



If calling please ask for:
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Date: 2 November 2018

Dear Sir/Madam

You are invited to the following meeting:

Zetland Transport Partnership (ZetTrans)
Council Chamber, Town Hall, Lerwick
Thursday 8 November 2018 at 10m

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 minutes of meeting held on i) 26 June 2018, ii) 20 July 2018, iii) 22 August 2018, and iv) 21 September 2018 (enclosed).

Item	
1.	Transport Strategy Refresh – Draft Delivery Plan <i>ZTP-27</i>
2.	Lead Officer's Report <i>ZTP-30</i>
3.	Business Programme 2018/19 <i>ZTP-28</i>

MINUTE

A&B PUBLIC

**Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Tuesday 26 June 2018 at 2.00pm**

Present:

R Hunter
R McGregor
A Priest
R Roberts
R Thomson

Advisers:

None

Apologies:

S Laurenson
S Mathieson
D Sandison
J Smith

In attendance (Officers):

M Craigie, Lead Officer
J Smith, Director of Infrastructure Services
A Cogle, Team Leader - Administration
P Mogridge, Transport Policy & Projects Officer
R Barton, Transport Policy & Projects Officer
C McCourt, Financial Accountant
I Johnson, Senior Assistant Accountant
P Wishart, Solicitor
L Malcolmson, Partnership Officer

Also:

M Summers, Youth Development Worker
D Morrish, MSYP
S Thomason, MSYP

Chair

Mr Thomson, Chairperson of the Partnership, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None

Minutes

The Partnership confirmed the minutes of the meeting held on 30 March 2018 on the motion of Mr Roberts, seconded by Ms Hunter.

The Partnership confirmed the minutes of the meeting held on 26 April 2018 on the motion of Mr Thomson, seconded by Mr McGregor.

11/18 Appointment of Data Protection Officer

The Partnership considered a report by the Secretary for ZetTrans (ZTP-13-18-F) seeking a decision from the Partnership to appoint a Data Protection Officer, in order to ensure that the operation of the Partnership's functions remain compliant with the new Data Protection Legislation.

The Team Leader - Administration summarised the main terms of the report.

Mr McGregor moved that the Partnership approve the recommendations contained in the report, seconded by Mr Thomson.

Decision:

The Partnership:

- APPOINTED the Secretary to the Partnership as its Data Protection Officer; and
- APPOINTED the Lead Officer to the Partnership as its Senior Information Risk Owner.

12/18 Zetland Transport Partnership - Management Accounts 2017/18 – Final Outturn

The Partnership considered a report by the Proper Officer for Finance (ZTP-14-18-F) presenting the final outturn position for 2017/18 as at the end of the financial year.

The Financial Accountant summarised the main terms of the report, advising that references in the report to "draft" were incorrect and this was the "Final" outturn.

There being no debate the Partnership noted the report.

Decision:

The Partnership:

- NOTED the Management Accounts showing the final outturn position for 2017/18.

13/18 Unaudited Annual Accounts 2017/18

The Partnership considered a report by the Proper Officer for Finance (ZTP-15-18-F) that presented the 2017/18 Unaudited Annual Accounts for the Zetland Transport Partnership and sought approval for the 2017/18 Annual Governance Statement.

The Financial Accountant summarised the main terms of the report.

In responding to a question regarding the impact of concessionary fares on the income received, the Lead Officer advised that at the end of this year there would be three years of good quality data that would provide an understanding of how transport is used. He said that concessionary fares results in the Council only receiving a proportion of the fare back from the Scottish Government and therefore when current full fare paying passengers become concessionary passengers would see a decrease in income.

Members also discussed the impact of parking charges at Sumburgh Airport, and the Lead Officer said that it was important to get an understanding of how the demand for that bus route may change as a result. He said that there could be capacity issues concerning the number of passengers with luggage once the charges are implemented. The Lead Officer added that the public network would be retendered later in the year and there was a need to have information to inform that tendering exercise.

Ms Hunter moved that the Partnership approve the recommendations contained in the report, seconded by Mr Priest.

Decision:

The Partnership:

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

14/18

Shetland's Partnership Plan 2018-2028 Final Draft

The Partnership considered a report by the Transport Policy and Projects Officer (ZTP-17-18-F) that presented the Shetland's Partnership Plan (SPP) 2018-2028 Final Draft.

The Transport Policy and Projects Officer (Mr Mogridge) summarised the main terms of the report.

There followed brief discussion concerning the carbon emissions target and how the inter-island ferry fleet is the biggest contributor of carbon emissions locally. The Partnership was informed that ZetTrans and the Council are now partners in planning for future services.

Mr Thomson moved that that the Partnership approve the recommendations contained in the report, Mr McGregor seconded.

Decision:

The Partnership:

- APPROVED Shetland's Partnership Plan 2018-2028 Final Draft.
- AGREED to work with the Shetland Partnership to assist it to deliver the Plan and meet its targets.

15/18

Shetland Transport Strategy Refresh Final Draft

The Partnership considered a report by the Transport Policy and Projects Officer (ZTP-18-18-F) that sought approval of the Shetland Transport Strategy Refresh Final Draft and delegated authority to finalise the strategy.

The Transport Policy and Projects Officer summarised the main terms of the report.

Following comments received, the Partnership was advised that ZetTrans is a Community Planning Partner, and that there was still an opportunity to refine the document and wording around carbon driven vehicles could be strengthened.

Mr Thomson moved that the Partnership approve the recommendations contained in the report, Mr Priest seconded.

Decision:

The Partnership:

- NOTED the Shetland Transport Strategy Refresh Consultative Draft - Stakeholder Consultation Report.
- APPROVED the Shetland Transport Strategy Refresh Final Draft at Appendix 2.
- DELEGATED authority to the Lead Officer, in consultation with the Chair, to finalise the Shetland Transport Strategy Refresh, incorporating ZetTrans comments.

16/18

Lead Officer Report (Incl SETF Minute 21 March 2018 and 7 June 2018)

The Partnership considered a report by the Lead Officer (ZTP-20-18-F) that provided an 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.

The Lead Officer introduced each of the items reported in section 4 of the report and responded to comments and questions as follows:

Smart and Integrated Ticketing

Regarding smart ticketing on the ferry service, it was explained that it had always been the intention to integrate smart ticketing across all modes of transport. He said however funding would be needed to support such a project across all services.

Islands Transport Forum

The Chair highlighted the importance of Fixed Links for the future of Shetland therefore it was essential that he write to Ministers to ensure that there is policy in place going forward.

Shetland External Transport Forum

Reference was made to paragraph 4.7 and Mr Roberts advised that the NHS were in discussion with Loganair regarding departure facilities for travelling patients. He said that the current position is disappointing and because the corridors are cold which is not appropriate for patients therefore the NHS is obliged to pay for the lounge. He said that it was important for ZetTrans to be aware of this issue and he would provide information and feedback on this matter following further discussion with Loganair on Friday. The Chair agreed and advised that at the March meeting of the Shetland External Transport Forum, Mr Hinkles of Loganair had spoken passionately about the disgraceful departure facilities. He advised that this matter had been highlighted again at the last meeting with Mr Bogle and he was satisfied that Loganair are seeking improvements for everyone including NHS patients.

Air Departure Tax Working Group

In responding to a question, the Lead Officer said that there was no clear timeline for the issue of Airport Departure Tax. He said that a case would have to be prepared and submitted to Brussels which is essential so that there are no gaps in the exemption when the transfer of responsibility for the tax transfers from Westminster to Holyrood an exemption has to cease.

Ms Hunter advised of a survey for 15-30 year olds in the Highlands and Islands regarding transport costs and said that travel is essential for moving around and working. She said that this research would be out in the next few months and would urge young people to visit the HIE website to fill in the questionnaire. She said that the more young people in Shetland that complete the survey the better data will be gathered on their views.

Reference was made to an increase in fares to Fair Isle and the mention at the Council's Environment and Transport Committee on friends and family fares. The Transport Policy and Projects Officer advised that this would be considered in more detail within the Shetland Transport Strategy and explored further with operators. He said that fares for mainland and internal air and ferry services would be considered. The Lead Officer added that the Air Services business case is on course and will include fares in the long term.

Mr Thomson moved that the Partnership approve the recommendations contained in the report stating that it was important to move forward on Fixed Links as a matter of urgency. Mr Priest seconded.

Decision:

The Partnership RESOLVED to:

- 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.
- Consider the content of this report, provide comments and note the report.

The Partnership considered a report by the Secretary for ZetTrans (ZTP-16-18-F) that presented an updated Business Programme for ZetTrans for the period ending March 2019.

The Committee Officer introduced the report and highlighted the addition of a special meeting on 22 August 2018 for consideration of the public Bus Contracts. She advised of the need for a further special meeting to address a change to the public bus service following a decision of the Council's Children and Families Committee to move to an asymmetric school week. She indicated that 20 July 2018 had been identified and an email would follow seeking to determine if a quorum could be achieved for that date.

The Partnership unanimously approved the content of the report and the addition of special meetings.

Decision:

- The Partnership **RESOLVED** to approve the attached Business Programme for 2018/19, as amended.

The meeting concluded at 4.15pm.

CHAIRPERSON



MINUTE

A&B PUBLIC

Special Zetland Transport Partnership
Bressay Room, NHS Headquarters, Montfield, Lerwick
Friday 20 July 2018 at 10am

Present:

R Hunter
 R McGregor
 R Roberts
 D Sandison
 R Thomson

Advisers:

S Mathieson

Apologies:

S Coutts
 S Laurenson
 A Priest
 D Simpson

In attendance (Officers):

M Craigie, Lead Officer
 J Belford, Executive Manager – Finance
 P Wishart, Solicitor
 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

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

18/18 **Alterations to Public Bus and Ferry Timetables**

The Partnership considered a report by the Lead Officer for ZetTrans (ZTP-21-18-F) seeking approval of proposed alterations to some public bus and ferry timetables, together with an amendment to the approved 2018/19 budget of £22k in both income and expenditure, with an overall net impact to ZetTrans of zero.

The Lead Officer for ZetTrans summarised the main terms of the report, commenting on the good range of feedback received from the consultation undertaken. He advised on a resolution to the negative representation from some current users of the Yell Ferry service, in that the proposed 0630 sailing from Toft could be changed to a 0635 sailing which, with agreement from their employer for the shift workers to leave work slightly earlier, would accommodate their requirements and remove the negative component from the changes proposed.

The Lead Officer outlined the financial consequences as a result of the proposed changes, confirming that the increased budget costs will be met by the Schools Service and there would be no impact on ZetTrans budgets.

The Chair thanked the Lead Officer and his staff for the amount of hard work undertaken in making the proposed alterations to the bus and ferry timetables as set out in Appendix 1. He reported on the representations he had received from residents of the North Isles who depend on the lifeline ferry services, that the vast majority had been positive and wholly in favour of the changes, which he advised, among other benefits, will allow people to travel to Lerwick for 0800. The Chair advised on his support for the proposed change to the Toft to Ullsta ferry timetable from 0630 to 0635 that would accommodate the shift workers from Sullom Voe.

During the discussion, comment was made that the solution reached in response to the negative representation from the shift workers was a good example of local democracy.

In responding to questions, the Lead Officer advised that it was not a statutory requirement to provide school transport for pupils who have made placing requests to study at the Anderson High School (AHS) instead of the high school within their locality, however the alternations to the bus and ferry timetables as proposed would enable those pupils, who have opted to take advantage of the greater choice of curriculum and a wider range of opportunities at the AHS, to have access to public transport. The Lead Officer confirmed that there was no detail at this time on the projected further placing requests in future years.

