Ze== Trans
SHETLAND'S TRANSPORT PARTNERSHIP

If calling please ask for:
Leisel Malcolmson
Direct Dial: 01595 744599
E-mail: leisel.malcolmson@shetland.gov.uk

Date: 19 April 2019

Dear Sir/Madam

You are invited to the following meeting:

Zetland Transport Partnership (ZetTrans)
Council Chamber, Town Hall, Lerwick
Thursday 25 April 2019 at 2pm

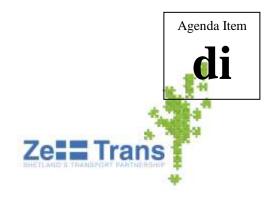Apologies for absence should be notified to Leisel Malcolmson at the above number.

Yours faithfully

J R Riise
Secretary to ZetTrans

AGENDA

(a)   Hold circular calling the meeting as read.

(b)   Apologies for absence, if any.

(c)   Declarations of Interest.

(d)   Confirm the minutes of the meetings held on i) 28 February 2019, 2pm and ii) 28 February 2019, 2.30pm (enclosed).

Item	
1.	ZetTrans Other Member – NHS Shetland Nomination *ZTP-09*
2.	National Transport Strategy/ Strategic Transport Projects Review – Update *ZTP-10*
3.	ZetTrans Draft Delivery Plan 2019–2020 – Update *ZTP-12*
4.	Lead Officer's Report (incl SETF Minute) *ZTP-13*
5.	Business Programme 2019/20 *ZTP-08*

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SHETLAND'S TRANSPORT PARTNERSHIP

MINUTE

Special Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Thursday 28 February 2019 at 2 p.m.

Present:
S Mathieson
R McGregor
A Priest
R Roberts
R Thomson

Apologies:
R Hunter
D Sandison
J Smith

In attendance (Officers):
M Craigie, Lead Officer
J Manson, Proper Officer – Finance
I Johnson, Management Accountant
P Wishart, Solicitor
A Cogle, Team Leader - Administration

Chair
Mr Thomson, Chairperson for ZetTrans, presided.

Circular
The circular calling the meeting was held as read.

Declarations of Interest
None.

01/19   **2019/20 Proposed Revenue Budget - ZetTrans**
The Partnership considered a report by the Proper Officer for Finance (ZTP-07-19-F) which presented the budget proposals and related schedule of charges for 2019/20.

The Proper Officer - Finance introduced the report, summarising the key issues set out in the report.

The Chair referred to queries regarding the reduction in bus fares, and asked if there was any more information on the cause of that.   The Lead Officer advised that part of the reduction in the figures shown was to correct a budgeting error from the previous year, which had resulted in concessionary

fares being double counted. With regard to the actual reduction in fares, the Lead Officer said that there was no consistent pattern of decline in usage, with some services showing an increased usage and other showing a decline, but overall there was drop in usage across the network. However, the Lead Officer said that the Lerwick Town Service had seen a substantial decline in fare income, but this could be due to more people dropping into the concessionary fares sector where the income to ZetTrans reduced to 57% of the standard fare. He added that for other areas it was less clear as to the reasons, and this would have to explored further. The Lead Officer went on to say that new equipment was being installed on buses which would allow users to pay with contactless cards, and this would ensure the methods of payment were more user friendly and allow other fare products to be developed. In terms of generating more income, the Lead Officer added that further consideration would be given to the way in which buses could be utilised or fares could be constructed to tie in with other markets such as tourism, and attracting more use of the services. The Leader Officer added that it was interesting to note that the decline in usage locally was not as significant as seen at a national level.

The Chair asked, with regard to the decline in usage, whether some consultation with the public would be useful in identifying reasons for a drop in usage, and to engage with communities in developing the new contracts. The Lead Officer said that public consultation would form part of that process, and an issue to address would be reaching and getting input from who have stopped using or have never used the service. Mr R McGregor suggested that Community Councils should be approached to help with public consultation in their areas. The Lead Officer agreed that would be part of the process, and communities would be made aware of the different ways in which they can contribute to the process.

Mr R Roberts referred to paragraph 3.6 and to the Shetland Bike Project, and asked if the repairs grant for Council staff was being funded by the Council. The Lead Officer advised that the Project intended to encourage more use of cycles and so, as a significant employer, the Council was involved in promoting the project and the grants available. He added that as the Council was a funder of ZetTrans, it would be worth finding out to what extent this grant funding was being drawn upon by the Council.

Mr Roberts then referred to Appendix 1, and asked for clarification as to whose decision it was to set the charges. The Lead Officer confirmed that ZetTrans made the decision to set the level of charges, and a 3% uplift year on year was already provided for within the current contracts.

