shetland Partnership

Appendix 2 – Indicators, targets and data sources

Appendix 3 – Fit with National Outcomes



Local Outcomes Improvement Plan for Shetland 2018 to 2028

Appendix 1 – The Shetland Partnership

What is the Shetland Partnership?

The Shetland Partnership is the Community Planning Partnership for Shetland. A Community Planning Partnership (or CPP) is the name given to all those bodies, agencies and services that come together to take part in community planning.

What is Community Planning?

The Scottish Government defines Community planning as being about how public bodies work together and with local communities to design and deliver better services that make a real difference to local people's lives. Community planning is a key driver of public service reform at local level. It provides a focus for partnership working driven by strong shared leadership, directed towards distinctive local circumstances. Partners work together to improve local services, ensuring that they meet the needs of local people, especially for those people who need those services most.

Who are the Community Planning Partners in Shetland?

There are a wide range of potential Community Planning Partners in Shetland including Community Bodies, Third Sector Bodies and Public

Bodies. A number of Public Bodies have a statutory duty to be involved in Community Planning as defined in Schedule 1 of the Community Empowerment (Scotland) Act 2015. Some key Public Bodies also have a specific duty to facilitate Community planning and to ensure the Community Planning Partnership delivers its functions effectively.

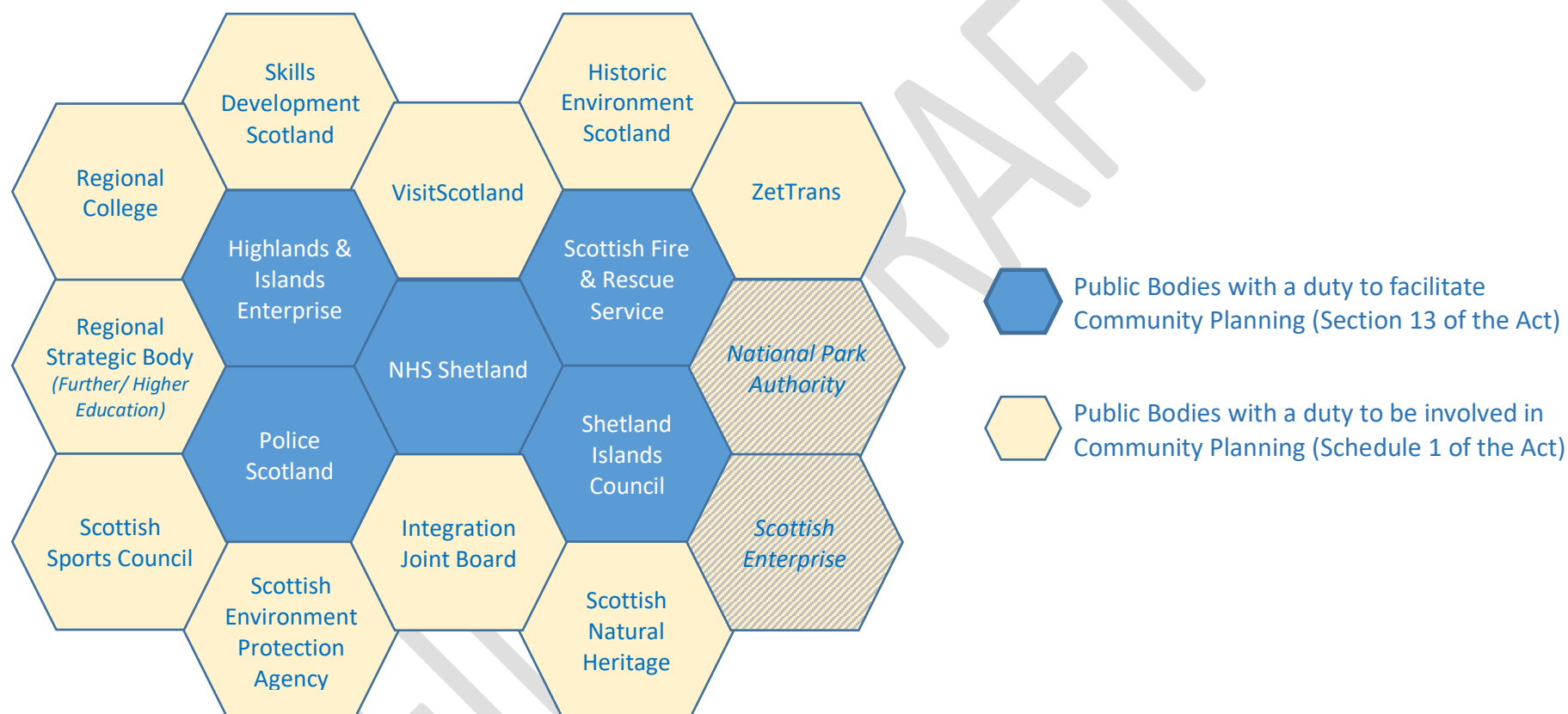
Figure 1 below shows those Public Bodies with a statutory duty to be involved in Community Planning.

What is the role of the Shetland Partnership?

As a Community Planning Partnership (CPP), the Shetland Partnership is required by the Community Empowerment (Scotland) Act 2015 to:

- prepare and publish a local outcomes improvement plan (LOIP – 'Shetland's Partnership Plan') which sets out the local outcomes which the CPP will prioritise for improvement;
- identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the local outcomes improvement plan); and,
- review and report publicly on progress towards their LOIP and locality plans, and keep the continued suitability of these plans under review.

Figure 1 – Statutory Community Planning Partners in Shetland as listed in Schedule 1 of the Community Empowerment (Scotland) Act 2015



Appendix 2 – Indicators, targets and data sources

The table below provides information on the statistics and data used in Shetland's Partnership Plan. The indicators of change identified for each Priority are listed in alphabetical order along with a definition, the baseline data, and targets for improvement over three and ten years.

Indicator	Priority	2018 Baseline	2021 Target	2028 Target	Data Source
Businesses struggling to recruit labour (<i>businesses struggling to fill vacancies due to a lack of local labour</i>)	<ul style="list-style-type: none"> Place 	20% of businesses struggle to fill vacancies due to a lack of local labour	15% of businesses struggle to fill vacancies due to a lack of local labour	5% of businesses struggle to fill vacancies due to a lack of local labour	Shetland Employment Survey, SIC, 2017
Carbon emissions (<i>regional estimates of carbon dioxide emissions</i>)	<ul style="list-style-type: none"> Place 	Carbon emissions are 75% higher than the Scottish average	Carbon emissions are within 60% of the Scottish average	Carbon emissions are within 20% of the Scottish average	UK local authority and regional carbon dioxide emissions: 2005-2015, DECC (now DBEIS)
Children living in low income families (<i>children living in families in receipt of Child Tax Credit, income less than 60% of median income or in receipt of IS or (Income-Based) JSA, divided by total number of children in area (determined by Child Benefit data).</i>)	<ul style="list-style-type: none"> People Place Money 	5.7% of children in Shetland live in low income families	5% of children in Shetland live in low income families	3% of children in Shetland live in low income families	HMRC, 2015
Child protection cases involving alcohol and drug misuse	<ul style="list-style-type: none"> People 	The proportion of child protection cases involving parental alcohol and drugs misuse is 3 times the National average	The proportion of child protection cases involving parental alcohol and drugs misuse will have reduced by a third	The proportion of child protection cases involving parental alcohol and drugs misuse will be in line with the Scottish average	Public Health Information for Scotland 2016