In responding to a request for further detail on the potential negative impact on south mainland residents from the changes proposed to the No. 6 Service, the Lead Officer reported that there had been some indication during the survey of passengers that the 10-minute change proposed where the bus would depart Sumburgh airport at 1710, instead of 1700, may impact on workers accessing evening work in Lerwick.

In responding to a question, the Lead Officer undertook to provide clarity on the Friday bus service from Lerwick to Walls for pupils not entitled to school transport, that would fit with the earlier 1400 close on Fridays.

During the discussion, the Lead Officer acknowledged that while timescales and resources during the consultation had been limited, he advised that in going forward the aim would be to engage further with communities to generate ideas, alternatives and solutions for the bus and ferry services.

The Lead Officer reported that the changes to the bus timetables would be advertised in the local press, on the buses, in bus shelters and on the ZetTrans App. He advised also on the improvement to the ZetTrans App in early course, that would include a feedback option.

In response to comments regarding the implications of the increased budgets and ongoing cost pressures, the Lead Officer advised that there were a range of measures that would be adopted when renewing the bus contracts to influence the cost of the service.

During debate, Mr Thomson said that with the change to the 0630 sailing from Toft to 0635, he moved that the Partnership approve the recommendations in the report. Mr McGregor seconded.

Decision:

The Partnership:

- APPROVED the proposed alterations to bus and ferry timetables as contained in Appendix 1, with an amendment that the 0630 sailing from Toft is changed to 0635,
- APPROVED the formal amendment to the approved 2018/19 budget of £22k in both income and expenditure, with an overall net impact to ZetTrans of zero.
- NOTED that the total value over a full year of the proposed alterations is £47k per annum and that £33k per annum will be incorporated into future ZetTrans budget planning processes, with the remaining £14k per annum remaining within Shetland Islands Council expenditure; and
- INSTRUCTED 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 10.30am.

CHAIRPERSON



MINUTE

A&B PUBLIC

**Special Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Wednesday 22 August 2018 at 2pm**

Present:

A Priest
D Sandison
D Simpson
R Thomson

Advisers:

S Mathieson

Apologies:

R Hunter
R McGregor
S Laurenson
R Roberts
J Smith

In attendance (Officers):

M Craigie, Lead Officer
R Barton, Transport Policy and Projects Officer
P Mogridge, Transport Policy and Projects Officer
E Park, Transport Contracts & Operations Officer
H Tait, Team Leader - Accountancy
P Wishart, Solicitor
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

None.

19/18 **ZetTrans Response to the Scottish Government's Consultation on Developing an Environment Strategy for Scotland**

The Partnership considered a report by the Transport Policy and Projects Officer (ZTP-22-18-F) seeking approval of the draft ZetTrans response to the Scottish Government's Consultation on Developing an Environment Strategy for Scotland.

The Transport Policy and Projects Officer (P Mogridge) summarised the main terms of the report and drew attention to the suggested response provided in the Appendix. He advised that there were no associated knowledge accounts which covers the moving around of people or freight so he had highlighted the need for this in the response.

During discussion, concern was expressed in regard to moving goods around particularly as Shetland is reliant on the ferries to and from Aberdeen. It was suggested that it would be remiss not to make reference in that regard and seek a response from the Scottish Government on what they intend to do in terms of their Environmental Strategy, seeking an indication of what targets might be. The Transport Policy and Projects Officer acknowledged the comments but advised that this was a high-level strategy and there was likely to be further opportunity to seek more detail to be included as the strategy develops. It was also suggested that the Scottish Government be asked to include the implementation of low carbon vessels for the North Isles as this is already in place on other routes in Scotland.

Following further discussion it was agreed that in order to ensure that Shetland's rural position in Scotland is taken into account that the wording of the response would be refined to take account of comments from the meeting, and a final response would be prepared for issue, in consultation with the Chair.

From a tourism perceptive comment was made that this consultation had come at a good time as some outcomes are dramatically opposed to each other. It was stated that some visitors looking to access Shetland for its Nature may be opposed to the environmental impact of transport used to get here. It was noted that the Scottish Government has also indicated that the new North Isles Ferry Service contract would have more flexibility built into its new contracts in terms of the vessels used.

The Partnership unanimously approved the recommendation at 1.1.1 with the addition that an amended response would be prepared, in consultation with the Chair, taking on board Partnership's comments.

Decision:

The Partnership:

APPROVED the draft ZetTrans response to the Scottish Government's Consultation on Developing an Environment Strategy for Scotland, as amended in consultation with the Chair, taking on board the Partnership's comments.

20/18

Public and School Transport Networks 2019 to 2024 – Strategic Outline Case

The Partnership considered a report by the Lead Officer that presented the Strategic Outline Case (SOC) for the Public and School Transport Networks 2019 to 2024.

The Lead Officer introduced the report and provided more context to each of the sections of the SOC and the process to be followed in meeting the

deadline for implementation of the next Public and School Transport Networks, by 19 August 2019.

The Lead Officer advised that a report had also been presented to the Shetland Islands Council and noted that Members requested that the meeting date shown in Appendix 2 for 15 October 2018 be changed and the next report will be presented closer to the date of the next Council meeting at the end of October 2018. The Lead Officer set out the role of ZetTrans in this process and that of the Council's which will lead to an award of contracts in January 2019 providing a 6 month lead in time for operators to have the necessary resources in place by 19 August 2019.

In responding to questions the Lead Officer confirmed that it was possible to change the hierarchy of transport needs and priorities. He advised however that as the hierarchy had been created from the views of the community it would be necessary to seek their validation on whether it should remain as it is or establish what, why and what impact a change to it would have.

Following brief discussion it was noted that a further report would be presented to ZetTrans at the end of October 2018.

Mr Sandison moved that the Partnership approve the recommendations contained in the report, seconded by Mr Thomson. The Partnership concurred.

Decision:

The Partnership NOTED the preferred way forward for public and school bus transport in Shetland detailed in the Strategic Outline Case (SOC) in Appendix 1 comprises two components; namely: -

- For School Bus Transport – a network of dedicated services and public transport based services that provides transport to entitled pupils in compliance with the Council's prevailing policy criteria described in the Council's School Transport Policy.
- For Public Bus Transport – a network of services based on the current network with refinements to take advantage of opportunities for efficiency, with a framework to support any decisions to modify the network to meet any financial constraints based on a hierarchy of travel needs factors arising out of consultation with users, the Shetland community and wider stakeholders; and

Delegated authority to the Lead Officer of ZetTrans, working with the Director of Development Services Shetland Islands Council where required, to take any decisions and action required to develop the Full Business Case for the preferred way forward described in section 1.1 for each of the Public and School Bus Transport Networks, to be implemented after the current set of service contracts expire on 18 August 2019.

The meeting concluded at 2.45pm.



MINUTE

A&B PUBLIC

**Special Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Friday 21 September 2018 at 3pm**

Present:

R Roberts
D Sandison
D Simpson

Advisers:

S Mathieson

Apologies:

R Hunter
A Priest
R McGregor
R Thomson
S Laurenson
J Smith

In attendance (Officers):

M Craigie, Lead Officer
R Barton, Transport Policy and Projects Officer
H Tait, Acting Executive Manager – Finance
C McCourt, Financial Accountant
P Wishart, Solicitor
L Malcolmson, Committee Officer

Also:

Mr Healy, Deloitte LLP
Mr Corrigan, Deloitte LLP

Chair

Mr Sandison, presided as Chairperson of the Partnership, pro tem.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None.

21/18 **Annual Audit Report on the 2017/18 Audit for ZetTrans**

The Partnership considered a report by the Acting Proper Officer for Finance (ZTP-24-18-F) which presented the findings of the 2017/18 audit contained in the annual report prepared by the external auditors, Deloitte LLP.

Mr Healy and Mr Corrigan introduced the Annual Audit Report, and advised that an unmodified opinion had been given on the accounts. Comment was made that the Partnership should not be reliant on the Council's Medium Term Financial Plan given the Council's current financial position, and it was stated that ZetTrans should deal with the allocation of funding up front.

In response to a question the Lead Officer confirmed that management would pick up on the comment made in regard to the Medium Term Financial Plan through early discussion with the newly appointed Executive Manager – Finance.

Decision:

The Partnership:

- NOTED the findings of the 2017/18 audit as contained in the external auditor's annual report;
- NOTED the agreed Action Plan as outlined in the Annual Report;
- CONSIDERED a verbal report by the external auditor; and
- APPROVED the audited Annual Accounts for 2017/18 (Appendix 2) for Zetland Transport Partnership for signature.

22/18

Zetland Transport Partnership - Management Accounts 2018/19 - Projected Outturn at Quarter 1

The Partnership considered a report by the Acting Proper Officer for Finance (ZTP-25-18-F) that presented the projected outturn position for 2018/19 as at the end of the first quarter.

The Acting Proper Officer for Finance summarised the main terms of the report and advised on the need for an increased contribution of £16k due to public bus service contracts.

The Lead Officer reported that the variance in absolute terms was relatively minor. He said that the budget is set on assumptions but that Officers do all they can to make sure that the income is well managed. He went on to explain that the only variable in the budget was income and that was determined by behaviours and patterns of use. The Lead Officer said that it was difficult to change patronage on buses and raising fares would be difficult. In terms of tourist travel, the Lead Officer said that Officers were going through a process of identifying the type of users and how the service may be planned to promote more use of the services available.

Decision:

The Partnership NOTED the Management Accounts showing the draft outturn position for 2017/18.

ZetTrans DRAFT Response to the Call for Views on the Transport (Scotland) Bill

The Partnership considered a report by the Lead Officer (ZTP-26-18-F) that sought approval for the ZetTrans draft response to the Scottish Government's Call for Views on the Transport (Scotland) Bill.

The Lead Officer introduced the report and advised that stakeholders had fed into the consultation process. The Lead Officer provided an explanation behind the responses to each of the six areas identified by the Government for comment.

During discussion it was agreed that the Lead Officer would refine the Partnership's response taking into account comments made on:

- Part 3 – Ticketing Arrangements and Schemes last bullet point – these changes give powers to Scottish Ministers to do things that do not fit with local decision making. Make it clear that the changes do not override local decision making.
- Part 6 – Regional Transport Partnerships Financing – ensure there is a plan around what the changes are and these will be accommodated by the Partnership. There will be challenges in future funding based on estimates but there is risk of ZetTrans facing deficits.

Mr Sandison moved that the Board approve the recommendations contained in the report with the addition that the response will be refined to take account of comments received.

Decision:

The Partnership APPROVED the ZetTrans draft response to the Scottish Government's Call for Views on the Transport (Scotland) Bill, with the addition that the response will be refined to take account of comments received.

The meeting concluded at 3.55pm.

CHAIRPERSON



Zetland Transport Partnership

Agenda Item

1

Meeting(s):	Zetland Transport Partnership	8 November 2018
Report Title:	ZetTrans Draft Delivery Plan 2018–2020	
Reference Number:	ZTP-27-18-F	
Author / Job Title:	Robina Barton – Transport Policy and Projects Officer	

1.0 Decisions / Action Required:

1.1 That the Partnership:

- 1.1.1 NOTE the FIRST DRAFT ZetTrans Delivery Plan 2018-2020, as contained in Appendix 2.
- 1.1.2 INSTRUCTS the Lead Officer to plan and carry out a workshop with ZetTrans Members and Advisers to inform the prioritisation of the activity and projects in the First Draft Delivery Plan. The work will consider and take account of resource requirements; establish a Risk Strategy and Risk Register; and refine a set of Performance Indicators to finalise the ZetTrans Delivery Plan 2018-2020 for approval at the ZetTrans meeting scheduled for 22 February 2019 or at the latest the following meeting of the Partnership.