Mr S Mathieson made reference to the intention to do some marketing of the services, and asked for more information on what was being considered and if ZetTrans currently received any income from advertising. The Lead Officer said that this was an area that had to be worked on further, as past enquiries had not resulted in any further engagement or agreements. Mr Mathieson said that issues such as producing rate cards and registering with media organisations used by national campaigns were particular areas that companies looked for, and confirmed he was happy to discuss the matter further with the Lead Officer after the meeting.

Mr R McGregor referred to the air fares for non-residential passengers, particularly for those to and from Fair Isle, and said that, as he had mentioned at previous meetings, this level of fares and increases could be detrimental to the tourism for the outer islands. The Chair said that the proposed increases were in line with inflation, and therefore no different to that being proposed for buses and ferries. The Lead Officer advised that during consultation, the community had expressed satisfaction with the fare levels being held at inflationary increases, although it was recognised that the overall cost of living or visiting remote islands was an additional cost pressure for those involved. Mr McGregor agreed, but said it was not only the Fair Isle fares he was concerned about, but he was very concerned about the adverse impact any locally imposed fares may have on fragile island areas.

The Chair noted the concern, and agreed that there was an obligation to support fragile island communities. However, he said it was his belief that as soon as road and bridge tolls had been abolished by the Scottish Government, this should also have extended to ferry fares within the islands. The Chair said he would continue to raise these issues with the Scottish Government, and this would form part of the efforts by the Council and its partners to secure fair funding arrangements.

Mr R Thomson moved that the Committee approve the recommendations in the report. Mr R McGregor seconded and there being no one otherwise minded, ZetTrans resolved to approve the recommendations in the report.

Decision:

The Partnership RESOLVED to:

- Approve the budget proposals for 2019/20 included in this report;

- Approve the updated Schedule of Charges (Appendix 1); and

- Delegate authority to the Lead Officer, or his nominee, to award grants in line with the approved Shetland Bike Project and within the budget proposed.

The meeting concluded at 2.25 p.m.

CHAIRPERSON

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SHETLAND'S TRANSPORT PARTNERSHIP

MINUTE

A&B PUBLIC

Zetland Transport Partnership
Council Chamber, Town Hall, Lerwick
Thursday 28 February 2019 at 2.30 pm

Present:

S Mathieson
R McGregor
A Priest
R Roberts
R Thomson

Apologies:

R Hunter
D Sandison
J Smith

In attendance (Officers):

M Craigie, Lead Officer
J Manson, Proper Officer – Finance
I Johnson, Management Accountant
P Wishart, Solicitor
A Cogle, Team Leader - Administration

Chair

Mr Thomson, Chairperson for ZetTrans, 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 13 December 2018 on the motion of Mr R Thomson, seconded by Mr R McGregor.

02/19   **Management Accounts – Projected Outrun at Quarter 3**
The Partnership considered a report by the Proper Officer for Finance (ZTP-06-19-F) which presented the Management Accounts showing the projected outturn position for 2018/19, as at Quarter 3.

After hearing the Proper Officer for Finance introduce the report, the Partnership approved the recommendations in the report, on the motion of Mr Thomson, seconded by Mr McGregor.

Decision:

The Partnership:

- NOTED the Management Accounts showing the Projected outturn position for 2018/19, as at Quarter 3: and

- AGREED to request the Policy & Resources Committee of Shetland Islands Council to provide additional funding required to balance the projected ZetTrans financial deficit in 2018/19, up to the projected shortfall of £484k.

03/19   **Annual Audit Plan 2018/19**
The Partnership considered a report by the Proper Officer for Finance (ZTP-04-19-F) that provided information on the work that the external auditors, Deloitte LLP, will undertake to review and assess the governance and performance of the Zetland Transport Partnership in 2018/19.

After hearing the Proper Officer for Finance introduce the report, the Partnership noted the report.

Decision:

The Partnership NOTED the contents of the report.

04/19   **Mandatory Annual Reporting of Climate Change Duties**
The Partnership considered a report by the Transport Policy and Projects Officer (ZTP-01-19-F) that presented information on the Partnership's Climate Change Duties Report 2018 submitted to the Scottish Government on 28 November 2018.

The Lead Officer introduced the report and advised that although the Partnership was a separate public body, the majority of its reporting requirements were covered by the Council's report.

During discussion, Mr R Roberts referred to reporting figures that could not be disaggregated from Council figures, and asked for an explanation on why that could not be calculated for buses, for example.   The Lead Officer explained that this was not achievable on a practical level because the Partnership does not run the buses, but they were owned by companies that used them for other purposes such as cruise ship transfers, party buses, etc., and so as the asset had a range of purposes, its footprint had not been calculated for the purposes of this report.   However, the Lead Officer said he accepted the point being made, and whilst providing disaggregated information beyond what was legally required may not be the best use of resources, he said that he would look into whether information relating to ZetTrans functions could be calculated separately, although it would have to prove a worthwhile and valuable contribution to the obligations for addressing climate change duties.

Mr McGregor said that, following a recent trip to New Zealand where he had witnessed very high temperatures, he was committed to supporting any efforts to meet obligations under the climate change agenda.