Participation



People



Place



Money

Indicator	Priority	2018 Baseline	2021 Target	2028 Target	Data Source
Children who are a not a healthy weight in Primary 1 (overweight, obese or severely obese)	<ul style="list-style-type: none"> People 	15% of children in Primary 1 are not a healthy weight	The proportion of children in Primary 1 who are not a healthy weight will have reduced to 12.5%	The proportion of children in Primary 1 who are not a healthy weight will have reduced to 7.5%	NHS Information Services Division, 2015/16
Community Council seats contested	<ul style="list-style-type: none"> Participation 	None of the Community Council seats in Shetland are contested	10% of Community Council seats are contested	50% of Community Council seats are contested	SIC 2018
Community participation activity and impact	<ul style="list-style-type: none"> Participation 	Baseline is zero	By 2021 reporting by Schedule 1 Community Planning Partners will clearly demonstrate community participation in decision making and how that participation has improved the outcome	By 2028 reporting by <i>all</i> Community Planning Partners will clearly demonstrate community participation in decision making and how that participation has improved the outcome	Shetland Partnership 2018
Foodbank usage	<ul style="list-style-type: none"> People Money 	45 food parcels on average distributed per month	34 food parcels on average distributed per month (25% reduction)	11 food parcels on average distributed per month (75% reduction)	Shetland Foodbank, 2017
Fuel Poverty (<i>households where in order to maintain a satisfactory heating regime, they would need to spend more than 10 per cent of their household income (including Housing Benefit or Income Support for Mortgage Interest) on all household fuel use</i>)	<ul style="list-style-type: none"> People Money 	53% of households in Shetland are in Fuel Poverty	35% of households in Shetland are in Fuel Poverty	27% of households in Shetland are in Fuel Poverty	Scottish House Condition Survey (Figures correlate with SIC survey of Fuel Poverty 2016)

Indicator	Priority	2018 Baseline	2021 Target	2028 Target	Data Source
Households in Shetland who do not earn enough to have an acceptable standard of living (<i>a minimum acceptable standard of living in Britain includes food, clothes, and shelter as well as having what you need in order to have the opportunities and choices necessary to participate in society</i>)	<ul style="list-style-type: none"> • People • Place • Money 	49% of households in Shetland do not earn enough to have an acceptable standard of living	35% of households in Shetland do not earn enough to have an acceptable standard of living	25% of households in Shetland do not earn enough to have an acceptable standard of living	Living Well in a High Cost Economy, SIC/HIE/Ipsos Mori, 2016
Number of Employees in Shetland	<ul style="list-style-type: none"> • Place 	13,500 employees in Shetland	13,700 employees in Shetland (increase of 80 per annum)	14,300 employees in Shetland (an increase of 800 over 10 years)	Business Register and Employment Survey, ONS, 2016
People drinking at harmful levels (<i>Potential 'Problem Drinkers' - people who are classified as using alcohol in a way that can negatively impact your health and your life, but the body is not physically dependent on the substance</i>)	<ul style="list-style-type: none"> • People 	20% of people are drinking at harmful levels	18% of people are drinking at harmful levels	15% of people are drinking at harmful levels (or in line with the National Average, whichever is lower)	Public Health Information for Scotland, 2016 (<i>'Problem Drinkers'</i>)
People engaging in physical activity (<i>%of people participating in sport and physical activity – including walking – in last 4 weeks</i>)	<ul style="list-style-type: none"> • People 	77% of people engage in some form of sport and physical activity	80% of people engage in some form of sport and physical activity	90% of people engage in some form of sport and physical activity	Scottish Household Survey, Scottish Government, 2016
People in Shetland who feel part of their community (<i>% of people who feel 'very' or 'fairly' strongly that they are part of their community</i>)	<ul style="list-style-type: none"> • People 	88% of people feel that they are part of their community	90% of people will feel that they are part of their community	95% of people will feel that they are part of their community	Scottish Household Survey, Scottish Government, 2016

Indicator	Priority	2018 Baseline	2021 Target	2028 Target	Data Source
People who feel they can influence decisions affecting their local area (<i>% of people who agree with the statement 'I can influence decisions affecting my local area'</i>)	<ul style="list-style-type: none"> • Participation • Place 	27% of people feel they can influence decisions affecting their local area	35% of people feel they can influence decisions affecting their local area	50% of people feel they can influence decisions affecting their local area	Scottish Household Survey, Scottish Government, 2016
People who feel they want to be more involved in decision making (<i>% of people who feel they want greater involvement in decisions</i>)	<ul style="list-style-type: none"> • Participation 	41% of people in Shetland want to be more involved in decision making about their area	35% of people in Shetland want to be more involved in decision making about their area	25% of people in Shetland want to be more involved in decision making about their area	Scottish Household Survey, Scottish Government, 2016
Place Standard - how people in Shetland rate 'Our Place' (<i>a tool for assessing physical elements and social aspects of place</i>)	<ul style="list-style-type: none"> • Place 	Place Standard Average Scores*: <ul style="list-style-type: none"> • Public Transport 3.6 • Work & Local Economy 4 • Housing 4 • Natural Spaces 5.6 *(7 = less improvement needed, 1 = more improvement needed)	(survey will not be repeated in this time frame so no updated data will be available)	Place Standard Average Scores* have improved for: <ul style="list-style-type: none"> ➤ Public Transport - increase to 5 ➤ Work & Local Economy - Increase to 5 ➤ Housing & Community – increase to 5 ➤ Natural Spaces – maintain above 5.6 	Shetland Place Standard, SIC, 2016
Population aged 16-29	<ul style="list-style-type: none"> • Place 	15.5% of the population is aged 16-29	18% of the population is aged 16-29	20% of the population is aged 16-29	Mid-year population estimates, ONS, 2017
Positive destinations for school leavers (<i>Participation measure: 16-19 year olds are in education, employment, training and personal development</i>)	<ul style="list-style-type: none"> • People • Place 	96.1% participation	97% participation	98% participation	Participation Measure, Skills Development, Scotland 2017

Indicator	Priority	2018 Baseline	2021 Target	2028 Target	Data Source
Satisfaction with public services <i>(health care, schools, public transport)</i>	<ul style="list-style-type: none"> Participation 	59% of people are satisfied with local services	65% of people are satisfied with local services	75% of people are satisfied with local services	Scottish Household Survey, Scottish Government, 2016
Underemployment <i>(people who would like to work longer hours given the opportunity)</i>	<ul style="list-style-type: none"> Place Money 	21.3% underemployment	17% underemployment	11% underemployment	Scottish Government, Annual Population Survey 2016

Appendix 3 – Fit with National Outcomes

Shetland's Partnership Plan is required to demonstrate how the outcomes for Shetland fit with the [National Outcomes for Scotland](#).

Table 1 – Priorities for Shetland Partnership Plan which support delivery of the National Outcomes

National Outcome	Relevant <i>Shetland</i> Priorities
1. We live in a Scotland that is the most attractive place for doing business in Europe.	Place
2. We realise our full economic potential with more and better employment opportunities for our people.	Place, Money
3. We are better educated, more skilled and more successful, renowned for our research and innovation.	Place, People
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Place, People
5. Our children have the best start in life and are ready to succeed.	Place, People
6. We live longer, healthier lives.	People
7. We have tackled the significant inequalities in Scottish society.	All Priorities
8. We have improved the life chances for children, young people and families at risk.	All Priorities
9. We live our lives safe from crime, disorder and danger.	People, Place
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.	Place
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	Place, Participation
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.	Place, People
13. We take pride in a strong, fair and inclusive national identity.	Participation
14. We reduce the local and global environmental impact of our consumption and production.	Place
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.	People, Place
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs.	All Priorities
17. We live in a Scotland that is the most attractive place for doing business in Europe.	Place



Participation



People



Place



Money

Contact



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Shetland's Partnership Plan
Published by the Shetland Partnership
May 2018



Participation



People



Place



Money



Zetland Transport Partnership

Agenda Item

5

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Shetland Transport Strategy Refresh Final Draft	
Reference Number:	ZTP-18-18-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 Shetland Transport Strategy Refresh Final Draft at Appendix 2.
- 1.1.3 DELEGATE authority to the Lead Officer, in consultation with the Chair, to finalise the Shetland Transport Strategy Refresh, incorporating ZetTrans 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. (Appendix 1).
- 2.2 Amendments arising from the consultation, together with those suggested by Shetland Islands' Council's Environment and Transport Committee, have been applied to create the Shetland Transport Strategy Refresh Final Draft (Appendix 2).
- 2.3 Any further amendments approved by ZetTrans will be included to create 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 5 proposed amendments.
4.2	The document in Appendix 2 is the Shetland Transport Strategy Refresh Final Draft.
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:	ZetTrans approved the Pre-consultation DRAFT Shetland Transport Strategy Refresh	ZTP-24-17-F on 2 November 2017

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18 June 2018

Appendices:

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

Appendix 2 – Shetland Transport Strategy Refresh Final Draft, June 2018 v0.5

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 Refresh.