2.0 High Level Summary:

- 2.1 Following ZetTrans' approval of its Transport Strategy 2018-2028 (Appendix 1), the Draft Delivery Plan details how ZetTrans will intervene to address the Main Issues, achieve its Strategic Objectives and fulfil its Vision.
- 2.2 The Draft Delivery Plan provides background information on ZetTrans and outlines the Partnership's priorities and timescales for action.

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 ZetTrans is a signatory to the Shetland's Partnership Plan 2018-2020, along with 13 other statutory and non-statutory Partners. The plan seeks to raise the average Place Standard score for Transport from 3.6 to 5.

4.0 Key Issues:

4.1	The context for the Draft Delivery Plan is to be found in ZetTrans Transport Strategy 2018-2028, as contained in Appendix 1.
4.3	In considering the First Draft Delivery Plan, Partners are invited to consider ZetTrans' dual strategic and operational roles together with ZetTrans' statutory requirement to focus on the transport of both people and goods within, to and from Shetland.
4.4	The Draft Delivery Plan details the set of Performance Indicators which, directly connected to its interventions, will be used to evaluate and monitor the Partnership's activity.
4.5	Subject to the Partnership's views on the Draft Delivery Plan, officers will plan and undertake a workshop with ZetTrans Members and Advisers to prioritise the proposed interventions within the context of resources required, and develop a Risk Strategy and Risk Register to support planning and decision making.
5.0 Exempt and/or Confidential Information	
5.1	None.
6.0 Implications :	
6.1 Service Users, Patients and Communities:	The Shetland Transport Strategy was developed with high levels of engagement with Shetland Stakeholders and public as well as reference to a range of Shetland policies and strategies, which in themselves were derived from engagement with stakeholders.
6.2 Human Resources and Organisational Development:	None arising directly from this report.
6.3 Equality, Diversity and Human Rights:	Where appropriate individual interventions in the Delivery Plan will be subject to Integrated Impact Assessments.
6.4 Legal:	None arising directly from this report.
6.5 Finance:	All approved actions will be undertaken within the financial resources previously agreed for the financial year.
6.6 Assets and Property:	None arising directly from this report.
6.7 ICT and New Technologies:	None arising directly from this report.
6.8 Environmental:	None arising directly from this report.

6.9 Risk Management:	<p>The main risk at this stage is the First Draft Plan is limited to an expression of the projects and activity needed to support the Transport Strategy and wider policies such as the Shetland Partnership Plan.</p> <p>Although a sense of priority and the timeline for delivery is offered as a starting point, it is necessary to involve the Partnership Members and Advisers in a process of developing the priorities and timescales to reflect wider views of the Partnership and the reality of forecasts of available funding as well as staff resources.</p> <p>Failure to undertake a process to achieve this could lead to an unrealistic plan, which may be undeliverable financially, and/ or in terms staff resources. Furthermore, if the Performance Indicators in place do not adequately represent or address the right financial and operational management information requirements it will be difficult to ensure progress is well managed and the planned benefits of the Partnership's projects and activity are being realised.</p> <p>To mitigate these risks officers will undertake a workshop with Members and Advisers to enable development of a realistically prioritised and resourced Delivery Plan that is supported by a Risk Strategy and Risk Register along with an appropriate set of quantitative and qualitative Performance Indicators. The First Draft Delivery Plan in this report will provide the starting point for this process and the work will be carried out in time to be presented to ZetTrans for approval on 22 February 2019 or at the latest the following meeting of the Partnership.</p>	
6.10 Policy and Delegated Authority:	<p>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 on issues relating to transport national policy and strategy.</p>	
6.11 Previously considered by:	<p>Not previously considered.</p>	

Contact Details:

Robina Barton – Transport Policy and Projects Officer

Phone: 01595 745802

E-mail robina.barton@shetland.gov.uk

Date Cleared - 2 November 2018

Appendices:

Appendix 1 – ZetTrans Transport Strategy 2018-2028

Appendix 2 – ZetTrans Draft Delivery Plan 2018-2020

Background Documents:

None

SHETLAND TRANSPORT STRATEGY REFRESH 2018-2028

Ze Trans
SHETLAND'S TRANSPORT PARTNERSHIP



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 95 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.

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 socioeconomic 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 InterIslands 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 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		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

SHETLAND TRANSPORT STRATEGY DELIVERY PLAN

2018-2020



DRAFT (0.3) – October 2018

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EXECUTIVE SUMMARY

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

1. An 18-month program of interventions for improving, enhancing and maintaining transport provision in Shetland.
2. A framework for monitoring and evaluating the partnership's performance in delivering its stated targets and outcomes.

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

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

INTRODUCTION TO THE DOCUMENT

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

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

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

This document describes ZetTrans' current 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 detailed in this document, the following five questions are used to test and validate their design and implementation:

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

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

INTRODUCTION TO ZETTRANS

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

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

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

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

ZetTrans is a signatory to the following key regional documents:

- *Shetland's Partnership Plan*
- *Shetland's Tourism Strategy*
- *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021.*

ZETTRANS VISION

ZetTrans Vision is:

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

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

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

ZETTRANS TARGET OUTCOME

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

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

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

ZETTRANS MAIN ISSUES

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

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

Proposed Main Issues	Approach	Detail	Scottish Government Objective	National Transport Strategy Objective
Lifeline Transport	Working in partnership and through influence	To maintain, improve and expand the affordability, availability, flexibility and reliability of Shetland's lifeline transport links for both freight and passengers.	Wealthier, Fairer	Economic growth / Social inclusion
Transport Robustness	Working alone, in partnership and through 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.

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

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

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

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

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

ZETTRANS STRATEGIC OBJECTIVES

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

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

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

Strategic Objective 1

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

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

Strategic Objective 2

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

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

Strategic Objective 3

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

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

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

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

OUTCOMES AND INDICATORS

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

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

Underpinning the economy

- Supporting growth in Shetland's major industries – seafood, tourism, agriculture, construction, retail, engineering, oil & gas etc.
- Facilitating access to employment and training opportunities
- Supporting local businesses and services by helping fulfil the aspirations of Shetland's 10 Year Plan to attract people to live and work in Shetland

Supporting the community

- Tackling inequalities
- Fostering social inclusion
- Improving public health through active travel

Conserving the environment

- Reducing Shetland's Carbon footprint
- Making Shetland an attractive place to live
- A universal approach will be taken to meeting the Transport Strategy Objectives

UNDERPINNING THE ECONOMY – IMPROVING SERVICES				
Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Lifeline Services develop in-line with current and changing need to support Shetland's community and industries	Indicator(s) Improve people's perceptions of the quality of external transport services Measures % of users very or fairly satisfied with the quality of external transport Breakdown Community – adults Community – young people Community – patient travellers Industry Baseline data needed? Yes – survey required	Outcomes Place: People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all People: The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way Indicators <ul style="list-style-type: none"> Satisfaction with public services 'Place Standard' - how people in Shetland rate 'Our Place' 	Lifeline Transport	<ul style="list-style-type: none"> Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing Revise remit of External Transport Forum Explore development of Freight Quality Partnership Fair Fares Initiative Route development
			Transport Robustness	<ul style="list-style-type: none"> Inter-island Ferry OBC

<p>with current and changing need to support Shetland's community and industries</p>	<p>quality of inter-island transport services</p> <p>Measures</p> <p>% of users very or fairly satisfied with the quality of inter-island transport</p> <p>Breakdown</p> <p>Community – adults</p> <p>Community – young people</p> <p>Community – patient travellers</p> <p>Industry</p> <p>Baseline data needed?</p> <p>Yes – survey required</p>		<p>Community Support</p> <p>Integration Support</p>	<ul style="list-style-type: none"> • Inter-island Air OBC • Fair Funding Review
<p>Increased use of Shetland's public bus network</p>	<p>Indicator(s)</p> <p>Bus service usage levels</p> <p>Measures</p> <p>Annual passenger numbers</p> <p>Breakdown</p> <p>Service, Adult, Child, O60, Young Person, Disabled, Visually Impaired</p> <p>Baseline data needed?</p>		<p>Transport Robustness</p>	<ul style="list-style-type: none"> • Bus Network OBC • Identify gaps in public bus network • Establish regular Framework Operator Forum

	No – held in office			
A robust Taxi and PHC licensing scheme supports the tourism industry and encourages adoption of accessible vehicles.	<p>Indicator(s)</p> <p>i) Levels of Taxi and PHC licensing</p> <p>ii) Enforcement activity</p> <p>Measures</p> <p>i) Numbers of Taxi and PHC licences</p> <p>ii) Enforcement records from Police Scotland</p> <p>Breakdown</p> <p>i) Tour guide, Accessible vehicles</p> <p>ii) N/A</p> <p>Baseline data needed?</p> <p>i) Partial – breakdown needed</p> <p>ii) Not yet enforced so baseline 0</p>		Transport Robustness	<ul style="list-style-type: none"> • Complete revision of Taxi/PHC handbook • Establish bi-annual Taxi Trade Forum and Newsletter • Research and engage on new licensing requirements. • Research and engage on new plating system • Research and engage on accessibility issues • Annual Taxi Tariff Review
New Community Transport services are developed	<p>Indicator(s)</p> <p>Level of Community Transport provision</p> <p>Measures</p> <p>Number of new Community Transport</p>		Transport Robustness Community Support	<ul style="list-style-type: none"> • Community Transport Audit • Community Transport Development plan

	<p>operations</p> <p>Breakdown</p> <p>By locality</p> <p>Baseline data needed?</p> <p>Yes – existing Community Transport</p>			
SUPPORTING THE COMMUNITY – REMOVING BARRIERS				
Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
<p>Usability of Shetland's public transport services is improved</p>	<p>Indicator(s)</p> <p>Improve people's perceptions of the quality of public transport services</p> <p>Measures</p> <p>% of people very or fairly satisfied with the quality of public transport-</p> <p>Breakdown</p> <p>Age, gender, MID, rural/small town</p> <p>Baseline data needed?</p> <p>No - Scottish Household Survey</p>	<p>Outcomes</p> <p>Place: People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all</p> <p>People: The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way</p> <p>The Shetland Partnership will be</p>	<p>Community Support</p> <p>Behavioural Change</p>	<ul style="list-style-type: none"> • Introduce SMART ticketing • Introduce new ticket products

<p>People are supported to make positive travel choices</p>	<p>Indicator(s)</p> <p>Improve people's ability to make decisions about travel options</p> <p>Measures</p> <p>% of people who agree with the statement 'I have the resources I need to make positive travel choices from a range of options'</p> <p>Breakdown</p> <p>Age, gender, MID, disability, rural/island/population centres</p> <p>Baseline data needed?</p> <p>Yes – survey required</p>	<p>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 benefitting from living in good places and keeping active</p> <p>Indicators</p> <ul style="list-style-type: none"> • Satisfaction with public services • 'Place Standard' - how people in Shetland rate 'Our Place' • People in Shetland who feel part of their community 	<p>Community Support</p> <p>Behavioural Change</p> <p>Integration Support</p>	<ul style="list-style-type: none"> • Work Travel Plans (SIC/NHS) • School Travel Plans • Promote personalised journey planning
<p>People can easily access up-to-date travel information</p>	<p>Indicator(s)</p> <p>Improve people's access to up-to-date travel information</p> <p>Measures</p> <p>% of people who agree with the statement 'I am able to access and understand the travel information I need'</p>		<p>Community Support</p> <p>Behavioural Change</p> <p>Integration Support</p>	<ul style="list-style-type: none"> • Launch and update ZetTrans website • Complete revision of ZetTrans app with improved journey planning functionality