Mr Thomson said that this report was a really good piece of work, and complimented the officers for bringing it together. Mr Thomson moved that the Partnership note the report.

Decision:

The Partnership NOTED the contents of the report.

05/19 **Shetland Tourism Strategy / Active Shetland Strategy**
The Partnership considered a report by the Transport Policy and Projects Officer (ZTP-02-19-F) that presented information on two strategies in which ZetTrans is a delivery partner, the Shetland Tourism Strategy 2018-2023 and the Active Shetland strategy 2018-2023.

The Lead Officer introduced the report and outlined the key issues contained therein.

Mr R Roberts said he welcomed the report and was interested to see how the two Strategies interacted. Mr Thomson asked how the Active Shetland Strategy applied in terms of the strategy to encourage more people to use public transport.   The Lead Officer explained that using public transport was not just about the journey, but also about getting to the point of access, and so the Active Shetland Strategy was about promoting active travel such as cycling or walking to the point where people can access public transport, instead of taking the car, for example.

Mr Roberts said he welcomed the report, and added that NHS Shetland was also a key partner in the Active Shetland Strategy, but ZetTrans was also important in terms of looking at how reliance on transport by the community can be addressed.

Mr Mathieson said he also welcomed the report. He said that whilst it was too soon to be considering the details, he hoped that issues such as taking bicycles on buses would be a consideration, which may open up areas of Shetland that were currently under-utilised, but could be promoted as cycle routes to connect certain areas.

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

Decision:

The Partnership:

- NOTED the approval of two strategies in which ZetTrans is a delivery partner, the Shetland Tourism Strategy 2018-2023 and the Active Shetland strategy 2018-2023.

- AGREED to work with all relevant partners to assist in delivering the strategies and meet their targets.

06/19 **Business Programme 2018/19 and 2019/20**
The Partnership approved a report by the Secretary to ZetTrans/ Executive Manager – Governance and Law (ZTP-05-19-F) that sought approval for the Business Programme for the last quarter of 2018/19 and the year 2019/20.

Decision:

The Partnership APPROVED the Business Programme for the last quarter of 2018/19 and the year 2019/20.

07/19 **Membership - Mr Ralph Roberts**
The Partnership noted that this was Mr Roberts last meeting of ZetTrans before he leaves Shetland, and the Chair thanked him for his valuable contributions and input to the work of the Partnership.

Decision:

The Secretary to write to NHS Shetland seeking a replacement nomination for appointment of an Adviser from NHS Shetland.

The meeting concluded at 3 p.m.

CHAIRPERSON

		Agenda Item
Zetland Transport Partnership		**1**

Meeting(s):	ZetTrans	25 April 2019
Report Title:	ZetTrans Other Member – NHS Shetland Nomination	
Reference Number:	ZTP-09-19-F	
Author / Job Title:	Secretary to ZetTrans/Executive Manager – Governance and Law	

1.0   Decisions / Action required:

That the Partnership:

1.1   consider and decide whether to approve the appointment of Colin Marsland as an Other Member nominated by NHS Shetland, subject to a successful interview with the Chair and Lead Officer; and

1.2   subject to 1.1 above, to authorise the Lead Officer to instruct the Secretary, or his nominee, to submit the appointment for approval to the Scottish Ministers with a recommended term of office from 25 April 2019 to 25 April 2023.

2.0   High Level Summary:

2.1   The purpose of this report is to seek approval of the person nominated by NHS Shetland as an Other Member to the Zetland Transport Partnership ("the Partnership").

2.2   An interview with Mr Marsland will be conducted by the Chair of ZetTrans and the Lead Officer on 24 April 2019. Following a successful interview, during which Mr Marsland will be required to demonstrate that he meets the criteria required, the Lead Officer will use his delegated authority to instruct that the Secretary, or his nominee, submit the appointment for approval to the Scottish Ministers.

3.0   Corporate Priorities and Joint Working:

3.1   The Scottish Ministers decided that single authority Regional Transport Partnerships ("RTPs") should include members drawn from the corresponding Health Board and Local Enterprise Company.

3.2   The Partnership's Administrative Regulations state that the total number of Members shall be six and shall include one Member nominated by NHS Shetland and one Member nominated by the Shetland Enterprise Company.

4.0   Key Issues:

4.1   The individuals nominated by their sponsoring organisations will be considered by the RTPs and thereafter appointed by the Scottish Ministers.

4.3   The Members would be expected to give up their appointment on the RTP if they ceased to be members of their sponsoring organisation – NHS Shetland or Shetland Enterprise Company.

4.4   Paragraph 2.15 of the ZetTrans Administrative Regulations states that "Other Members and Advisers appointed by ZetTrans, or the Scottish Ministers as the case may be, shall hold office for a period of 4 years following the date of their appointment unless otherwise specified at the time of their appointment."