A stakeholder consultation on the *DRAFT* Shetland Transport Strategy Refresh took place 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. Alternatively, a printed version could be filled in by hand and returned by freepost. Two workshops to assist respondents were also arranged.

The purpose of the Shetland Transport Strategy

The Shetland Transport Strategy is the guiding statutory instrument for 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 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 as all of the detail relating to them will form the core of the 2018/19 Delivery Plan, where it can best be monitored and updated.

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 2018-2028

Ze Trans
SHETLAND'S TRANSPORT PARTNERSHIP



Final DRAFT (0.5) – June 2018

EXECUTIVE SUMMARY

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

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

This document is intended to have a ten-year lifespan with a view to its being kept under review and refreshed within 5 years. The Delivery Plan is a much more fluid document with a one-year lifespan and is kept under regular review by officers and at ZetTrans' meetings.

It is proposed that, following approval by ZetTrans, this Shetland Transport Strategy Refresh will replace its 2008 predecessor. The purpose of this document is to:

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

Delivering *Equity* and addressing the transport and access needs of local communities are the overriding considerations for ZetTrans. The principle document which informs these considerations, *Shetland's Partnership Plan*, has now been reviewed to meet the requirements of the Community Empowerment (Scotland) Act 2015. This FINAL Shetland Transport Strategy Refresh aligns with, and has been developed in parallel with, the vision and priorities of *Shetland's Partnership Plan* and its 1-year, 5-year and 10-year targets.

Following approval of this document, the Delivery Plan will be produced detailing when and how the agreed interventions will be undertaken, how progress will be monitored and performance measured. The *Interventions* section of this document therefore the core information for the DRAFT Delivery Plan.

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INTRODUCTION TO THE DOCUMENT

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

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

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

In line with Government guidance and Best Practice, ZetTrans' work uses the industry recognised PRINCE2 project management model within the Better Business Case framework. This document describes ZetTrans' Strategic Output Programme for the next 5 to 10 years. Through consultation and data analysis, ZetTrans uses this document to make the case for change. The document provides a programme framework for scoping and planning efficient and effective spending proposals.

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

1. Is there a compelling case for change?
2. Does the proposed intervention optimise public value?
3. Is the proposed intervention affordable?
4. Is the proposal practical and achievable?
5. How will the proposed intervention be successfully delivered?

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

INTRODUCTION TO ZETTRANS

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

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

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

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

ZetTrans is a signatory to *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021* and is therefore fully committed to embedding *Equality* into everything it does.

ZETTRANS VISION

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

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

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

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

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

To develop travel and transport solutions for Shetland 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 a statutory requirement of ZetTrans' operation.

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

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

ZETTRANS TARGET OUTCOME

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

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

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

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 local transport and access needs. Transport within and between the islands is managed and provided locally. With a population of just over 23,000 spread over 15 inhabited islands, 100 miles long within an 1,800-mile coastline however, providing and maintaining the necessary air, sea and road transport infrastructure is a relatively complex task and results in high per capita costs.

Car ownership in Shetland is one of the highest in the UK but Shetland also retains a good bus network. Lerwick is the main service centre in Shetland and it is possible to commute to and from Lerwick by bus for a 9-5 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 7-day-a-week bus service linking Lerwick to the airport at Sumburgh.

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

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

Shetland is linked by air from Sumburgh to Aberdeen, Edinburgh, Glasgow, Inverness and Kirkwall. There are also summer flights to 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 to 14 hours each way. Registered Shetland residents and their friends and family can obtain 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 services is essential for local residents. The Scotland Transport Act (2005) introduced legal requirements on Health Boards to work with Regional Transport Partnerships to draw up strategies which “facilitate access to healthcare facilities” and for Health Boards to “perform those of its functions and activities that relate to or which affect or are affected by transport consistently with the regional transport strategy”. Transport to health services, within Shetland and on the mainland, is facilitated by funding assistance from NHS Shetland via its patient transport costs scheme. This places an additional cost pressure on the local NHS and ZetTrans endeavours to work with NHS Shetland on all relevant transport issues.

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

POLICY ENVIRONMENT

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

CURRENT RESEARCH

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

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

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

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

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

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

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

The message which ZetTrans is keen to explore is: *thinking about doing things differently*.

THE SHETLAND POLICY ENVIRONMENT

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

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

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

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

The key Moving Around (In Shetland) issues were:

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

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

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

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

The Local Outcomes Improvement Plan (LOIP), *Shetland's Partnership Plan*, is the statutory document 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* lays out targets for each of its shared priorities for 1-year, 5-year and 10-year periods. It is intended that the two documents should align.

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.

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

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

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

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

Work undertaken to develop Shetland's *5 Year Plan to Attract People to Liv, Study, Work and Invest in Shetland* identified transport as a barrier to living, working and investing in the islands. The work identifies the Shetland Transport Strategy as the key underpinning means of addressing these barriers and ZetTrans is committed to intervening to improve the situation.

THE WIDER POLICY ENVIRONMENT

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

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

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

In seeking to identify the *main issues*, the refresh process has taken account of these factors, and the policies of the bodies charged with addressing them. Its direct relevance, range and depth mean that the most important of these documents is Scotland's National Transport Strategy (NTS). As it aligns with the full range of cross-sector national and international policy objectives, the NTS is central to guiding ZetTrans in its work.

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

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

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

- Wealthier and Fairer
Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- Smarter
Expand opportunities for Scots to succeed from nurture through to life-long learning ensuring higher and more widely shared achievements.
- Healthier
Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Safer and Stronger
Help local communities to flourish, becoming stronger, safer 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.

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

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

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

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

MAIN ISSUES

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

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

ZetTrans can seek to maintain and enhance Shetland's transport provision by engaging in 3 distinct ways: on its own account, in partnership with others; through influencing others. The table 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, health, goods and services.	Fairer, Stronger	Social Inclusion
Integration Support	Working alone and in partnership	To support improved integration in transport ticketing, information and services.	Smarter, Fairer	Integration
Behavioural Change	Working in partnership	To help create a healthier society and reduce Shetland's carbon footprint by promoting healthier, more sustainable and greener travel choices.	Healthier, Greener	Environment
Change Management	Working alone and in partnership	To plan for changes in legislation, transport demand, supply, impact and funding by monitoring, recording and acting.	Smarter, Stronger	Environment / Economic growth / Social inclusion

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

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

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

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

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

Integration Support addresses the need to provide a transport network which is as easy to use as possible and thereby maximises 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, conserve and conserve our environment.

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

ZETTRANS STRATEGIC OBJECTIVES

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

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

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

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

Strategic Objective 1

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

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

Strategic Objective 2

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

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

Strategic Objective 3

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

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

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

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

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

INTERVENTIONS

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

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

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

LIFELINE TRANSPORT

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

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

TRANSPORT ROBUSTNESS

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

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

COMMUNITY SUPPORT

The six interventions in this section are intended to support communities by enhancing access to transport. Feasibility work for the Car Share and Car Club proposals is underway. The remaining 4 interventions are proposals for the DRAFT Delivery Plan.