	Breakdown Age, gender, MID, disability, rural/island/population centres Baseline data needed? Yes – survey required			
CONSERVING THE ENVIRONMENT – REDUCING CAR USE				
Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Modal shift from individual car use to other public / private transport options	Indicator(s) Reduced use of single occupancy cars for everyday journeys Measures % people using bus/car-share as main mode of transport for journey to work Breakdown Age, gender, MID, disability, rural/island/population centres Baseline data needed? Yes – workplace survey needed	Outcomes People: Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefitting from living in good places and keeping active Place: All areas of Shetland will be benefitting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development Indicators	Community Support Behavioural Change	<ul style="list-style-type: none"> • Car share promotion • Car club development • Bus service promotion

	(SIC/NHS)	<ul style="list-style-type: none"> • People engaging in physical activity • Carbon emissions • Fuel poverty 		
Increased uptake of Active Travel options	<p>Indicator(s)</p> <p>Increased walking/cycling for everyday journeys</p> <p>Measures</p> <p>% people using walking/cycling as main mode of transport for journey to work</p> <p>Breakdown</p> <p>Age, gender, MID, disability, rural/island/population centres</p> <p>Baseline data needed?</p> <p>Yes – workplace survey needed (SIC/NHS)</p>		<p>Community Support</p> <p>Behavioural Change</p>	<ul style="list-style-type: none"> • Promotion of active and sustainable travel options for all or part of everyday journeys • Further development of cycle path network • Bike pool development • Road-end interchange audit and development plan
Transport Planning contributes to reduction of Shetland's carbon footprint	<p>Indicator(s)</p> <p>i) Reduced import of fossil fuels</p> <p>ii) Level of new technology schemes</p> <p>Measures</p> <p>i) Shetland fuel consumption levels</p> <p>ii) Number of new technology schemes</p>		<p>Transport Robustness</p> <p>Behavioural Change</p>	<ul style="list-style-type: none"> • Explore new fuel technology options for public service vehicles

	involving ZetTrans Breakdown i) Shetland-wide, public bus network ii) Shetland-wide Baseline data needed? i) No – held in office ii) None currently so baseline 0			
UNIVERSAL APPROACH				
Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Research: We maintain an up-to-date understanding of community need	Indicator(s) Improve people's perceptions of the transport planning service Measures % of people who agree with the statement 'I believe transport planning in Shetland reflects the needs expressed by my community' Breakdown	Outcomes Participation: 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 Staff from across the Shetland Partnership will be actively seeking to involve communities in decision making and service delivery, including identifying and	Change Management Transport Robustness Community Support	Assessment of Transport perceptions Re-assessment of Transport Needs

	<p>Age, gender, MID, disability, rural/island/population centres</p> <p>Baseline data needed?</p> <p>Yes – survey required</p>	<p>involving those who do not often have their voices heard</p> <p>Place: Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable</p>		
<p>Engagement: The Shetland Community is fully engaged in the process of Transport Planning</p>	<p>Indicator(s)</p> <p>Improved responsiveness of public transport services</p> <p>Measures</p> <p>% of people who agree with the statement 'I can influence decisions relating to public transport'</p> <p>Breakdown</p> <p>Age, gender, MID, disability, rural/island/population centres</p> <p>Baseline data needed?</p> <p>Yes – survey required</p>	<p>Indicators</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 	<p>Change Management</p> <p>Transport Robustness</p> <p>Community Support</p>	<ul style="list-style-type: none"> • Engage with Locality Planning partners on development and membership of Area Transport Forums incorporating regular engagement / feedback opportunities • Engage with Area Transport Forums on development of Area Transport Plans
<p>Monitoring: We have accurate, appropriate and comprehensive data to inform</p>	<p>Indicator(s)</p> <p>Confidence of Elected Members in transport information provided.</p> <p>Measures</p>		<p>Change Management</p>	<ul style="list-style-type: none"> • Review all transport related data gathering and identify any gaps • Establish Baseline data for KPI and other performance

decision making	<p>% Elected Members who agree with the statement 'I feel that I am provided with the data I need to make transport related decisions'</p> <p>Breakdown</p> <p>Shetland wide, by locality</p> <p>Baseline data needed?</p> <p>Yes – survey of Members</p>			<p>monitoring through surveys and other means.</p> <ul style="list-style-type: none"> • Create Transport Statistics Database
Reporting progress / impact: Our reporting is transparent, relevant, up-to-date and evidence based	<p>Indicator(s)</p> <p>Delivery of statutory and non-statutory reports</p> <p>Measures</p> <p>Reporting deadlines met</p> <p>Breakdown</p> <p>KPI, Annual Report, Climate Change Report, Asset Transfer/Participation requests report</p> <p>Baseline data needed?</p> <p>No – held in-house</p>		<p>Change Management</p> <p>Transport Robustness</p>	<p>Annual reporting:</p> <ul style="list-style-type: none"> • PI monitoring • Annual Report • 'State of Transport' event • Keep Scotland Beautiful: Climate Change Report • Community Empowerment Act: I Asset Transfer and Participation requests

ACTION PLAN

This section of the Delivery Plan provides an Action Plan, providing more detail on how the Outputs will be implemented, in terms of priority, responsibility, agency involvement, milestones and timescale.

Intervention	Who	Partners / lead	Milestones	When	Priority
Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Transport Scotland	Open discussions with TS Establish relationship dynamic Establish data need Clarify data access	By end Jan 2019	HIGH
Revise remit of External Transport Forum	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans Shetland Stakeholders	Engage with stakeholders on role of ETF Establish ETF remit and operating structure Agree meetings schedule	By end Jan 2019	MED
Explore development of Freight Quality Partnership	Transport Policy & Projects Officer	ZetTrans (lead) Haulage representatives Industry representatives	Consult with hauliers on role of FQP Establish FWP remit and operating structure Agree meetings schedule	By end June 2019	MED

Fair Fares on Northern Isles Ferry Services Initiative	Lead Officer ZetTrans	ZetTrans Transport Scotland	Full implementation of Road Equivalent Tariff Implementation of revised system of Freight Fares	Passenger fare change in progress. Revised freight fares by 1 April 2020.	HIGH
Route development	Transport Policy & Projects Officer	ZetTrans Shetland Stakeholders Transport Scotland	Scoping study Development strategy	Feasibility and planning completed by end Dec 2019	LOW
Fair Isle Ferry Capital Outline Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Preferred Option established	March 2019	HIGH
Fair Isle Ferry Capital Full Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Procurement of preferred option complete	March 2020	HIGH
Whalsay Transport Link Outline Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Preferred Option established	March 2019	HIGH
Whalsay Transport Link Full	Lead Officer ZetTrans	ZetTrans/ SIC	Procurement of preferred	March 2020	HIGH

Business Case	Transport Policy & Projects Officer		option complete		
Inter-island Ferries Services Outline Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Set of preferred service options of each inter island ferry route in Shetland	March 2019	HIGH
Inter Island Ferries Services Full Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Preferred service options agreed with Transport Scotland/ Scottish Government and built into Fair Funding settlement	March 2020	HIGH
Inter-island Air Outline Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Set of preferred service options of each inter island ferry route in Shetland	March 2019	HIGH
Inter Island Air Services Full Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans/ SIC	Preferred service options agreed with Transport Scotland/ Scottish Government and built into Fair Funding settlement	March 2020	HIGH
Fair Funding of inter-island ferry services	Lead Officer ZetTrans	ZetTrans/ SIC	Agree with Scottish Government annual revenue funding of inter island ferry services and a programme of capital	By December 2019	HIGH

			investment		
Fixed Links Strategy	Lead Officer ZetTrans	ZetTrans/SIC/Transport Scotland	Establish policy position within National Transport Strategy and Strategic Transport Projects Review with Transport Scotland with regard to fixed links in Shetland	March 2022	HIGH
Bus Network Outline Business Case	Lead Officer ZetTrans Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC	Preferred option for public transport network agreed	January 2019	HIGH
Bus Network Full Business Case	Lead Officer ZetTrans Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC	Preferred option for public transport network procured	March 2019	HIGH
Identify gaps in public bus network	Transport Policy & Projects Officer	ZetTrans (lead) Community Stakeholders	Consultation with Community Stakeholders Report on service provision	By end Dec 2018	MED

			and gaps		
Establish regular Framework Operator Forum	Transport Contracts and Operations Officer	ZetTrans (lead) Bus Operators Group	Establish FOF remit and operating structure Agree meetings schedule	Inaugural meeting by end June 2019	LOW
Complete revision of Taxi/PHC handbook	Transport Policy & Projects Officer	SIC Transport Planning (lead) SIC Legal Shetland Taxi Owners Association	Finalise Draft Circulate to stakeholders for comment Submit to E&T Committee	End Nov 2018	MED
Establish bi-annual Taxi Trade Forum and Newsletter	Transport Policy & Projects Officer	SIC Transport Planning (lead) Shetland Taxi Owners Association	Establish FOF remit and operating structure Agree meetings schedule Agree focus of newsletters	Forum schedule established by end Dec 2019	MED
Research and engage on new licensing requirements.	Transport Policy & Projects Officer	SIC Transport Planning (lead) SIC Legal Shetland Taxi Owners Association Shetland Tourism	Consult with Trade bodies to establish preferred way forward Implement changes and revise handbook accordingly	By end Feb 2019	HIGH

		Association			
Research and engage on new plating system	Transport Policy & Projects Officer	SIC Transport Planning (lead) SIC Estate Operations Shetland Taxi Owners Association	Consult with Trade bodies to establish preferred way forward Implement changes and revise handbook accordingly	By end Feb 2019	HIGH
Research and engage on accessibility issues	Transport Policy & Projects Officer	SIC Transport Planning (lead) SIC Legal / Estate Operations Shetland Taxi Owners Association Disability Shetland	Engage with Disability Shetland on needs Consult with Trade bodies to establish preferred way forward Promote agreed changes	By end 2019	MED
Annual Taxi Tariff Review	Transport Policy & Projects Officer	SIC Transport Planning (lead) SIC Estate Operations Shetland Taxi Owners Association Taxi/PHC licensees	Engage with Trade Body Engage with public Publish agreed taxi tariff	Oct-March annually with publication by 1 st April	HIGH

Community Transport Audit	Transport Policy & Projects Officer	ZetTrans (lead) SIC Community Development Community Councils Community Development Groups	Research existing Community Transport in Shetland Report findings and propose recommendations Communicate findings to Community representatives	By end Sept 2019	MED
Community Transport Development plan	Transport Policy & Projects Officer	ZetTrans (lead) SIC Community Development Community Councils Community Development Groups	Consult Community representatives to establish a locality-based way forward Produce and communicate Development plan	By end Dec 2019	LOW
Introduce SMART ticketing	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) Service Operators	Award contract Implement contract	System in place by end March	HIGH
Introduce new ticket products	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) Community Councils Visit Scotland	Research need for ticket product types Pilot implementation of one new ticket type	By end Dec 2019	MED

Work Travel Plans (SIC/NHS)	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC NHS	Seek advice/support from Travel Know How on revision of Work Place Travel Plan. Engage SIC and NHS employees Develop Work Travel Plan(s)	Commence start Apr 2019	MED
School Travel Plans	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC Education	Seek advice/support from Travel Know How on revision of School Travel Plans. Engage with Shetland Schools Facilitate school travel plan development	Commence start Sept 2019	MED
Promote personalised journey planning	Transport Policy & Projects Officer	ZetTrans (lead) Shetland Stakeholders	Design promotional campaign Targeted promotion of journey planning tools	Commence start April 2019	MED
Launch and update ZetTrans	Transport Policy &	ZetTrans (lead)	Agree and upload final	Launch by end Nov	HIGH

website	Projects Officer	NB Communication	content Go live with new website	2018 Updates ongoing	
Complete revision of ZetTrans app with improved journey planning functionality	Transport Policy & Projects Officer	ZetTrans (lead) NB Communication	Agree GTFS solution with NB Communication and purchase Work with NB to implement full functionality	By end Mar 2019	HIGH
Car share promotion	Transport Policy & Projects Officer	ZetTrans	Research current levels of carsharing in Shetland and identify ways to develop further Targeted promotion of car sharing options		MED
Car club development	Transport Policy & Projects Officer	ZetTrans Community Stakeholders	Research car club development Engage with Community Stakeholders to identify demand and facilitate development		LOW
Bus service promotion	Transport Contracts and Operations Officer Transport Policy &	ZetTrans	Design promotional campaign Targeted promotion of		HIGH