4.5   Until Scottish Ministers confirmation of the appointment of the Other Member is received, the nominee will attend meetings, as an Adviser, which does not need the consent of the Scottish Ministers.

4.6   **Criteria for Membership**

        The criteria, as set out in the membership guidance, is as follows:

        Essential

        Personal and/or operational expertise and demonstrable knowledge from working at board/strategic level in business, the public sector or the voluntary sector

        Detachment from local and national politics

        Desirable

        Transport knowledge (this could be knowledge of the transport issues pertinent to one or more sector e.g. business, healthcare, the environment, economic development etc)

        Regional rather than local perspective

        Political and media awareness

        Financial awareness

        Communication skills

5.0	Exempt and/or confidential information:
5.1	None.

6.0	Implications :

6.1 Service Users, Patients and Communities:	The appointment of the NHS Shetland nominee will ensure the continued representation on the Partnership, therefore there will be no impact on these groups as a result of this report.
6.2 Human Resources and Organisational Development:	There are no HR issues arising from this report.

6.3 Equality, Diversity and Human Rights:	An Equalities Impact Assessment is not required.
6.4 Legal:	To be compliant with the requirements of The Regional Transport Partnerships **(**Establishment, Constitution and Membership) (Scotland) Order 2005, and the Partnership's Administrative Regulations, the Partnership must have two Other Members in addition to four Councillor Members. Appointment of Other Members is subject to the consent of the Scottish Ministers.
6.5 Finance:	There are no direct financial implications to the process of nominating an Other Member of the Partnership. However, once appointed the Other Member is entitled to claim expenses as set out in the ZetTrans Administrative Regulations 2007.
6.6 Assets and Property:	There are no Assets and Property issues arising from this report.
6.7 ICT and new technologies:	There are no ICT issues arising from this report.
6.8 Environmental:	There are no environmental issues arising from this report.
6.9 Risk Management:	Should the Partnership decide against the appointment the position will remain vacant and unrepresented until such time as an alternative nominee is provided by NHS Shetland and approved by the Partnership. In line with the requirements of The Regional Transport Partnerships (Establishment, Constitution and Membership) (Scotland) Order 2005 this report presents the nomination provided by NHS Shetland.
6.10 Policy and Delegated Authority:	The Partnership are required to make a recommendation to the Scottish Ministers in regard to the appointment of an Other Member of the Partnership.
6.11 Previously considered by:	This report has not been considered by any other meeting.

Contact Details:
A Cogle, Team Leader – Administration, Governance and Law
Email: anne.cogle@shetland.gov.uk; Tel. 01595 744554
Finalised: 16 April 2019

Appendices:
None

Background Documents:

The Regional Transport Partnerships (Establishment, Constitution and Membership) (Scotland) Order 2005 **http://www.legislation.gov.uk/sdsi/2005/0110697588/contents**

ZetTrans Administrative Regulations http://www.zettrans.org.uk/aboutus/Membership.asp

Zetland Transport Partnership

Meeting(s):	Zetland Transport Partnership	25 April 2019
Report Title:	National Transport Strategy/ Strategic Transport Projects Review - Update	
Reference Number:	ZTP-10-19-F	
Author / Job Title:	Michael Craigie – Lead Officer	

1.0	Decisions / Action Required:

1.1   That the Partnership **RESOLVES** to note this report.

2.0	High Level Summary:

2.1   The National Transport Strategy was refreshed in August 2016 and at the time the Minister for Transport and Islands announced that it would be subject to a comprehensive review "early in the next Parliament".

2.2   Scottish Government has set out its approach based on working in collaboration with other partners and the review is well underway.

2.2   A range of working groups and partnership forums have been working on policy areas throughout 2018. Regional Transport Partnerships (RTPs) have been represented on all but one of the Working Groups with the Chair of Sestran representing RTPs on the NTS Review Board.

2.4   The NTS Review is now working towards formal public consultation on a draft strategy in summer 2019 with a view to publishing the new strategy in late 2019/ early 2020.

2.5   A contract to support the second Strategic Transport Projects Review (STPR2) has been awarded to a combined team of consultants from Jacobs and Aecom. Details of this announcement can be found at the following link:

https://www.transport.gov.scot/news/strategic-transport-projects-review-update/.

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:

4.1 In preparing for the consultation on the developing NTS policies and the Strategic Transport Projects Review, Transport Scotland wrote to RTP Lead Officers and Chief Executives of Local Authorities and National Parks (letter attached as Appendix 1) seeking views on the establishment of Regional Transport Working Groups to inform future Scottish Government transport policy and strategic transport projects/ interventions. The aim of these groups is to undertake consultation at a regional level on both NTS and STPR2.

4.2 The Transport Scotland letter has suggested the establishment of Regional Working Groups based on the emerging Economic partnerships where this is an option. Where it is not an option a number of hybrid proposals have been made that suggest a grounding in Growth Deals or in some cases an alternative set of arrangements suggested by Transport Scotland.