Intervention	Partners	Lead	Stage / Status	Timescale	ZetTrans Objective	Target Outputs
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 March 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 March 2019	3	Car club operational by December 2019
Area Transport Forums	ZetTrans	ZetTrans	Dormant	Initial meetings held by March 2019	2	7 area forums and annual meetings established

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

INTEGRATION SUPPORT

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

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

BEHAVIOURAL CHANGE

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

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

CHANGE MANAGEMENT

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

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

STRATEGY SUMMARY TABLE – VISION, STRATEGIC OBJECTIVES AND MAIN ISSUES

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

STRATEGIC OBJECTIVE 1 <i>To underpin Shetland's economy by enabling residents to access employment, training and leisure, businesses to access labour markets, customers and suppliers, and non-residents to visit</i>		STRATEGIC OBJECTIVE 2 To support Shetland's communities by enabling individuals, families and localities to thrive socially, physically and economically		STRATEGIC OBJECTIVE 3 To conserve Shetland's environment by enabling the reduction of detrimental transport impacts on Shetland's unique natural resources	
Lifeline Transport	Transport Robustness	Community Support	Integration Support	Behavioural Change	Change Management
Community Planning Shared Priority <u>Money</u> All households can afford to have good standard of living		Community Planning Shared Priority <u>People</u> Individuals and families can thrive and reach their full potential		Community Planning Shared Priority <u>Place</u> Shetland is an attractive place to live, work, study and invest	

Proposed Main Issues	Approach	Detail	Scottish Government Objective	National Transport Strategy Objective
Lifeline Transport	Working in partnership and through influence	To maintain, improve and expand the affordability, availability, flexibility and reliability of Shetland's lifeline transport links for both freight and passengers.	Wealthier, Fairer	Economic growth / Social inclusion
Transport Robustness	Working alone, in partnership and through influence	To enable, develop and promote community, commercial and flexible transport solutions when and where appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.	Stronger, Wealthier	Environment / Integration / Economic Growth / Safety
Community Support	Working in partnership	To support all of Shetland's communities by securing equitable access to employment, training, leisure, and services.	Fairer, Stronger	Social Inclusion
Integration Support	Working alone and in partnership	To support improved integration in ticketing, information and transport services.	Smarter, Fairer	Integration
Behavioural Change	Working in partnership	To help create a healthier society and reduce Shetland's carbon footprint by promoting healthier, more sustainable and greener travel choices.	Healthier, Greener	Environment
Change Management	Working alone and in partnership	To plan for changes in legislation, transport demand, transport supply and transport funding by monitoring, recording and acting.	Smarter, Stronger	Environment / Economic growth / Social inclusion

STRATEGY SUMMARY TABLE – MAIN ISSUES AND INTERVENTIONS

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

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Lead Officer's Report	
Reference Number:	ZTP-20-18-F	
Author / Job Title:	Michael Craigie – Lead Officer	

1.0 Decisions / Action Required:

That the Partnership **RESOLVES** to: -

- 1.1 Instruct the Lead Officer to prepare a letter from the Chair, on behalf of the Partnership, to the Minister for Transport and Islands to seek an update on how the Scottish Government intends to take ahead the matter of fixed links.
- 1.2 Consider the content of this report, provide comments and note the report.

2.0 High Level Summary:

- 2.1 The Lead Officer's Report provides and overview of issues that are emerging and/or would benefit from some initial discussion by the Partnership ahead of a formal report on each of the issues at a later date.
- 2.2 This report covers the following topics: -
 - Fair Funding of inter-island ferry services
 - Northern Isles Ferry Services (NIFS)
 - STAG Study and Procurement Process
 - Introduction of Road Equivalent Tariff (RET) on Northern Isles ferry services
 - Smart and Integrated Ticketing
 - Islands Transport Forum
 - External Transport Forum
 - Air Departure Tax Working Group

3.0 Corporate Priorities and Joint Working:

- 3.1 ZetTrans' overarching policy is to have in place transport arrangements that are affordable and meet people's needs within available resources. To achieve this ZetTrans works closely with its member bodies of Shetland Islands Council, NHS Shetland and Highlands and Islands Enterprise.

4.0 Key Issues:

Fair Funding of Inter-island Ferry Services

- 4.1 Under section 63 of the Transport Act 1985 ZetTrans has a duty to secure public transport services in Shetland where they would not otherwise be provided.
- 4.2 In the case of inter-island ferry services this duty is fulfilled by the fact that Shetland Islands Council provides ferry services in a manner that is consistent with the Regional Transport Strategy and currently meets the social and economic needs of the islands.
- 4.3 Shetland Islands Council in partnership with ZetTrans and Orkney Islands Council has undertaken a prolonged campaign with Scottish Government to secure sufficient funding to meet the revenue and capital costs of inter-island ferry services in the short and long terms.
- 4.4 A position was reached between Scottish Government and Shetland Islands Council in December 2017 where a grant for £5m was secured for the operation of inter-island ferry services.
- 4.5 Officers are now working with colleagues in Transport Scotland to establish the funding requirement for 2019/20.
- 4.6 Although the work is largely focussed on 2019/20 at this point the work to address the long term position is underway. Tenders have been issued for consultancy services to undertake a set of Outline Business Cases looking at: -
- Fair Isle Ferry
 - Whalsay Transport Link
 - Revenue funding of the inter-island ferry services network
- This work will be complete by March 2019 and will provide the basis for the funding and models of delivery of ferry services from 2020/21 onwards.
- 4.7 The Minister for Transport and Islands has undertaken to visit Shetland or Orkney in the summer recess to chair a meeting of the Fair Funding Working Group which will provide an opportunity to address the Minister personally on matters. It is anticipated that by this point the detail of funding requirements will be resolved at an officer level and will be clear to the Minister.
- 4.8 Over the coming months the Lead Officer will work closely with officers of Shetland Islands Council, Orkney Islands Council, HITRANS, HIE and Transport Scotland to develop further detail on models of responsibility, funding and responsibility and reports will be taken to the Partnership as detail develops. As this detail develops reports will be provided to ZetTrans and Shetland Islands Council as input/decisions are required.

Northern Isles Ferry Services – STAG Study and Procurement Process

- 4.9 Transport Scotland has completed and published the STAG Study on the Northern Isles Ferry Services. It can be found through the following link: -
- <https://www.transport.gov.scot/publication/final-report-appraisal-of-options-for-specification-of-2018-northern-isles-ferry-services/>

- 4.10 The report is heavily redacted due to the commercial sensitivity of much of the information. This slightly diminishes the effectiveness of the report but it is still clear that the main issues of capacity constraints and high fares are key messages from the work.
- 4.11 Transport Scotland are not seeking comments on the report so it is not the intention to take a report to ZetTrans on the detail of the report.
- 4.12 At a meeting of the NIFS Working Group on 30 May 2018 Transport Scotland spoke to the group about the process of procuring the next contract. A broad timeline was described which starts with publishing a notice in the EU Journal in June 2018. Tenders of this nature are generally issued a year ahead of the contract start so in effect it will be little more than three months between publishing the initial notice to the issue of ITTs.
- 4.13 In this time Transport Scotland intends to engage with a range of stakeholders in Shetland and Orkney as they prepare the detail of the specification.
- 4.14 The Lead Officer has offered to provide input to the process of stakeholder engagement.
- 4.15 In addition to this the Lead Officer has undertaken to arrange a workshop with local stakeholders to gather views on what the specification should address and this will be fed back to Transport Scotland as part of the process of influencing the specification.

Northern Isles Ferry Services – Introduction of Road Equivalent Tariff (RET)

- 4.16 Transport Scotland has been working on the mechanism to include commercial ferry operators on the Pentland Firth. This is necessary to allow reduced fares to be rolled out on the subsidised services as well as any commercially operated services to comply with EC State Aid and Competition rules about market distortion.
- 4.17 It's a complex technical piece of work with no precedent and is therefore taking longer to resolve than would have been hoped. Transport Scotland state that the final detail is still being resolved. At the last update from Transport Scotland it was stated that the aim is still to have RET introduced on the Northern Isles routes "in the first half of 2018".