	Projects Officer		services		
Promotion of active and sustainable travel options for all or part of everyday journeys	Transport Policy & Projects Officer	ZetTrans SIC NHS	Design promotional campaign Targeted promotion of active and sustainable travel options	Commence Jan 2019	MED
Further development of cycle path network	Transport Policy & Projects Officer	ZetTrans SIC Roads Community Stakeholders	Identify priorities for development and funding opportunities Engage with Roads and Community Stakeholders to agree and implement further development	By June 2019	MED
Bike pool development	Transport Policy & Projects Officer	ZetTrans SIC NHS Community Stakeholders	Explore demand/potential uptake of pool bikes and identify supporting infrastructure requirements Engage community stakeholders to help access funding for implementation	By June 2019	MED
Road-end interchange audit and development plan	Transport Policy & Projects Officer	ZetTrans SIC	Review and build on findings of Active Travel Hub feasibility study.	By end 2019	MED

		Community Stakeholders	Identify funding opportunities Engage with Roads and Community Stakeholders to agree and implement further development		
Explore new fuel technology options for public service vehicles	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC Environmental Services	Research new fuel technologies Identify potential stakeholders/partners Formulate proposals for future exploration/implementation	By end 2019	LOW
Assessment of Transport perceptions	Transport Policy & Projects Officer	ZetTrans Community Stakeholders	Develop framework for engaging community stakeholders regularly and productively on transport issues. Conduct surveys with stakeholders to collect baseline data for Performance Monitoring	By end Jan 2019	HIGH
Re-assessment of Transport Needs	Transport Policy & Projects Officer	ZetTrans Community	Develop engagement plan for Bus Network OBC	By end Jan 2019	HIGH

		Stakeholders	Revisit / validate Hierarchy of Travel Needs Factors with Community Stakeholders		
Engage with Locality Planning partners on development and membership of Area Transport Forums incorporating regular engagement / feedback opportunities	Transport Policy & Projects Officer	ZetTrans (lead) Locality Planning Partners Shetland Stakeholders	Explore best means of ongoing multi-agency engagement with the Shetland Community based on the needs of Shetland Partnership Plan Begin to re-establish Area Transport Forums on this model	By mid 2019	HIGH
Engage with Area Transport Forums on development of Area Transport Plans	Transport Policy & Projects Officer	ZetTrans (lead) Shetland Stakeholders	Agree remit and membership of Area Transport Forums Engage Forum members to establish locality level Hierarchies of Travel Needs Factors Begin development of Area Transport Plans	By end Dec 2019	MED
Review all transport related data gathering and identify any gaps	Lead Officer ZetTrans Transport Contracts and Operations Officer	ZetTrans	Identify and access data held by ZetTrans, Transport Scotland, relevant local	By end Dec 2018	HIGH

	Transport Policy & Projects Officer		agencies Establish what existing data can tell us and define what is missing.		
Establish Baseline data for KPI and other performance monitoring through surveys and other means.	Transport Policy & Projects Officer	ZetTrans Community Stakeholders	Research existing data Undertake surveys as required Agree ongoing approach to monitoring	By end Jan 2019	HIGH
Create Transport Statistics Database	Transport Policy & Projects Officer	ZetTrans	Agree data to be collected / stored Set up database structure	By end Aug 2019	MED
Annual reporting: <ul style="list-style-type: none"> PI monitoring Annual Report 'State of Transport' event Keep Scotland Beautiful: Climate Change Report Community Empowerment Act: I 	Transport Policy & Projects Officer	ZetTrans	Establish event format / location(s) / timings	Annually to required or agreed deadlines	HIGH

Asset Transfer and Participation requests					
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DRAFT

Meeting(s):	Zetland Transport Partnership	26 June 2018
Report Title:	Lead Officer's Report	
Reference Number:	ZTP-30-18-F	
Author / Job Title:	Michael Craigie – Lead Officer	

1.0 Decisions / Action Required:

That the Partnership **RESOLVES** to: -

- 1.1 Consider the content of this report, provide comments and note the report.
- 1.2 Instruct the Lead Officer to prepare a letter from the Chair on behalf of the Partnership to Loganair setting out the concerns that have been raised in relation to the changes to the Edinburgh and Inverness schedules (see paragraphs 4.38 to 4.43).

2.0 High Level Summary:

- 2.1 The Lead Officer's Report provides an 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 – Outline Business Cases
 - Northern Isles Ferry Services (NIFS)
 - Procurement Process
 - Smart and Integrated Ticketing
 - Islands Passport
 - Islands Transport Forum
 - External Transport Forum

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 in the financial year 2018/19.
- 4.5 For financial year 2019/20 officers have agreed with Transport Scotland officers that the funding requirement that will be included in the Scottish Government budgeting process and the Shetland Islands Council budgeting process is £7.9 million.
- 4.6 To establish both revenue and capital funding requirements for 2020/21 and beyond ZetTrans has commissioned Peter Brett Associates to support officers in the Outline Business Cases for: -
- 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 establish the preferred options for development through the Full Business Cases covering the funding procurement in those options. It is anticipated that this work will be carried out of the course financial year 2019/20.
- 4.7 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 delivery and reports will be taken to the Partnership as detail develops.

Northern Isles Ferry Services – Procurement Process

- 4.8 The Northern Isles Ferry Services contract notice was published in the Open Journal of the EU on 25th September 2018, with the deadline for expressions of interest being 25th October 2018. This sets out the broad aims of the service.
- 4.9 Engagement between the potential operators and Transport Scotland will take place between 25th October and mid-November to establish which operators are eligible to tender under the terms of the European Single Procurement Document (ESPD). This is likely to generate a shortlist of up to 3 or 4 bidders.

- 4.10 The Invitation To Tender document (ITT) is currently scheduled to be issued in January. This will provide a detailed specification and conditions of contract against which tenders will bid. Bidders will have 3 months to engage further with Transport Scotland and submit their bids.
- 4.11 This will be done under a Restricted Procedure (not competitive dialogue) so once the ITT is issued it will not be possible to amend it. Potential suppliers will be able to ask clarification questions up to a specified closing date. The submission deadline for proposals will be in March/April 2019.
- 4.12 Caledonian Maritime Assets Ltd (CMAL) now owns the Hjaltland and Hrossey ro-pax vessels and has secured a 5-year (with the option to extend for a further 2 years) lease from Sea Truck on the Hildasay and Hellier freight vessels. These will be made available to the winning contractor. The ITT will include service delivery plans which bidders will be required to complete in relation to vessels, crewing, quality and Health & Safety and these will form the basis of the contract with the successful Operator.
- 4.13 Quality submissions will be evaluated and all potential operators who pass the evaluation will have their pricing submissions evaluated. Both sets of evaluations will be amalgamated to give a final score. They will be scored, with a weighting of 65% pricing v 35% quality. This is a change from the last contract where the ratio was 80% pricing to 20% quality.
- 4.14 The preferred bidder will then be announced, after which there will be a standstill period to allow other bidders to challenge the decision. The contract will then be awarded by the end of July 2019. It will come into effect at 1 minute past 2pm on 31st October (to allow the changeover to take place while the vessels are in harbour). This process will be more challenging if there is a change of operator.
- 4.15 The Contract period has been extended from 6 to 8 years, with a break clause and base case recalculation at the end of year 4. If the outcome of the recalculation is acceptable to Transport Scotland then the contract will be extended to include years 7 and 8.
- 4.16 Transport Scotland has stated that the Contract will be more flexible than the last contract, allowing for the introduction of such things as extra vessels, sailings and routes during the lifetime of the Contract should the need be demonstrated. The Public Contracts (Scotland) Regulations 2015 dictate what can actually be done with regard to Contract flexibility.
- 4.17 Officers have so far held two workshops with Shetland stakeholders both of which have been attended by Transport Scotland representatives.
- 4.18 At the second workshop stakeholders expressed concern over the short time for stakeholder engagement, but assurance was given that Transport Scotland will give consideration to stakeholder input, along with that of Orkney Islands Council, the unions and other stakeholders input to inform the specification, and that there will be flexibility within the contract for continued development and refinement of the service.
- 4.19 Transport Scotland will return to Shetland in December to provide a presentation to ZetTrans on the contents of the tender documents and Contract specification.

- 4.20 Since the workshop further discussion has taken place with Transport Scotland and it has been agreed in principle that the already established Working Group (comprising Shetland Islands Council, ZetTrans, Orkney Islands Council, HITRANS, Highlands and Islands Enterprise and Transport Scotland) will have input to the finalisation of the specification and contract representing stakeholders in Orkney and Shetland.
- 4.21 At time of writing this report the Lead Officer is engaging with the Head of Procurement at Transport Scotland to develop the detail of how the interface between Transport Scotland and the Working Group will function.

Smart and Integrated Ticketing

- 4.22 A tender process has recently been completed to procure new ticketing hardware for bus services in Shetland.
- 4.23 The successful tender is in the process of being awarded and it is anticipated that the new ticketing hardware will be installed across the Shetland public transport network and will be operational by the end of March 2019.
- 4.24 Once in place ZetTrans will have the platform to enable payments by contactless technology and will have the basis for developing fares structures and products to promote travel and support ZetTrans/ Shetland Islands Council in exploring in fares products for specific groups of travellers.
- 4.25 Work is ongoing with Transport Scotland to now develop further the ferries ticketing hardware with the aim of enabling journeys across modes to be made seamlessly with single payments.
- 4.26 Further detail will be reported as matters develop.

Islands Passport

- 4.27 HITRANS has been working on a project to develop an “Islands Passport” initiative to promote tourism throughout Scotland’s inhabited islands.
- 4.28 A paper describing the project, recently presented to the Islands Transport Forum, sets out the principles along with proposals for developing the project including working with partners.
- 4.29 The Partnership is invited to offer their support in principle for the project and subject to this, officers will work with HITRANS colleagues to develop the concept further to establish how Shetland’s islands can be included in the initiative bringing reports back to the Partnership on development.

Islands Transport Forum

- 4.30 The Islands Transport Forum last met on 25 October 2018.
- 4.31 The agendas and papers for this and previous meetings can be found online at: -
<https://www.transport.gov.scot/our-approach/strategy/islands-transport-forum/>

- 4.32 A briefing note covering each of the items on the agenda will be circulated by mid-November.
- 4.33 Having said that, the matter if the continuation of the Air Discount Scheme is worth raising in this report.
- 4.34 It is the intention of Scottish Government to continue the Air Discount Scheme after the current scheme expires on 31 March 2019.
- 4.35 It is likely that the scheme will continue in the same form as currently but with the extension of the scheme to cover students travelling to the islands from Scottish mainland airports. This will be a welcome extension of the scheme.
- 4.36 However, Transport Scotland has confirmed that there is no intention to extend the scheme to include business travel.