4.3 However, the letter acknowledges that there are alternative models to the Economic partnerships including the Regional Transport Partnership areas and structures. Where organisations hold a different view to that proposed they are invited to respond to the letter setting out these thoughts. The Transport Scotland proposal would involve the establishment of five separate regional working groups covering the areas currently reflected in ZetTrans and HITRANS structures:

- Argyll and Bute – Growth Deal based
- Highland – City Regional Deal Based
- Moray – Growth Deal Based
- Eilean Siar – not based on Economic Partnership or Growth Deal
- Orkney - Northern Isles group across both Orkney and Shetland not based on Growth Deal (Islands Deal) or a planned Economic Partnership.

4.4 At first consideration it was determined that these regional groupings would be less effective than the established and mature regional transport structures covered by ZetTrans and HITRANS. Discussion with the HITRANS Partnership Director and colleagues in Councils confirmed similar views were widely held.

4.5 In this connection, after discussion with the Partnership's Chairman, the Lead Officer replied to Transport Scotland's original email setting out that the retention of the current structures would provide a better approach to the ongoing NTS and STPR2 processes.

4.7 At the time of writing this report there is no detail on the process or timeline for the NTS/ STPR2 review work. The Partnership with be advise of this detail as soon as it emerges

4.8 In the meantime the Lead Officer is working to establish an officer working group to support the consultation process once it is underway. Officers that will be included in the group will represent: -

- ZetTrans
- Shetland Islands Council (Planning, Roads, Economic Development, Community Planning and Development)
- NHS Shetland
- Highlands and Islands Enterprise

4.9	Regular reporting of the consultation process seeking formal input from the Partnership will take place during the course of the consultation.

5.0	**Exempt and/or Confidential Information:**
5.1	None.

6.0	**Implications :**	
6.1 **Service Users,** **Patients and** **Communities:**	The consultation on the National Transport Strategy and STPR2 will fundamentally influence the shape and detail of transport policy and transport infrastructure over the next 20 years or so. It is important therefore that effective representation of the future transport needs of Shetland is effectively represented and articulated to Transport Scotland.	
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. The National Transport Strategy and Strategic Transport Projects Review are strategies of Scottish Government and the duties to observe and address Equality, Diversity and Human Rights issues in the context of these strategies lie with Scottish Government.	
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:**	The matter of influencing the detail of the next National Transport Strategy and Strategic Transport Projects Review is crucial to ensuring Shetland's lifeline transport needs and infrastructure requirements are thoroughly understood and addressed in National policy. To ensure risks of negative impacts are mitigated officers are engaging with Transport Scotland to ensure meaningful input can	

	be given to the development and finalisation of national policies and planning of Scotland's investment in infrastructure.	
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. As the Regional Transport Partnership for Shetland ZetTrans is required to contribute to and scrutinise National Transport Strategies and Policies.	
6.11 Previously Considered by:	N/A	

Contact Details:

Michael Craigie – Lead Officer ZetTrans
Phone: 01595 744868
E-mail michael.craigie@shetland.gov.uk
19 April 2019

Appendices:

Appendix 1 – Letter from Transport Scotland

Background Documents: None

Alison Irvine
Director for Transport Strategy and Analysis

Buchanan House, 58 Port Dundas Road, Glasgow G4 0HF
Direct Line: 0141 272 7590
Alison.irvine@transport.gov.scot

To
All Local Authorities (inc. National Parks as planning authorities) and Regional Transport
Partnerships

REGIONAL TRANSPORT WORKING GROUPS

On behalf of Scottish Ministers, Transport Scotland is progressing two key pieces of policy
development and transport planning work which would benefit from your input as local and
regional partners involved in transport, land sue and economic development planning. This work
is intended to set the transport policy and strategic transport interventions for a 20 year horizon
which will link with wider government planning and delivery to enable sustainable and inclusive
growth across the country.

The review of the National Transport Strategy is now at the stage of sharing and testing
emerging policies to support the Strategic Vision and Outcomes and would benefit from your
input on a regional basis. The second Strategic Transport Projects Review (STPR2) will use the
emerging policy priorities and the developing national and regional evidence base to identify
objectives and potential transport interventions. The NTS work to date has been progressed in a
co-creative and collaborative manner and STPR2 will be seeking to adopt a similar approach
from early in 2019.

Initial preparatory work on STPR2 has been progressed over the past few months and Transport
Scotland is currently in the process of appointing consultants to take forward the majority of the
STPR2 evidence base, objective setting and appraisal work from early 2019. The first stages of
work will set the approach to engagement and the regional element of this dialogue will be key.