Smart and Integrated Ticketing

- 4.18 ZetTrans officers have successfully secured funding to replace the current bus ticketing hardware with new Smart capable hardware.
- 4.19 It had initially been anticipated that the equipment would have been sourced through a framework agreement which is already in place and would have made the procurement process much shorter. However the framework is not accessible by ZetTrans and therefore a standalone process must be undertaken.
- 4.20 This means that the implementation of the new hardware will be later than anticipated and is now likely to be towards the end of the year. Transport Scotland has confirmed an extension to the funding awarded to ensure funding is available

to meet the equipment costs. Similarly, the ERDF funding that has been secured and is administered by Transport Scotland will be extended to meet this change in requirement.

Islands Transport Forum

- 4.21 The Islands Transport Forum was due to meet on 18 January 2018. However, due to adverse weather at the time the meeting was postpone until 23 March 2018.
- 4.22 The agenda and papers are normally available on line but at the time of writing they are not on the Transport Scotland website.
- 4.23 Fixed links was raised with the Minister through the Islands Transport Forum on 26 September 2016 and a commitment was sought from the Minister to include fixed links as a specific matter in the National Transport Strategy Review. The Fixed Links paper and the minutes are available online through this link: -
- <https://www.transport.gov.scot/publication/meeting-papers-29-september-2016-islands-transport-forum/>
- 4.24 It had been the intention to raise this matter again at this meeting but the meeting ran over and the Minister had to leave to attend to Parliamentary business therefore the matter was not raised. It is suggested therefore that the Chair writes to the Minister for Transport and Islands on behalf of the Partnership seeking a response on how Scottish Government intends to take ahead the matter of fixed links.

Shetland External Transport Forum

- 4.25 Since last reported there have been two meetings of the Shetland External Transport Forum on 21 March 2018 and 7 June 2018.
- 4.26 The minutes of each of the meetings are attached as Appendix 1a and 1b respectively. Members are invited to comment on the issues in the minute and if so minded suggest items to be included on the agenda for the next meeting which is scheduled for Wednesday 12 September 2018.
- 4.27 There were several questions put to Loganair on Aberdeen check-in and onward transportation when aircraft are delayed, particularly in relation to the last flights each day. Loganair's response is attached in Appendix 1c also.
- 4.28 On the matter of bus connections to Sumburgh Airport, this issue has become higher profile since the issue of car parking charges at Sumburgh was raised.
- 4.29 It seems that the travelling public may be considering public transport to be a more attractive alternative to the private car when taking parking charges into account.
- 4.30 This in turn may be leading to higher expectations being placed on the performance of the bus service in terms of frequency, capacity and connections with the last flights during delays.
- 4.31 This matter requires research and officers are in the process of undertaking the Business Case for bus services in Shetland. This matter will be picked up in that process.

Air Departure Tax Working Group

- 4.32 Transport Scotland has established a working group to look at the challenges of retaining the current exemption in the Highlands to paying Air Departure Tax.
- 4.33 As part of the process of continuing devolution of powers Air Departure Tax is likely to be a tax power that moves from Westminster to Holyrood.
- 4.34 As part of this process the Scottish Government will have to present a new case to the European Commission to apply an exemption to this tax in the Highlands and Islands. Since the circumstances in the Highlands and Islands are likely to have change since the exemption was first secured ten years ago then work is required to build a new case and the Working Group has been established to support the work.
- 4.35 The first meeting of the group took place on Friday 15 June 2018 and the Lead Officer attended by teleconference.
- 4.36 In the meeting the group were given an overview of the process of what is required in the process seeking an exemption and also an overview of State Aid and the various tests that are applied when the EC considers a Member State's notification of the intention to provide an exemption.
- 4.37 From the meeting it is clear that this will be a complex matter and it is unlikely that it will be entirely straight forward because there will be a lot of research and work required to build a case that complies with the State Aid tests.
- 4.38 At this stage there is no detail to report on this matter but taking account of the fact that removal of this exemption would have a significant bearing on the cost of travel from and within the Highlands and Islands, it is important to be aware of this matter and future reports will be necessary to ensure ZetTrans and Shetland Islands Council contribute to a successful outcome.

Exempt and/or Confidential Information:

- 5.1 None.

6.0 Implications :

6.1 Service Users, Patients and Communities:	Writing a letter to the Minister for Transport and Islands seeking will provide communities with a greater understanding of Scottish Government's approach in relation to fixed links in the islands. This in turn will contribute to how ZetTrans continues to push this matter with Scottish Government once they have expressed their position.
6.2 Human Resources and Organisational Development:	There are no implications immediately arising from this report.
6.3 Equality, Diversity and Human Rights:	There are no implications immediately arising from this report.

6.4 Legal:	There are no implications immediately arising from this report.	
6.5 Finance:	There are no implications immediately arising from this report.	
6.6 Assets and Property:	There are no implications immediately arising from this report.	
6.7 ICT and New Technologies:	There are no implications immediately arising from this report.	
6.8 Environmental:	There are no implications immediately arising from this report.	
6.9 Risk Management:	<p>If ZetTrans does not write to Minister for Transport and Islands on the matter of fixed links then it is difficult to establish what steps are necessary continue pursue this important policy with Scottish Government.</p> <p>If the procurement of ticketing hardware cannot be completed within this financial year then there is a risk to loss of the funding secured. The procurement process is underway and this mitigates the risk of losing funding. Officers are also in discussion with Transport Scotland on this process and therefore they are aware of the issues relating to progress and funding.</p>	
6.10 Policy and Delegated Authority:	ZetTrans' policy is to seek to have in place transport arrangements that meet people's needs and that can be afforded in the medium term. To achieve this policy ZetTrans works closely with Shetland Islands Council.	
6.11 Previously Considered by:	These are ongoing issues which have not yet been considered elsewhere.	

Contact Details:

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Date written: 19 June 2018

Appendices:

- Appendix 1 - (a) Shetland External Transport Forum Minutes (21 March 2018)
(b) Shetland External Transport Forum Minutes (7 June 2018)
(c) Response from Loganair

Background Documents: None



NOTE

**Shetland External Transport Forum
Room 12, Islesburgh Community Centre, Lerwick
Wednesday 21 March 2018 at 2.15 p.m.**

Present:

R Hunter
R Roberts
R Thomson

In attendance (Officers):

M Craigie, Lead Officer
L Malcolmson, Committee Officer, SIC

Also In attendance:

G Laidlaw, Transport Scotland
P Linhart-MacAskill, Transport Scotland
M Kean, Transport Scotland
K Bevan, NorthLink Ferries
S Garrett, NorthLink Ferries
T Burns, Loganair
J Hinkles, Loganair Limited
L Still, HIAL
N Leslie, Northwards Ltd
M Prentice, Northwards Ltd
D Neil, JBT Distribution Ltd
J Smith, Sumburgh Airport Consultative Committee
V Sandison, Lerwick Port Authority
S Henry, Shetland Tourism Association
C Eunson, NFU
S Leask, SIC
T Smith, SIC
F Farquhar, Ferry & Air Operations, SIC
S Mathieson, Visit Scotland
B Kerr, Communication, SIC

Apologies:

R Henderson, Seafood Shetland
M Leyland, Shetland Seafood Auctions
E Miller, Shetland Tourism Association

Chairperson

Mr Thomson, Chairperson presided.

Circular

The circular calling the meeting was held as read.

Minutes

The minutes of the meeting held on 11 December 2017 were confirmed.

1/18 **Matters Arising**

None.