Shetland External Transport Forum

- 4.37 The last meeting of the Shetland External Transport Forum took place on 12 September 2018, minute attached at Appendix 2.
- 4.38 The key points of interest arising out of the meeting relate to Loganair's intention to alter services to Edinburgh and Inverness in the winter season.
- 4.39 What this means is that during the winter season it is no longer possible to get a day return to Inverness or Orkney which will have impacts on those doing business in particular.
- 4.40 In addition to this the timing of flights means that passengers cannot reach Inverness Airport until 1330 which means realistically access to Inverness itself will be difficult to achieve much earlier than 1430. The return journey the following day is at 0925 so the working time in Inverness is limited to 2.5 hours or so.
- 4.41 These issues have already been drawn to my attention by the public and a particular area of concern has been expressed by students who attend Inverness College as part of their apprenticeship who must now travel from Inverness to Aberdeen to return to Shetland and the end of each week that they attend the college. Although the students are individually impacted on generally every six weeks, their Friday timetable must now be curtailed to allow time to travel between Inverness and Aberdeen to fly from there instead. It is also likely that this will place additional demand on the Aberdeen flight which may lead to strain on capacity and perhaps inability to travel.
- 4.42 Flights to and from Edinburgh will be departing 40 minutes later from Sumburgh and 20 minutes earlier from Edinburgh on the return in the evening. This will reduce the working time available in Edinburgh by one hour which has been raised as a concern by colleagues as well as some representatives of the business community in terms of reduced time available in the administrative centre of Scotland.
- 4.43 Recognising the importance of adequate connectivity between Shetland and Scotland's cities these changes will have a detrimental impact to some degree. Officers will monitor services and will gather feedback from travellers and in the meantime it is recommended that the Lead Officer Lead Officer to prepare a letter

from the Chair on behalf of the Partnership to Loganair setting out the concerns that have been raised in relation to the changes to the Edinburgh and Inverness schedules.	
Exempt and/or Confidential Information:	
5.1 None.	
6.0 Implications :	
6.1 Service Users, Patients and Communities:	Although ZetTrans does not have any direct authority over the setting of Loganair's schedules and timetables it is important that the Partnership reflects the views of the Shetland community and businesses to Loganair in terms of impacts on travel and connectivity. A letter in the terms described in section 4.43 will ensure Loganair is aware of impacts and the views around negative impacts arising out of the changes.
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>The matter of influencing the detail of the specification and contract for the next generation of Northern Isles Ferry Services is of high importance to the social and economic well-being of Shetland.</p> <p>To ensure risks of negative impacts and/ or unintended outcomes are mitigated officers are engaging with Transport Scotland to ensure meaningful input can be given to the development and finalisation of the tender documents that reflects the needs of the public business in Shetland.</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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E-mail michael.craigie@shetland.gov.uk
Date Cleared – 2 November 2018

Appendices:

Appendix 1 – HITRANS Proposal to Develop and Islands Passport
Appendix 2 - Shetland External Transport Forum Minutes

Background Documents: None

Item:



Report to Islands Transport Forum 25th October 2018

Scottish Islands Passport

Purpose of Report

To update Members of the Islands Transport Forum on the progress being made to develop a Scottish Islands Passport as a marketing initiative that has potential to support both lifeline ferry and air services and develop tourism opportunities especially for the most remote islands.

Background

At the HITRANS Partnership Meeting in April, Members approved a recommendation for Officers to investigate opportunities to develop a detailed proposal for a Scottish Islands Passport.

HITRANS Officers have subsequently engaged with partners at local authorities, the Scottish Government, VisitScotland, other RTPs and third sector stakeholders to understand the appetite for the project to be developed and the mechanisms available to us to take it forward as a collective effort.

Following a positive response from the Cabinet Secretary and subsequent engagement with a Senior Policy Adviser within the Scottish Governments Directorate for Culture, Tourism and Major Events, the Government made the welcome commitment to “develop an Islands passport scheme as a marketing initiative to encourage people to visit more of Scotland’s 80 inhabited islands” within their Programme for 2018/19.

The Passport Concept

Among the most successful tourism initiatives are those which present the visitor with a targeted offer that is packaged either as a route, a trail or just a number of similarly themed attractions. In Scotland itself, successful examples include everything from The West Highland Way or NC500 to the National Trust for Scotland and Historic Scotland. They all use existing attractions that have been marketed and packaged in ways that have encouraged significant increases in visitors.

Further afield, there are multiple similar initiatives. Several of these already use the Passport theme to promote and encourage more visitors. The list includes examples such as the Wild Atlantic Way in Ireland which is based on a long distance route along the west coast of Ireland to the Island based passport schemes in Texel (Netherlands) or Denmark which have been based round an individual island or multiple islands as is proposed for the Scottish Island Passport scheme.

Scottish Islands Passport

A Scottish Islands Passport would seek to use a similar approach to encouraging more people to visit Scotland's islands but would adopt its own unique principles to ensure that the benefits of scheme help the Islands economies grow tourism sustainably.

According to the 2011 census, there were 93 inhabited islands in Scotland with a total population of 103,700. Some of these are privately owned and others even on inland freshwater lochs. The Scottish Islands Passport would seek to extend only to those islands off the Scottish Mainland which can be visited using existing public transport services. This brings the number of islands that would be included down to around 80. These 80 islands are primarily served by at least a passenger ferry but many also by an air service. The services are operated by multiple different operators though the vast majority are accessed by services operated by the following; CalMac, Serco Northlink, Eastern Airways, Orkney Islands Council (Orkney Ferries) and Shetland Island Council, Loganair and Direct Air Services.

Developing the Proposal

Since the welcome commitment to develop Islands passport scheme as a marketing initiative was included within the Scottish Governments Programme for Scotland 2018/19, HITRANS Officers have agreed to provide a more detailed project plan outlining the potential scope of the proposal, its intended market and how it might be delivered. In parallel, HITRANS has agreed to lead on an application to this fund and intend to submit a cooperative application (across the 5 programme areas with Islands) to the EU LEADER funding stream for the Passport proposal.

Each LEADER funding areas has different criteria for match funding but the intervention rate is usually around 70-75%. Higher levels of support can be considered and those projects with match funding are prioritised but with our Partnership including a number of public bodies it would be difficult to make the case for a higher intervention rate.

Attached as an appendix to this report is the scoping document HITRANS have drafted in preparation for submitting the LEADER application and this included some high level costs which are listed in the table below:

Item	Cost
Project Officer <ul style="list-style-type: none">• 2 year term of appointment• Salary £25,000 with on costs for NI & Pension (x1.3 of Salary)• Office, Admin, Phone etc (15% added to staff cost)	Total = £74,750
Website & App Development <ul style="list-style-type: none">• Website Development• App Development of Virtual Passport collection across IOS, Android and Windows	Total = £100,000 <ul style="list-style-type: none">• £40,000• £60,000

Marketing Materials <ul style="list-style-type: none"> • Passport Printing • Stamps for Island partner agents • Online Advertising • Traditional media advertising 	Total = £105,000 <ul style="list-style-type: none"> • £20,000 • £5,000 • £40,000 over project timeframe • £40,000 over project timeframe
Overall Total	£279,750

Recommendation

Members are invited to note the report.

Report by: Neil MacRae
Designation: Partnership Manager, HITRANS
Date: 11.10.18

A graphic titled "SCOTTISH ISLANDS PASSPORT" in a stylized, shield-like frame. The frame contains icons of an airplane and a ferry. Below the title, a map of Scotland is shown with white lines indicating ferry routes to various islands. To the right of the map, there are icons of an airplane and a ferry. At the bottom, the logo for "HI TRANS" is displayed, with the text "THE HIRSELAND AND ISLANDS TRAVEL PARTNERSHIP" underneath.

1. Proposal

The concept of an Islands Passport is to combine the successful elements of similar marketing initiatives in Scotland and beyond so as to encourage more people to visit more of Scotland's Islands. The target audience would be both foreign visitors but also to encourage all Scots to visit more of the wonderful islands that surround the Scottish mainland.

2. Background

An initial proposal on the concept and merit of a Scottish Islands Passport was presented to the HITRANS Board meeting – which includes representation from four of the six local authorities whose area includes populated islands – in April 2018. Following positive feedback it was agreed to write to both the Cabinet Secretary for Culture, Tourism and External Affairs and the Minister for Transport and the Islands.

This scoping report has been prepared following a meeting with an official within the Scottish Government's Tourism and Major Events Division.

The initiative has also already gained widespread coverage in the national press following reference being made to the proposal in the HITRANS newsletter.

3. What could a Scottish Islands Passport Offer?

Among the most successful tourism initiatives are those which present the visitor with a targeted offer that is packaged either as a route, a trail or just a number of similarly themed attractions. In Scotland itself, successful examples include everything from The West Highland Way or NC500 to the National Trust for Scotland and Historic Scotland. They all use existing attractions that have been marketed and packaged in ways that have encouraged significant increases in visitors.

Further afield, there are multiple similar examples. Several of these already use the passport theme to promote and encourage and promote more visitors. These include the examples below where routes, individual islands or chains of islands have each used the concept of a passport in a number of different ways;

Wild Atlantic Way

The Wild Atlantic Way is the world's longest defined coastal touring route. Extending along Ireland's west coast from the most southerly to northerly points, the route covers 2,500km of coastline. A key feature of the trail is the Wild Atlantic Way Passport <http://bit.ly/2pgsbqP>. The concept behind this is that it gives the visitor a guide to the route but also encourages them to complete the route offering the chance to pick up 188 unique stamps along the

way and even a 'Wild Atlantic Way Certificate as an official record of your journey'. It is estimated that it attracted 1.3 million visitors last year.

Danish Passport

The Island Passport lists 37 Danish islands by ferry route, sailing distance and sailing time, number of residents and size. On the ferry, at the port or the tourist information office you will find a clipboard with a special pen that you can use to transfer the silhouette of an island on the passport. You can look forward to unique experiences on the islands, each of which has its own special charm, landscape, residents and attractions, as well as good youth hostels and cycling opportunities. https://issuu.com/sammenslutningenafdanskesmaoer/docs/_-pas_2017_tysk-engelske_udgave

Texel, Netherlands

The island of Texel of the north coast of the Netherlands offers visitors the opportunity pick up a free passport for which 36 Texel business offer a discount on Texel products, sightseeing flights, museums, etc. <https://www.texel.net/en/txelpassport>

4. Scottish Islands Passport

A Scottish Islands Passport would seek to use a similar approach to encouraging more people to visit Scotland's islands but would adopt its own unique approach to ensure that the benefits of scheme help the Islands economies grow tourism sustainably.

According to the 2011 census, there were 93 inhabited islands in Scotland with a total population of 103,700. Some of these are privately owned and others even on inland freshwater lochs. The Scottish Islands Passport would seek to extend only to those islands off the Scottish Mainland which can be visited using existing public transport services. This brings the number of islands that would be included down to around 80. These 80 islands are primarily served by at least a passenger ferry but many also by an air service. The services are operated by multiple different operators though the vast majority are accessed by services operated by the following; CalMac, Serco Northlink, FlyBe/Eastern Airways, Orkney Islands Council (Orkney Ferries) and Shetland Island Council, Loganair and Direct Air Services.

There is an opportunity for either a regional or national body to bring together these partners and develop a marketing strategy that could have the potential to draw significant additional visitors to Scotland's Islands with all the economic benefits that would bring. Among the key added benefits of this scheme, is the potential it has to **encourage more people to visit the smaller and less accessible islands which currently don't benefit as much from the economic opportunities that visitors offer**. A list of the partners who would have already expressed an interest or would need to be involved or at least consulted in the development of this proposal is contained in Appendix B.

The opportunities around this concept are endless but a fundamental element of its success requires those managing it to clearly establish not only how it is to be developed and by whom but also the key objectives of the scheme and how it will be maintained. Below are some key principles which HITRANS feel are key to its success.