The Scottish Government recognises the importance of addressing regional economic
development, planning and strategic transport issues in tandem. That is why we are writing to
you about formation of Regional Transport Working Groups. In establishing Regional Transport
Working Groups, we would like to observe the principles guiding development of Regional
Economic Partnership (REP) arrangements. This would allow the Working Groups to be tailored
to regional conditions and work in cognisance of existing partnerships will assist partners to
share data and evidence to inform regional priorities. We want regional groupings to be
voluntary and self assembled around the bespoke requirements of particular regions. Whilst
recognising the existing Regional Transport Partnership structure, in order to meet our
objectives for these new groups, the existing and emerging REPs which are taking shape largely
around City and Regional Growth Deals appear to be a reasonable starting point for this fresh
engagement. However, this will be subject to your feedback. Although the new REPs are

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starting to mature in many parts of Scotland, that is not the case everywhere at the current time. This will require a flexible approach to be taken in some areas, in order to achieve all Scotland coverage by Regional Transport Working Groups. Whilst it is too early to define the approach to the next National Planning Framework as long as scrutiny of the Planning Bill continues, it is expected that future engagement on strategic planning matters could also align well with this approach

The potential terms or reference are set out in Annex A along with initial groupings in Annex B to start discussion. We recognise the need for there to be liaison between the groups and for them to avoid operating in isolation.

Membership of the new Regional Transport Working Groups is not intended to be static and each meeting or piece of work can involve relevant partners and stakeholders, working across boundaries as appropriate, however we believe the core team should involve senior level officials responsible for Transport, Economic Development and Social Equity in the region. We will of course engage more widely than the core group including elected members. However, we think it makes sense to have a smaller group of lead professionals informing the wider work and means of engagement. We would also seek to align this with the preparation of NPF4 after Parliament's consideration of the Planning Bill has concluded, subject to the final form of the legislation.

I would be grateful if you would consider and discuss the above within your respective organisations and existing regional forums and provide initial feedback from a nominated contact person by end of January 2019. Your feedback will allow Transport Scotland and the appointed consultant team to consider the approach to regional engagement within the scoping and inception discussions. Please share your feedback with David Torrance, Head of Regional Transport and Development Planning David.Torrance@transport.gov.scot .

STPR2 Evidence Gathering
Transport Scotland have been involved in transport appraisal and transport planning with all of the authorities since the publication of the first STPR. We are aware of work and effort which organisations have put into transport appraisals, business cases, surveys, economic impact assessments, feasibility studies etc. We want to ensure this evidence is captured in the first stage of STPR2 i.e. establishing the case for change. Therefore it would be helpful if you can collate any previous work would believe would provide evidence of problems, opportunities, issues and constraints, for you region – in order to share which the appointed consultants at the appropriate time. We recognise in areas where an Initial Appraisal has been undertaken very recently, this exercise has been completed.

Next Steps
Feedback from authorities on regional groupings will be considered in discussion with the appointed STPR consultants from January 2019. From February / March 2019 Transport Scotland and the consultant team will meet with each of the emerging regional grouping. The agenda for these meeting will be dependent on recent work in that area, however each will set a plan for engagement and collaboration on NTS and STPR.

We intend to take a transparent and collaborative approach in the development of these Reviews. For information on the NTS review, please visit https://www.transport.gov.scot/our-approach/strategy/national-transport-strategy/# . Further information on STPR2 will be available in the New Year.

We look forward to working with you.

Kind Regards,

Alison Irvine
Director of Transport Strategy and Analysis

Scottish Government
Riaghaltas na h-Alba
gov.scot

Annex A – Terms of Reference

Regional Transport Working Groups

General Terms of Reference for all Groups

This Regional Transport Working Group will assist Transport Scotland in it delivery of two key pieces of policy development and transport planning work. This work is aimed at setting the policy and strategic transport projects for a 20 year horizon which will link with wider government planning and delivery to enable sustainable and inclusive growth across the country. This requires input from the regional partners and members of this group agree to work collaboratively through the course of these projects.

The Regional Transport Working Group agree to share information, data and evidence, set direction and regional priorities for transport, be constructive and proactive in addressing challenges, in a co-creative and collaborative manner.

Membership includes commitment from senior level officials responsible for Transport, Economic Development and Social Equality within regional organisations, along with Transport Scotland supported by their consultants. The group commit to involving and engage other partners and stakeholders during the process as appropriate. The group will endeavour to keep discussions focussed, specific and outcome orientated.

Regional Transport Working Group – Specific Terms of Reference

To be developed by working groups as appropriate.