2/18 **Transport Scotland Updates**

a. Northern Isles STAG Process

Mr Laidlaw advised that the process had been ongoing for 2 years and Ministers had manifesto commitments to finding Road Equivalent Tariff (RET) solutions for the Northern Isles. He said that the work would be published on Transport Scotland's website in the near future and informed of a workshop that had been held the previous week that included Northern Isles representatives. Mr Laidlaw said that once decisions on the procurement review had been made there would be engagement with key partners going forward. He advised that the purchase of the three RoPax ferries, Hamnavoe, Hjaltland and Hrossey was almost secured. He said that the vessels were currently owned by the Royal Bank of Scotland and used by the Scottish Government but the move towards buying the vessels was almost complete. In terms of capacity for passengers, car deck and freight, work would continue with Caledonian Maritime Assets Limited (CMAL) and Serco on additional tonnage.

When questioned on the timeline, Mr Laidlaw advised that there would be information out in the next few weeks and there would be engagement more fully with people thereafter. He said that the Scottish Government were still looking to match demand with capacity on services and they would do what they could to address that. He said that the reduced fares were welcome.

b. NIFS Contract 2018 (Now 2019)

Timeline for process – Mr Laidlaw advised that the current contract was due to end on 25 April 2018 and there would be a contract extension for 18 months to October 2019. He said that he would be in Orkney and Shetland in the next month or so to speak to key stakeholders to get a decision on services and how to secure them. Once that had been decided the Scottish Government would be in a better position of understanding moving forward. He said that he had been looking at service specifications with flexibility in the immediate and long term horizon on all modes of transport.

In responding to a question in regard to the time it would take for a new vessel to be in service, Mr Laidlaw explained that it would take 3-4 years from design, through EU procurement, to construction. He said that consideration would be given to second hand vessels to supplement the current fleet.

c. Introduction of RET

Mr Laidlaw advised that the final model for RET was being developed and that his colleague was in Orkney in regard to the Pentland Firth Services and would include discussion with commercial operators on the Pentland and John 'O' Groats services. He advised that they were working towards a target date to get the new system in place and a press release had been issued at the end of last year to promote more demand.

Mr Laidlaw was advised that there was concern in the Community that the RET matter had not yet been progressed. Mr Laidlaw said that he would like to get information out soon but there were competition issues and state aid issues on the commercial service to be resolved. He said that there would be something in place to reduce fares to match other areas and he hoped that would be resolved as quickly as possible. In terms of the state aid issues around procurement, he said that he was speaking with the EU Commission on this and that it would either remain or be removed depending on the Brexit deal struck.

d. Freight Fares Review

Mr Laidlaw advised that there was no update at the moment and commented that there are challenges in the Clyde and Hebrides. He said that Ministers would come to a view soon in order to get a clear way forward.

The Chair thanked Mr Laidlaw for his attendance at the meeting.

3/18

Presentation by Loganair

Mr Hinkles, Managing Director of Loganair, gave a slide presentation, and reported on a number of matters including:

- Punctuality and Reliability:
 - December – February more challenging winter weather conditions, storms, wind, snow and ice compared to previous years. Technical issues relating to de-icing machines.
 - Credit was given to crews on reliability that was achieved
 - Lessons learned from bad weather included proactive reaction to ensuring key staff are accommodated so they can attend work and flight changes and refunds on line if flights cancelled.
- Customer Focus:
 - Improvements to self service check in at Edinburgh and Glasgow and review of ground handling
 - Improvements to Aberdeen Airport Facilities – working with MSPs on better seating areas.
 - Loganair App improvements
 - Through ticketing and connections with KLM and Air France. It is hoped this will extend to easy jet and Flybe later in the year.
- Summer 2018
 - Enhanced Edinburgh connection with 4 flights
 - Bergen performing ahead of last year
 - Manchester Saturday non-stop via Inverness on weekdays
- Pledges for Shetland
 - Fare ladder added two fares to bridge gap in fare structure

- 50% of seats will be at lowest four fares
- 12 extra flights for October with more seats at lower price.
- 1 flight per day (midday) all seats will be sold at the lowest 3 fares until they are sold out.
- Rescue fare £60 one way or £39 ADS if ferry does not depart.
- Community Focus
 - Commitment to employment.
 - Clan Loganair frequent flyer
 - Year of Young People

In responding to a comment in regard to communication with passengers and that this could be done better, Mr Hinkles said that there had been issues with staff getting to work during the weather disruptions and this left two staff dealing with all enquiries when there are usually 6 staff to do that work. He said that it became clear that improvements were needed and moving to a position where passengers can change bookings online will help in these situations. Mr Hinkles said that they had also moved to a formalised standby list that allowed passengers to use seats that were vacant due to connecting flights being delayed.

Mr Hinkles was asked about the timeline for fleet upgrades or new aircraft and advised that this was a work in progress. He said that decisions would be made in the next 4-5 months to link in with the aircraft leaving the fleet. He said that the first aircraft could leave next march and there would be a lead in time for decisions. He said that he hoped to have more information by the next ZetTrans meeting. Mr Hinkles said that Loganair were getting into a stable position after £6m losses as a result of competing with Flybe and that was part of the considerations going forward.

The Chair thanked Mr Hinkles for his presentation.

4/18

Presentation by Serco NorthLink

Mr Garrett, Managing Director, NorthLink Ferries, gave a slide presentation and reported on a number of matters including:

- Passengers, NCV and Freight on All Routes for 2017, and comparisons with previous years
 - Historical data available on Serco Northlink Website
 - Freight had increased following withdrawal of commercial freight operator
 - Positive increase in all activities
- Livestock – figures provided on the percentage of sheep and cattle on certain days of the week and at key dates in the year.
- Cabin Usage
- Pod usage
- Magnus Lounge Usage
- Promotions
- Forward bookings – deck space and cabins – adequate space to end of July 2018. Two dates where cabins are full attributed to school trips and community sponsorship groups
- Summer 2018 June/July/August

- In terms of tour groups the industry and ZetTrans should consider if this is good value and whether it is an enabler or detractor from the service provided.
- Operations Update
- Booking Questionnaire responses
- Customer Services Questionnaire statistics
- Reliability and Punctuality
- Drydock
- Community engagement and sponsorship
 - Dementia Training
 - Guide dogs in training
 - International Women's Day
 - Year of Young People

There being no questions the Chair thanked Mr Garret for his presentation.

5/18 **Agenda Items for Future Meeting 2017/18**

Items for future meetings can be sent to the Lead Officer or the Committee Officer.

The Lead Officer advised that he would contact stakeholders for ideas for discussion to ensure the meetings are more interactive and dynamic.

A request was made for the Airport Parking Charges and Remote Air Traffic Management be added to the next agenda.

6/18 **AOCB**
None.

7/18 **Date of Next and Future Meetings 2018/19:**

- Thursday, 7 June 2018, Council Chamber, Town Hall, Lerwick
- Wednesday, 12 September 2018, Room 16, Islesburgh Community Centre, Lerwick
- Wednesday, 5 December 2018, Room 16 Islesburgh Community Centre, Lerwick (this is a change of date originally set for 17 December 2018).
- Thursday, 14 March 2019, venue to be confirmed.

The meeting concluded at 3.50 pm.

Chairperson



NOTE

**Shetland External Transport Forum
Council Chamber, Town Hall, Lerwick
Thursday 7 June 2018 at 2.15 p.m.**

Present:

R Roberts
R Thomson

In attendance (Officers):

L Malcolmson, Committee Officer, SIC

Also In attendance:

M Horn, Transport Scotland
P Linhart-MacAskill, Transport Scotland
K Bevan, NorthLink Ferries
S Garrett, NorthLink Ferries
R Bogle, Loganair, Ltd
L Still, HIAL
A Farquhar, HIAL
S Coutts, Councillor
A Cooper, Councillor
J Fraser, Councillor
S Laurenson, Lerwick Port Authority
N Leslie, Northwards Ltd
D Neil, JBT Distribution Ltd
F Farquhar, Ferry & Air Operations, SIC
R Gordon, Ferry & Air Operations, SIC
S Mathieson, Visit Scotland
E Miller, Shetland Tourism Association
B Kerr, Communication, SIC

Apologies:

R Henderson, Seafood Shetland
M Leyland, Shetland Seafood Auctions
R McGregor, Councillor
T Smith, Councillor

Chairperson

Mr Thomson, Chairperson presided.