- Once what constitutes an island is clearly defined (see Section 6) the scheme must be Scotland wide to be coherent
- Any governance structure needs to reflect this national coverage
- Among the key aims and objectives of the scheme are that it needs to:
 - Encourage sustainable tourism and economic benefits.
 - Provide value through increased visitor spend and tourism in less well known or less accessible islands
 - Provide an opportunity to focus on slow tourism and accessing the islands by public transport and active travel helping to sustain often fragile lifeline services.
 - Have core marketing materials that are easily maintained. Notwithstanding the attraction of a physical Passport as a marketing device, there is an opportunity to provide much of the supporting information or even the full concept on a Web or App based platform.
 - Provide a clear governance structure but one that enables flexibility and diversification to enable the concept to adapt over time.

5. HITRANS Role & Next Steps

HITRANS believe such an initiative will support all our island economies, in particular those served by the most fragile lifeline transport services. To this end, it could be a low cost and **unifying deliverable of the forthcoming Islands (Scotland) Act**.

2020 is also the Year of Coasts and Water and an Islands Passport would offer a great marketing opportunity to encourage more people to explore this iconic element of Scotland's landscape and heritage.

Recognising the vital element of transport services in enabling visitors to travel to and between these islands, HITRANS is keen to play a pivotal role in developing the Scottish Islands Passport. HITRANS currently supports each of its partner local authorities in providing local public transport information and could extend this to support the Islands Passport. However, for the proposal to be successful it is recognised that support and potentially leadership is needed from an organisation/s with appropriate marketing experience and reach.

HITRANS has had interest from a number of sources offering support in

developing the proposal. These include an offer from Robert Gordon University to develop supporting cultural materials or story-tagging that would provide the visitor with information on the history of each island and what they have to offer.

Orkney Islands Council have also contacted HITRANS, encouraging us to submit a LEADER application for funding to support the development and implementation of the proposal. It is proposed that the application be collaborative across all eligible Local authority areas as this element of the fund is currently undersubscribed.

HITRANS is willing to support the project both financially and with staff resources but there is recognition that additional support is required if the proposal is to be successfully developed. We believe the **proposal should be developed through an island based staffing resource** with a clear accountable governance structure which HITRANS are keen to lead or support.

HITRANS would welcome further dialogue on how the proposal is both managed, resourced and maintained so as to ensure that the Islands Passport can be successful and offer real economic benefit to each of Scotland's Islands.

6. The Islands

What constitutes an island in the context of an Islands Passport is something which will have to be clearly defined. Albeit that this definition could change over time as the scheme develops.

Scotland has over 790 offshore islands. Many of these could be described as just rocky outcrops and a definition that restricts an island to a size of more than 40 hectares or inhabited reduces the number to around 230.

There were 93 inhabited islands in Scotland at the time of the 2011 Census. Their total population is 103,700, which is 2 per cent of the population of Scotland.

As the primary aim of Islands passport is to encourage economic growth through sustainable tourism, it is felt that an Island should be defined as an inhabited island accessible by regular public transport. Using this definition the number would fall to around 80 islands spanning 6 local authority areas (Shetland Islands, Orkney Islands, Highland, Comhairle nan Eilean Siar, Argyll & Bute and North Ayrshire).

A proposed list of these islands is contained in Appendix A. As the proposal is further developed this list would obviously need to be checked and agreed. Further information from Scotland's Census 2011: Inhabited islands report, 2015 can be found at the following link. <https://bit.ly/2maVn7J>

Appendix A:

List of inhabited Scottish Islands with regular access by public transport

<i>Population rank</i>	<i>Island</i>	<i>Local Authority</i>	<i>Population (2001 census)</i>	<i>Area (hectares)</i>
1	<u>Lewis and Harris</u>	<u>Comhairle nan Eilean Siar</u>	19,918	217,898
2	<u>Mainland, Shetland</u>	<u>Shetland</u>	17,550	96,700
3	<u>Mainland, Orkney</u>	<u>Orkney</u>	15,315	52,325
4	<u>Skye</u>	<u>Highland</u>	9,232	165,625
5	<u>Bute</u>	<u>Argyll and Bute</u>	7,228	12,217
6	<u>Arran</u>	<u>North Ayrshire</u>	5,045	43,201
7	<u>Islay</u>	Argyll and Bute	3,457	61,956
8	<u>Mull</u>	Argyll and Bute	2,667	87,535
9	<u>South Uist</u>	Comhairle nan Eilean Siar	1,818	32,026
10	<u>Great Cumbrae</u>	North Ayrshire	1,434	1,168
11	<u>North Uist</u>	Comhairle nan Eilean Siar	1,271	30,305
12	<u>Benbecula</u>	Comhairle nan Eilean Siar	1,219	8,203
13	<u>Barra</u>	Comhairle nan Eilean Siar	1,078	5,875
14	<u>Whalsay</u>	Shetland	1,034	1,970
15	<u>Yell</u>	Shetland	957	21,211
16	<u>South Ronaldsay</u>	Orkney	854	4,980
17	<u>Tiree</u>	Argyll and Bute	770	7,834
18	<u>West Burra</u>	Shetland	753	743
19	<u>Unst</u>	Shetland	720	12,068
20	<u>Westray</u>	Orkney	563	4,713
21	<u>Seil</u>	Argyll and Bute	560	1,329
22	<u>Sanday</u>	Orkney	478	5,043
23	<u>Bressay</u>	Shetland	384	2,805
24	<u>Burray</u>	Orkney	357	903
25	<u>Stronsay</u>	Orkney	343	3,275
26	<u>Scalpay</u>	Comhairle nan Eilean Siar	322	653

<i>Population rank</i>	<i>Island</i>	<i>Local Authority</i>	<i>Population (2001 census)</i>	<i>Area (hectares)</i>
27	<u>Shapinsay</u>	Orkney	300	2,948
28	<u>Hoy</u> (inc South Walls)	Orkney	392	14,318
29	<u>Great Bernera</u>	Comhairle nan Eilean Siar	233	2,122
30	<u>Luing</u>	Argyll and Bute	212	1,543
31	<u>Rousay</u>	Orkney	212	4,860
32	<u>Grimsay</u>	Comhairle nan Eilean Siar	201	833
33	<u>Raasay</u>	Highland	192	6,405
34	<u>Jura</u>	Argyll and Bute	188	36,692
35	<u>Coll</u>	Argyll and Bute	164	7,685
36	<u>Lismore</u>	Argyll and Bute	146	2,351
37	<u>Berneray</u>	Comhairle nan Eilean Siar	136	1,010
38	<u>Eriskay</u>	Comhairle nan Eilean Siar	133	703
39	<u>Trondra</u>	Shetland	133	275
40	<u>Iona</u>	Argyll and Bute	125	877
41	<u>Eday</u>	Orkney	121	2,745
42	<u>South Walls</u>	<u>Orkney</u>	120 (E)	850 (E)
43	<u>Gigha</u>	<u>Argyll and Bute</u>	110	1,395
44	<u>Colonsay</u>	<u>Argyll and Bute</u>	108	4,617
45	<u>Muckle Roe</u>	<u>Shetland</u>	104	1,773
46	<u>Vatersay</u>	Comhairle nan Eilean Siar	94	960
47	<u>Fetlar</u>	<u>Shetland</u>	86	4,078
48	<u>Flotta</u>	<u>Orkney</u>	81	876
49	<u>North Ronaldsay</u>	<u>Orkney</u>	70	690
50	<u>Fair Isle</u>	<u>Shetland</u>	69	768
51	<u>Eigg</u>	<u>Highland</u>	67	3,049
52	<u>East Burra</u>	<u>Shetland</u>	66	515
53	<u>Papa Westray</u>	<u>Orkney</u>	65	918
54	<u>Easdale</u>	<u>Argyll and Bute</u>	58	20 (E)

<i>Population rank</i>	<i>Island</i>	<i>Local Authority</i>	<i>Population (2001 census)</i>	<i>Area (hectares)</i>
55	<u>Housay</u>	<u>Shetland</u>	50	218
56	<u>Baleshare</u>	Comhairle nan Eilean Siar	49	910
57	<u>Kerrera</u>	<u>Argyll and Bute</u>	42	1,214
58	<u>Egilsay</u>	<u>Orkney</u>	37	650
59	<u>Foula</u>	Shetland	31	1,265
60	<u>Muck</u>	Highland	30	559
61	<u>Bruray</u>	<u>Shetland</u>	26	55
62	<u>Papa Stour</u>	<u>Shetland</u>	23	828
63	<u>Rùm</u>	<u>Highland</u>	22	10,463
64	<u>Graemsay</u>	<u>Orkney</u>	21	409
65	<u>Grimsay, South East Benbecula</u>	Comhairle nan Eilean Siar	19	117 ^[1]
66	<u>Wyre</u>	Orkney	18	311
67	<u>Ulva</u>	Argyll and Bute	16	1,990
68	<u>Holy Isle</u>	North Ayrshire	13	253
69	<u>Flodaigh, Benbecula</u>	Comhairle nan Eilean Siar	11	145 ^[1]
70	<u>Papa Stronsay</u>	<u>Orkney</u>	10	74
71	<u>Eilean Shona</u>	<u>Highland</u>	9	525
72	<u>Erraid</u>	<u>Argyll and Bute</u>	8	187
73	<u>Lunga</u>	<u>Argyll and Bute</u>	7	254
74	<u>Soay, Skye</u>	<u>Highland</u>	7	1,036
75	<u>Canna</u>	<u>Highland</u>	6	1,130
76	<u>Sanday</u>	<u>Highland</u>	6	184
77	<u>Gometra</u>	<u>Argyll and Bute</u>	5	425
78	<u>Oronsay</u>	<u>Argyll and Bute</u>	5	543
79	<u>Tanera Mòr</u>	<u>Highland</u>	5	310
80	<u>Eilean Bàn, Lochalsh</u>	<u>Highland</u>	2	10 (E)

Appendix B:

List of partners to be consulted and / or involved in the development of a Scottish Islands Passport

- Scottish Government
- Local authorities with islands – CNES, HC, OIC, SIC, ABC, NAC
- Regional Transport Partnerships with Islands – HITRANS, SPT, ZetTrans
- Visit Scotland
- Direct Marketing Organisations, eg. Outer Hebrides Tourism, Wild About Argyll, Skye Connect etc.
- Transport Operators including the following;
 - CalMac
 - Northlink
 - Loganair
 - Pentland Ferries
 - John O'Groats Ferries
 - Direct Task
 - Abellio Scotrail
- Scottish Islands Federation
- Highlands and Islands Enterprise
- Historic Environment Scotland
- Robert Gordon University

Scottish Islands Passport: Estimated Development Costs

Item	Cost
Project Officer <ul style="list-style-type: none"> • 2 year term of appointment • Salary £25,000 with on costs for NI & Pension (x1.3 of Salary) • Office, Admin, Phone etc (15% added to staff cost) 	Total = £74,750
Website & App Development <ul style="list-style-type: none"> • Website Development • App Development of Virtual Passport with Pokemon Go style stamp collection across IOS, Android and Windows 	Total = £100,000 <ul style="list-style-type: none"> • £40,000 • £60,000
Marketing Materials <ul style="list-style-type: none"> • Passport Printing • Stamps for Island partner agents • Online Advertising • Traditional media advertising 	Total = £105,000 <ul style="list-style-type: none"> • £20,000 • £5,000 • £40,000 over project timeframe • £40,000 over project timeframe
Overall Total	£279,750

Scottish Islands Passport																																									
						2019												2020												2021 - 2025											
Tasks	Costs	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul					
Project Manager appointed on 2 year fixed contract	£75,000																																								
Public and Stakeholder Engagement																																									
Develop ITT for website and app development	£10,000																																								
Procurement on PCS for Website and App devt.																																									
Website Development	£35,000																																								
App Development across all platforms	£55,000																																								
Design and Printing Passports	£20,000																																								
Develop & distribute stamps to island partner agents	£5,000																																								
Conduct online advertising	£40,000																																								
Conduct traditional advertising	£40,000																																								
Launch the passport scheme																																									
Total Funding	£280,000																																								



NOTE

Shetland External Transport Forum
Room 16, Islesburgh Community Centre, Lerwick
Wednesday 12 September 2018 at 2.15 p.m.