Scottish Government
Riaghaltas na h-Alba
gov.scot

Annex B – Existing Groupings

City Region Groupings
- Aberdeen City Region (Based around the City Region Transport Working Group with input from the Regional Economic Partnership/ ONE Group)
- Edinburgh City Region (Based around the emerging City Region Transport Appraisal Board involving those partners leading on the development of the Regional Economic Partnership and implementation of the city region deal)
- Glasgow City Region (Based around the emerging City Region Transport Groupings and assisted as required by the Regional Economic Partnership)
- Inverness and Highlands (Potential to consider sub areas of the Highlands as appropriate)
- Tay Cities Region (Based around the recently agreed HoT and developing Regional Economic Partnership)
- Stirling / Clackmannanshire / Falkirk (Based around the emerging Stirling and Clackmannanshire City Region Transport Grouping; early regional economic partnership arrangements, and featuring the collaborative participation of Falkirk Council)

Regional Groupings
- Argyll and Bute (Based around the local authority boundary and informed by the emerging Argyll and Bute Growth Deal work)
- Ayrshire and Arran (Based around the emerging Regional Economic Partnership and Ayrshire Growth Deal involving all three Ayrshire Councils)
- South West (Based around the South West study)
- South East (Based around the Borders Connectivity work)
  - We recognise that the SE and SW groupings will need to work closely together to support the South of Scotland and the two Scottish local authorities that are part of the Borderlands Inclusive Growth Deal.
- Moray (Based on emerging discussions around the Moray Growth Deal)
  - Moray area could consider potential alignment and interaction with Aberdeen City Region and Inverness / Highlands area.
- Northern Isles (Recognising the routes to and interconnectivity of Orkney and Shetland and the emerging Islands Growth Deal discussions)
- Western Isles (Recognising the routes to and interconnectivity of the Western Isles and the emerging Islands Growth Deal discussions)

		Agenda Item
Zetland Transport Partnership		**3**

Meeting(s):	Zetland Transport Partnership	25 April 2019
Report Title:	ZetTrans Draft Delivery Plan 2019–2020 - Update	
Reference Number:	ZTP-12-19-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 work undertaken since November 2018 to inform further transport delivery planning.

1.1.2 APPROVE the revised DRAFT ZetTrans Delivery Plan 2019-2020.

1.1.3 NOTE the ongoing review of the National Transport Strategy and its implications for future delivery planning.

2.0 High Level Summary:

2.1 Following the presentation of the Draft Delivery Plan 2018-2020 to ZetTrans on 8 November 2018 [Min Ref 24/18], work has been undertaken to ascertain the wider Council resources required for its delivery, and to reach a shared understanding of what is expected.

2.2 A revised 18 month Draft Delivery Plan has been developed based on this work and the realities of the current transport planning priorities.

2.3 Formal Consultation on the draft successor to the National Transport Strategy 2006 (NTS2) will take place over summer with a view to it being adopted by the end of 2019.

3.0 Corporate Priorities and Joint Working:

3.1 ZetTrans' policy is to seek to have in place transport arrangements that are affordable and meet people's needs. To achieve this policy ZetTrans works closely with Shetland Islands Council. The Council's "Our Plan 2016 to 2020" states: 'There will be transport arrangements in place that meet people's needs and that we can afford to maintain in the medium term'.

3.2 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   Following the meeting of ZetTrans Board on 8 November 2018, ZetTrans led a workshop with Council officers to identify the organisational inputs and resources needed for the Draft Delivery Plan along with any risks involved, and to ascertain how the necessary input from other Council services could best be incorporated within a realistic and deliverable programme of work.

4.2   The workshop was attended by Officers representing Capital Programmes, Roads, Audit, Risk and Improvement, Development Services, Finance, Governance and Law and Harbour Master and Port Operations. Key conclusions were:
- 'One on one' engagement with other departments is needed to ascertain additional elements that should be incorporated into the Transport Delivery Plan
- Elements of the delivery plan requiring individual PIDs / Project Plans / Risk registers should be identified and project authorities established.
- Budget setting far in advance of using the operational budget is problematic but unavoidable. There is a need to think more strategically about the future.
- Thought should be given as to how / when Legal / Finance / Procurement Services are consulted, and what input is required to allow for preparation.
- Thought should be given to the balance between extending deadlines and buying in additional resources. Care should be taken not to escalate beyond the SLICE threshold when engaging consultants for small pieces of work.
- Changes to the internal audit service should be taken into account.

4.3   Six priority workstreams have been identified that will utilise all available staff resources for the next 18 months. These are:

4.3.1 External Transport Links

- Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing to influence development of Northern Isles Ferry Service and utilisation of flexibility within new contracts
- Work with Scottish Government on Fair Fares Initiative

Procurement for the new Northern Isles Ferry Service contracts is underway. There are no significant changes to the specification for the service within the tender, but Transport Scotland have given assurances that flexibility will be built into the contracts to ensure that changes can be made to meet evidenced need. ZetTrans will work with Transport Scotland and local stakeholders to establish what evidence will be required and how it should be provided.

4.3.2 Inter-Island Transport

- Ferries Revenue Business Case
- Fair Isle Ferry Business Case
- Whalsay Ferry Business Case
- Inter-island Air Business Case
- Fair Funding of Inter-Island Ferry Services Review

The socio-economic cases of the Outline Business Cases have been or are close to submission by Peter Brett Associates. Transport staff will work with other SIC departments to complete the Commercial, Financial and Management Cases of the OBCs and develop the Full Business Cases. ZetTrans will continue to work with Orkney Islands Council to engage with the Scottish Government on fair funding for inter-island ferries.