Circular

The circular calling the meeting was held as read.

Minutes

The minutes of the meeting held on 21 March 2018 were confirmed.

8/18 **Matters Arising**

None.

9/18 **Transport Scotland Updates**

Ms Horn, Policy and Contract Management, Transport Scotland, gave a slide presentation.

NIFS Contract 2018 (Now 2019)

Ms Horn advised that the North Isles Ferry Services Contract had been extended by 18 months with Serco NorthLink running under the same terms and conditions to 31 October 2019.

Procurement Policy Review

There has been a Minister announcement that the North Isles contract will be tendered when he was in Shetland in April listening to the views in the North for completion of the review. Ms Horn advised that the new procurement process has now started to flesh up the tender and specification for the next contract. The term of the contract is yet to be decided.

Introduction of RET

The STAG for the North Isles was published. Ms Horn said that there was not as much detail on freight therefore more work is to be done on that.

Ropax Vessels

Three Ropax vessels have moved ownership to a marine asset holding company therefore the vessels are now secured for the future contract. Ms Horn advised that this was a good deal for the tax payer but there was no detail available as this was commercially sensitive information.

North Isles Ferry Service Future

A meeting was held on the future of the North Isles Ferry Contract that looked at all options and considered the difficulties with capacity, different sailings, practical consideration that all help to inform the next contract. Ms Horn said that it is not possible to give details on the tendering process or timescales as it is being worked up, but she assured the forum that there would be further consultation.

Reduced Fares

Ms Horn advised that unlike the Western Isles there are commercial operators on the Pentland Firth route therefore there needs to be agreement on compensation to allow the commercial operators to lower their fares. This however will have to comply with state aid rules and EU laws. Ms Horn advised that negotiations with operators were ongoing and Ministers were hopeful agreement would be reached soon.

Ferry Fares Review

This review continues with work done over the last few years. Ms Horn said that a complication had been the revised structure and stated that there were winners and losers as it affected everyone across all services. She said that there needs to be a consistent system but as public funds were tight but Transport Scotland were looking for a solution and at the possible impacts. Ms Horn commented that the freight sector was keen to know the outcome of the review and that following a meeting of the Stewart Building group these discussions would be fed back to the Scottish Government.

During discussions the Transport Scotland representatives responded to concern regarding the next North Isles Ferry Contract from November 2019. Ms Horn confirmed that the specification needs to be flexible to allow for growth and that in the current contract there is scope for contract variants. She said that over the course of the current contract there have been additional sailings and advised that Transport Scotland meet with Serco NorthLink every month to discuss any patterns identified. Ms Horn said that the next contract will have flexibility to change and grow. Mr Linhart-MacAskill added that Ministers understand that there will be growth with the introduction of RET and growth in freight market. He said that the new specification will have flexibility for the short term and long term growth needs. Mr Linhart-MacAskill also confirmed that sharing freight with Orkney had been flagged up and the options to use Pentland Firth would be looked at and fed into the process. He assured the Forum that there will be further engagement with stakeholders on the contract specification. Transport Scotland confirmed that discussions were being held in regard to another group that could meet for all hauliers so as to canvas all views to feed back into Transport Scotland's procurement team.

Concern was expressed in regard to the STAG information which was now two years old and also the commitment to reduce fares for passengers but that the cost of freight had not been considered in that STAG process. It was reported that uncertainty in the freight market meant that hauliers provide clarity around costs to their customers into the future. Ms Horn advised that the Ferry Fares Review was not a commitment for lower fares but for consistency across the Scottish Network. She said that the methodology was seen as sensible as long as "our island" is not the loser. She said that Ministers in active discussion on this matter. Mr Linhart-MacAskill added that there was no commitment on timeframe but there was a need for clarity in terms of the specification on the next contract over the next couple of months there was a need for certainty of fares for the next contract in November 2019. He said that he understood the frustration. Ms Horn said that the Minister had heard the message clearly from the freight sector and confirmed that there was a manifesto commitment for RET.

The Chair commented that there had previously been confidence that an announcement would be made on RET at the last SETF meeting and asked if Ms Horn was confident that RET would be introduced in the first half of this financial year. Mr Horn said that there was always "snakes and ladders" in negotiations so it was a case of waiting to see the outcome.

The Chair thanked Ms Horn and Mr Linhart-MacAskill for attending the meeting.

10/18 **Presentation by Serco NorthLink**

Mr Garrett, Managing Director, NorthLink Ferries, gave a slide presentation and reported on a number of matters including:

- Contract Performance – available on the NorthLink website
- Passengers, NCV and Freight on All Routes and comparisons with previous years
- Volumes PCP
- Cabin Usage
- Pod usage
- Magnus Lounge Usage
- Promotions
- Forward bookings – deck space and cabins – adequate space to end of Aug 2018.
- 29 July looks fully booked but holding 42 cabins allocated against tour groups. Guidance needed from ZetTrans and the Industry on whether that the right thing to be doing. Other dates include school trips and sponsorship groups.
- Booking Questionnaire responses
- Operations Update
- Reliability and Punctuality
- Customer Services Questionnaire statistics (4000 responses can provide more detailed if requested)
- Year of Young People
- Community engagement and sponsorship
- Destination Marketing
- Our People

Ms Miller, Shetland Tourism Association asked for more detail on group tour figures and cancellations, following this meeting.

In response to a question regarding disabled access, Mr Garrett advised on the measures taken to ensure accessibility. He said that there are two accessible cabins on board the vessels and that staff were investigating an App or programme to translate sign language. Mr Garrett said that staff were working with accessibility agencies to make improvements for passenger.

(Transport Scotland representatives left the meeting)

11/18 **Presentation by Serco NorthLink**

Mr Bogle, Director of Revenue and Scheduling, Loganair, gave a slide presentation, and reported on a number of matters including:

- Passenger numbers – reported an upturn but weakness across all Shetland Routes.
- Forward Bookings – more to be done to stimulate bookings as down on 2017

- Connectivity – BA codeshare in place. Working with KLM, Air France, Thomas Cook, Emirates, Turkish Airline and Hainan. This will mean that the airlines will look after passengers to their destination airports and a saving on ADP of £78 for long haul flights.
- Operational Performance: Punctuality and Reliability:
- Commercial Update:
 - EasyJet, self-connect protection in place
 - Clan Loganair
 - ITV Shetland Filming
 - Customer Services initiatives including disruption rebooking, and improvements to NHS patient travel waiting area.
- Marketing
 - Year of Young People
 - TV ad

In responding to questions, Mr Bogle declined to comment on the issue of car parking charges and said that this was a matter to be discussed with HIAL.

Concern was expressed in regard to the level of ground handling in place during times of disruption. It was noted that the staff available are helpful but there are just not enough staff in place. Mr Bogle advised that Loganair are represented by third party handlers under a service level agreement but should increase staff when necessary. Further concerns and examples given in regard to the Aberdeen ground handling, check-in queues and waiting times, the number of staff used to accommodate passengers when flights are cancelled means the process can take hours, and Mr Bogle was asked if there would be a commitment from Loganair in regard to onward transport of passengers to their destination who miss the last bus when the last flight is delayed. Mr Bogle agreed to take those concerns back to Glasgow and address the issues highlighted.

Comment was made on the good news from Mr Hinkles' last presentation that the departure gate would be upgraded at Aberdeen airport.

The Chair thanked Mr Bogle for his presentation.

12/18 **Sumburgh Airport Parking Charges**

The Chair advised that concern had been raised ZetTrans, the Council, stakeholders and the public in regard to the introduction of Airport Parking Charges. He advised that Mr Farquhar, Sumburgh Airport Manager and Ms Still, Head of Airport Services, Sumburgh were present to take questions but that concerns were more appropriately directed to Ms Jack, Chair of the HIAL Board and Mr Lyons Managing, Director of HIAL.