Present:

R Thomson

In attendance (Officers):

M Craigie, Lead Officer
 R Barton, Transport Policy and Projects Officer, SIC
 L Malcolmson, Committee Officer, SIC

Also In attendance:

G Laidlaw, Transport Scotland
 J Hinkles, Loganair Ltd
 T Burns, Loganair Ltd
 S Garrett, NorthLink Ferries
 K Bevan, NorthLink Ferries
 A Farquhar, HIAL
 G Smith, Councillor
 S Laurensen, Lerwick Port Authority
 N Leslie, Northwards Ltd
 D Neil, JBT Distribution Ltd
 E Miller, Shetland Tourism Association
 J Smith, Sumburgh Airport Consultative Committee
 G Crichton, Streamline Shipping Group

Apologies:

R McGregor, Councillor
 R Roberts, NHS
 R Henderson, Seafood Shetland
 M Leyland, Shetland Seafood Auctions
 P Linhart-MacAskill, Transport Scotland

Chairperson

Mr Thomson, Chairperson presided.

Circular

The circular calling the meeting was held as read.

Minutes

The minutes of the meeting held on 7 June 2018 were confirmed.

16/18 **Matters Arising**

None.

17/18 **Transport Scotland Updates**

Mr Laidlaw provided a brief update on the following matters:

NIFS Contract 2018 (Now 2019)

Mr Laidlaw confirmed that the 18 Month extension to the Serco NorthLink contract was now in place from 25 April 2018 to 31 October 2019.

In terms of procurement there would be detailed discussions at a ministerial level and with key stakeholders and communities to address the specific needs of the various islands, and engagement would start shortly in Orkney and Shetland.

Introduction of RET

Mr Laidlaw said that the 2016 manifesto stated there would be cheaper fares by August 2017. He confirmed that work behind the scenes was ongoing but due to a State Aid complaint Officers had to deal with the EU Commission on the complaint. He said that in the interim the existing car and passenger fares had been reduced by 20% at the end of June and the existing 30% Islander discount maintained for the meantime. Mr Laidlaw said that Scottish Ministers remained committed to continuing to pursue all avenues to deliver RET in Orkney and Shetland.

Northern Isles STAG Process

Mr Laidlaw commented on the STAG Study that was published on 25 April 2018 which confirms, amongst other things, the need for additional capacity on the Aberdeen – Kirkwall – Lerwick route. This could be addressed by additional sailings for example which he said appeared challenging. Mr Laidlaw said that there is still growth being seen in this sector and the service was still meeting existing and increasing pressures. He added that Transport Scotland would continue to engage with stakeholders including, Regional Transport Partnerships and the Council to take on board their comments.

Freight Ferry Fares Review

Mr Laidlaw advised that Ministers were considering the Review and the recently appointed Minister for Transport, Infrastructure and Connectivity, Mr Michael Matheson was working on more strategic operational issues regarding ferries. The Minister for Energy, Connectivity and the Islands, Mr Paul Wheelhouse was working with the Councils in Shetland and Orkney on fair funding for the internal ferry service. He said that the Scottish Government had provided £5m in the 2018/19 budget allocation to support the internal ferry service and engagement with the Council would conclude in the first half of next year to feed into the spending review.

During questions reference was made to capacity after October 2019 and it was noted that the published STAG had not included the engagement with the seafood sector. Mr Laidlaw advised that some engagement had not been

included in the STAG due to commercial sensitivities, but confirmed that the information would be made available to tenderers going forward.

In response to a query, the Lead Officer acknowledged that there were some organisations who were not part of the Stewart Building Group, but advised that ZetTrans had held an event on 31 July 2018 for stakeholders to contribute. He said that the event had been arranged so as to get a broad understanding of all views and ZetTrans had undertaken to work with Transport Scotland moving forward.

There followed some discussion about the current issues with the space and availability and the crucial points where livestock and fish have had to be left onshore. It was also noted that where empty trailers are left behind to allow the more time sensitive produce to be transported, this means that the trailers are not in the right place at the right time for the next shipment. This in turn adds cost and inefficiency in the operations of hauliers.

Mr Laidlaw was asked if consideration could be given to sailing times at weekends to allow for it being more useable to sporting groups. It was suggested that 7pm sailings may be more convenient for other passengers and even the fishing industry, as 5pm can be inconvenient. Mr Laidlaw said that this would be challenging on sailings going through Orkney.

The Chair thanked Mr Laidlaw for his attendance and advised that Mr Laidlaw would be available following the meeting, for any further questions.

18/18 **Presentation by Loganair**

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

- Punctuality – weather disruption
- Operational issues – weather disruption, slight improvement on this time last year.
- Passenger numbers – affected by bad weather in June. Concerning trend over the summer reported, reasons being considered including conclusion of construction of high school. 9% increase in seat availability and significant reduction in fares at an average of 11% lower than last year with more seats available at the cheaper rates. Overall revenue is 16% less than this time last year. Record passenger numbers on other routes.
- Passenger number update by route compared to last year.
 - Aberdeen – down – redeployed SAAB340 to Aberdeen to maintain frequency with smaller aircraft
 - Bergen – similar
 - Edinburgh – increased – lunchtime flight removed for winter and may not be back in the summer. Schedule enhanced to allow a longer working day with 3 flights not 4.
 - Inverness and Kirkwall – reduced service will continue. Ongoing concerns with Inverness airport charges. Kirkwall service may be affected by RET links to Orkney.

- Insurance and Fuel Costs – These costs are paid in US Dollars therefore the exchange rates have increased costs.
- Carbon Emissions – permits increased and becoming an issue for airlines across Scotland.
- Aberdeen Airport
 - Ground handling agreement changed to Dalcross Handling
 - Check-in open earlier
 - Check-in staff wearing Loganair uniform
 - Boarding ramps in use by December.
 - New facility for NHS/Medical travel, waiting room for gates 10, 11 and 12, hope to open late October.
- Technical Update
 - email and text messaging updates in place since last week
 - Rebooking facility to change bookings online.
 - Multi-city option allowing customers to book as a single transaction.
 - Loganair App to be available by the year end.
- Connectivity
 - Book with Emirates from Sumburgh to any of their destinations on a single ticket and be looked after throughout.
 - Widerøe – Norwegian connection year round.
 - Sumburgh-Bergen provides connections with 8 further routes through booking.
- On board defibrillators
- Community Support

In responding to questions Mr Hinkles advised that he did not believe that there is now going to be an upgrade to the North Pier of the Aberdeen airport where the Shetland departures are, particularly following the downturn in oil related traffic. He said that this is the reason Loganair led, with the support of stakeholders, to put in a waiting area. Mr Hinkles said that they were likely to provide more seating in the main departures area before improving the North Pier. Mr Hinkles also advised that the Glasgow Airport waiting facilities will be improved.

In terms of late bookings it was suggested that these fares be reduced where there is capacity rather than leaving with empty seats. Mr Hinkles advised on the pricing policy and explained that the shift in balance would mean that the price would increase for advanced bookings. He said that pricing was as balanced as it could be at this point in time. Mr Hinkles added that the experience last year demonstrated that even when prices are rock bottom it does not encourage more frequent travel.

Reference was made to the introduction of reduced ferry fares and asked if this was likely to create further problems. Mr Hinkles said it was difficult to forecast but Loganair have flexibility to change with a two month lead in time to react where necessary. He said that it was difficult to forecast more than three to four months ahead. Mr Hinkles said that there was a plan in place for the summer but that is expected to change as Loganair reacts to further changes.

Mr Hinkles was thanked for attending the meeting.

19/18 **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 and comparisons with previous years – steady growth seen
- Volumes PCP
- Cabin Usage
- Promotions
- Cabin Utilisation
- Pod usage
- Magnus Lounge Usage – higher utilisation
- Forward bookings – deck space and cabins
- Booking Questionnaire responses
- Operations Update – two ROPax sailings delayed in in June. 4 Freight Sailings cancelled.
- Reliability and Punctuality
- iPad Customer Services Questionnaire statistics
- Year of Young People
- Community engagement and sponsorship
- Destination Marketing
 - Booking App
 - Bus Advertising
 - Advertising Screens

Mr Garrett was asked what contingency planning was in place in the event of a Brexit “no deal”. Mr Garrett said that he can feed into the Government Planning in regard to fuel and there is a risk register in place for the top ten supply logistics. Mr Laidlaw said that Transport Scotland was on top of this matter.

Reference was made to the poor Wi-Fi connection on board noting that the service was good but there was a lack of connectivity. Mr Garret explained the restrictions and a solution would be excessive in terms of cost. He said that a cheaper solution may be to provide more down streaming of television media such as news channels. In response to a suggestion that charges be introduced to deter people from using more than one device in a cabin, Mr Garrett said that more refunds would be administered if the access was not good enough. He said that the issue was demand and in this era it is expected that Wi-Fi will be provided free of charge.

20/18 **Agenda Items for Future Meeting 2018/19**

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

21/18 **AOCB**

None.

22/18 **Date of Next and Future Meetings 2018/19:**

The Forum advised that the December meeting previously arranged had now been rescheduled to the end of November. Therefore the remaining dates for 2018/19 are:

- Thursday 29 November 2018, Council Chamber, Town Hall, Lerwick
- Thursday, 14 March 2019, Room 12, Islesburgh Community Centre, Lerwick

Both meetings will start at 2pm. Please note the different venues listed.

The meeting concluded at 3.30pm.

Chairperson



Zetland Transport Partnership

Agenda Item

3

Meeting(s):	ZetTrans	7 November 2018
Report Title:	ZetTrans Business Programme 2018/19	
Reference Number:	ZTP-28-18-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 26 June 2018 (Min. Ref. 17/18).

Contact Details:

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Drafted: 31 October 2018

Appendices:

Appendix 1 - ZetTrans Business Programme 2018/19

Background Documents: None



**ZetTans - Meeting Dates and Business Programme 2018/19
as at Thursday, 01 November 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 Cancelled Ordinary	Lead Officer Report	
		Business Programme 2017/18	
		HIAL Air Traffic Management Strategy 2030	
		Inter-island Air Services Business Case	
		Bus Network Business Case	



**ZetTrans - Meeting Dates and Business Programme 2018/19
as at Thursday, 01 November 2018**

	8 November 2018 10am Ordinary	Transport Strategy Refresh – Draft Delivery Plan	
		Lead Officer's Report. (incl SETF Minutes - 12 September 2018)	
		Business Programme 2018/19	
	Date of Meeting	Business	
	13 December 2018 2pm Ordinary	Management Accounts – Quarter 2	
		Inter Island Air Services Business Case	
		Bus Contracts,	
		Bus Network Business Case	
		HIAL Air Traffic Management Strategy 2030	
		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 Thursday, 01 November 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 2018/19
- ZetTrans Draft Annual Report

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

- Smart Integrated Ticketing
- National Transport Policy/Strategy

tbc = to be confirmed

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

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

Ordinary = Ordinary meetings – other items can be added

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

END OF BUSINESS PROGRAMME as at Thursday, 01 November 2018