During discussion Mr Farquhar advised that there had been no feedback following the exemptions reported in the press. He confirmed that the infrastructure was on target for an implementation date of 1 July 2018, but there was ongoing consultation with Planning and Roads Services. He said that a meeting had been set up with Ms Jack and Mr Lyons on 20 June 2018 and any questions could be passed on to them.

In responding to questions Mr Farquhar advised that when entering the car park a ticket will be provided and retained. Upon return the ticket machines in the terminal will validate the duration of stay and payment will be made by cash or contactless. He said that there is a two hour window for the ticket to be used on exit. He explained the process for validating a patient traveller and that Isles residents will register their details and number plate. He said that there would be measures in place to ensure that car borrowing is not used to abuse the system. Mr Farquhar explained that at busy times there will be prompts from the machines to indicate when the carpark is reaching capacity and the overspill carpark will then be used. In terms of passengers who do not have the means to pay, he said that exemptions can be applied on a case by case basis. Mr Farquhar also confirmed that the airport does not have powers to remove abandoned vehicles but there is a mechanism to report them for removal, and discussions with Planning and Roads would clarify that position.

The Chair commented on the exemption to Isles residents and said that HIAL recognised that there are no direct bus services therefore no choice but to take a car. He said that HIAL however ignored the fact that this could be said for other areas on the mainland and said that it would be easier for someone living in Bressay to get the bus than someone in Muckle Roe.

A comment was made that HIAL, as a public authority, was making a shift in the public business and it was disappointing that the effect was moving public money and resources around. The Chair added that these matters could have been drawn out if a study was undertaken.

Mr Farquhar was asked if HIAL intended to be open in regard to the income and how the revenue would be spent and if it would be broken down to a level where an individual can understand how their fees have been spent. Mr Farquhar said that there was a commitment to reinvest the income in the location and the accounts would be open for the public to see. The Chair however said that the response indicated that the income will be reinvested but questioned how that could be the case when the charges were being implemented to fill a gap in budget. Mr Farquhar said that these were questions to be raised with Ms Jack and Mr Inglis.

13/18 **Remote Air Traffic Management**

Mr Farquhar said that he would be happy to provide a presentation to Forum on the progress in this matter. He advised that the consultation on Air Traffic Strategy started last year. He said the process was no further on and assured that the proposals would not carry on regardless. He said that consultants would provide their recommendations and currently there was focus on staff engagement. Staff had now seen other remote systems in Sweden and Swanick where they saw the technology first hand and were engaging with different individuals where the centre would be. Mr Farquhar said that the report would be completed in early July and available for public viewing at that time. He said that all information was on the HIAL Website in the strategic link. Mr Farquhar said that he had attended the Airport Consultative Committee three times.

The Chair thanked Mr Farquhar and Ms Still for attending the meeting.

14/18 **Agenda Items for Future Meeting 2017/18**

Items for future meetings can be sent to the Lead Officer or the Committee Officer.

15/18 **AOCB**

None.

16/18 **Date of Next and Future Meetings 2018/19:**

- Wednesday, 12 September 2018, Room 16, Islesburgh Community Centre, Lerwick
- Wednesday, 5 December 2018, Room 16 Islesburgh Community Centre, Lerwick (this is a change of date originally set for 17 December 2018).
- Thursday, 14 March 2019, venue to be confirmed.

The meeting concluded at 4.05pm.

Chairperson



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12th June 2018

Ryan Thomson - By Email
Chair of Zetrans
Lerwick
Shetland

Dear Mr Thomson,

Thank you for the opportunity to present at Zetrans on the 7th June.
There were a couple of actions which I'd like to respond to;

Aberdeen Check-in

There was some criticism of the check-in process at Aberdeen.

Loganair's Ground Services team have advised that we have one check-in desk at Aberdeen which is open 2 hours prior to the scheduled flight departure. Our ground handler (Menzies Aviation) can use an additional desk i.e. a flex desk, if there are queues forming.

Passengers can also check-in earlier if they wish but will need to make themselves known to a member of the Menzies team who will be able to check them in. Check-in closes 30 minutes prior to departure. The team has also advised that we are currently using check-in desk 4, and that the flex desk i.e. 5 was at times occupied by KLM check-in agents. After representation to the airport and handlers, we will move to desk 11, with 12 being more readily available to 'flex' if required, and this will take effect from 01 July.

Onward transportation on late arrival

There was a question asked whether Loganair would offer onward transportation in the event of a late evening delay. Loganair's response is;

- The number of occasions where Loganair's last flight of the day from Aberdeen (or Edinburgh) runs late is extremely low – the flights have on-time arrival performance of c. 90% and on the instances where they do run late, this is invariably due to weather issues either directly affecting that flight or earlier in the day.
- As such, we do not believe it is appropriate or indeed Loganair's responsibility to arrange onward public transport on the rare occasions where the flight(s) run(s) late.
- Our responsibility is to transport our customers to their destination – which is Sumburgh Airport – and whilst we are by no means oblivious to the issue, this problem being raised simply serves to highlight the wider inadequacy of public transport to and from Sumburgh which we respectfully suggest is not within our gift to address.



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- The public transport question is one for SIC, HIAL and Zetrans to address as the feedback we've seen runs much more widely than the last flight of the day – it's a broad issue that the frequency, journey time and scheduling of transport links to Sumburgh needs to be addressed.

I trust this addresses the questions raised, and hopefully the action in Aberdeen will go some way to providing a better service.

Yours sincerely

Roy Bogle
Director of Revenue and Scheduling

Cc Leisel Malcolmson, Shetland Islands Council – By Email



Zetland Transport Partnership

Agenda Item

7

Meeting(s):	ZetTrans	26 June 2018
Report Title:	ZetTrans Business Programme 2018/19	
Reference Number:	ZTP-16-18-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:

Leisel Malcolmson, Committee Officer

Email: leisel.malcolmson@shetland.gov.uk Tel: 01595 744599

Finalised: 19 June 2018

Appendices:

Appendix 1 - ZetTrans Business Programme 2018/19

Background Documents: None



ZetTrans - Meeting Dates and Business Programme 2018/19 as at Tuesday, 19 June 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	
		Lead Officer Report (Incl SETF Minute 21 March 2018 and 7 June 2018)	
		Business Programme 2018/19	
		Shetland Transport Strategy Refresh – Final Draft	
		Appointment of a Data Protection Officer	
		Shetland’s Partnership Plan 2018-2028 Final Draft	
		Alterations to Public Bus and Ferry Timetables	
		Management Accounts – Draft Outturn	
D= Delegated R=Referred			
Quarter 2 1 July 2018 to 30 September 2018	Date of Meeting	Business	
	22 August 2018 12 Noon Special	Bus Contracts	
	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	
		HIAL Air Traffic Management Strategy 2030	
		Inter-island Air Services Business Case	
		Bus Network Business Case	
	8 November 2018 10am Ordinary	ZetTrans Draft Annual Report 2016/17	
		Transport Strategy Refresh	
		Lead Officer Report	
		Business Programme 2017/18	



ZetTrans - Meeting Dates and Business Programme 2018/19 as at Tuesday, 19 June 2018

	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 to 31 March 2019	Date of Meeting	Business	
	22 February 2018 10am PPMF & Ordinary	Lead Officer Report (incl SETF Minutes 5 December 2018)	
		2018 North Isles Ferry Services Contract	
		Business Programme 2018/19	
		Management Accounts – Quarter 3	

Planned business still to be scheduled - as at Tuesday, 19 June 2018

- Project Business Cases
- Code of Corporate Governance and Annual Review
- 2018 North Isles Ferry Services Contract
- Transport Strategy Refresh
- Alterations to Public Bus and Ferry Timetables
- 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 Tuesday, 19 June 2018