4.3.3 Public, School and Adult Social Care Transport

- Bus Network Business Case
- Support development of Community Transport Capacity
- Integrate bus and ferry ticketing

It is necessary to ensure that the Bus Network Review is fully incorporated within the SIC Service Redesign Programme. To ensure the most efficient use of resources it is proposed that Adult Social Care transport be incorporated into the review of Public and School transport. This will require the existing SOC to be revisited. A PID has been developed to take this revised approach forward and consultants Peter Brett Associates will support further development of the Business Case, which will take account of current and potential community transport capacity, and give consideration to ticket products that could increase revenue (in conjunction with SIC ferries)

4.3.4 Active Travel

- Active Travel Strategy
- Explore appointment of Active Travel Officer

A multi-agency Active Travel Group, has been meeting since October 2018 to synchronise efforts to develop further active travel infrastructure for Shetland. The Group agreed in December 2018 that consultants should be appointed to develop an Active Travel Strategy for Shetland, taking account of and reflecting the specific connectivity challenges Shetland faces as a largely rural island community. The strategy will provide a basis for the appointment of an Active Travel Officer to coordinate future activity. ZetTrans is leading on development of the consultant brief and associated funding bid to Sustrans.

4.3.5 Community Development

- Work with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan
- Engage in Locality Planning
- Explore (re)creation of Area Transport Forums
- Explore potential for car-club development within the wider context of local development
- Update ZetTrans website and app travel information
- Seek to improve provision of public transport information

As a schedule 1 community-planning partner, ZetTrans continues to engage with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan.

4.3.6 Performance Monitoring

- Establish Baseline data for KPI and other performance monitoring through surveys and other means.
- Annual reporting
- Data Protection

Work is required to identify the data needed to monitor performance in relation to delivery of outcomes, noting that there are no statutory transport indicators for reporting purposes. The Data Protection Act 2018 legally requires the creation of organisational Privacy Statements.

4.4 The NTS Review aims to:
- Set out an updated vision for what kind of transport system we want for the whole of Scotland over the next 20 years or so and how we plan to get there
- Look at how we can successfully address the strategic challenges facing our transport system and how we can take advantage of any opportunities that present themselves
- Inform the update of the Strategic Transport Projects Review (STPR) by setting out the national outcomes we want to achieve from our investment when reviewing recommendations for strategic infrastructure priorities across Scotland
- Be aligned with the emerging policy and legislative landscape in Scotland including the outcomes from the independent planning review, Climate Change Plan, Enterprise and Skills review, City and Region Growth Deals and the Transport Bill.

4.5 Young Scot held a workshop in Shetland in March 2019 to hear the views of young people in an island area and their thoughts on the National Transport Strategy. A report on this and 5 other workshops for Young People across Scotland will be available from Transport Scotland in due course.

4.6 The completion of the NTS review and publication of NTS2 will provide an opportunity to review the Delivery Plan and develop it beyond October 2020, at which point it will be most helpful to gain Member input into establishing future priorities.

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 ZetTrans projects and activities will be subject to Integrated Impact Assessments and Data Protection Impact Assessments.
6.4 **Legal:**	None arising directly from this report.
6.5 **Finance:**	None arising directly from this report.
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:**	Officers will work with Members and Advisers to develop a Risk Strategy and Risk Register to support the Delivery Plan.
6.10 **Policy and Delegated Authority:**	ZetTrans has functional responsibility to secure transport services in Shetland under the Transfer of Functions to the Shetland Transport Partnership Order 2006. The Partnership is responsible for engaging with Government on issues relating to transport national policy and strategy.

6.11 **Previously considered by:**	ZetTrans	8 November 2018

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19 April 2019

Appendices:
Appendix 1: Shetland Transport Strategy Refresh April 2019 v1.1
Appendix 2: Shetland Transport Strategy Draft Delivery Plan 2019-2020 v1.0

Background Documents: None

SHETLAND TRANSPORT STRATEGY REFRESH

2018-2028

Final (1.1) – April 2019

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

CONTENTS

INTRODUCTION TO THE DOCUMENT

In terms of the Transport (Scotland) Act 2005, as the Regional Transport Partnership (RTP) for Shetland, ZetTrans, is required by law to produce a Regional Transport Strategy. In terms of section 7 of the Act, ZetTrans is required to keep the Regional Transport Strategy under review.

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

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

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

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

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

It is intended that this strategy should be of value to ALL agencies and individuals with an interest in transport provision in Shetland.

INTRODUCTION TO ZETTRANS

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

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

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

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

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

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

ZETTRANS VISION

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

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

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

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

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

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

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

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

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

ZETTRANS SINGLE TARGET OUTCOME

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

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

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

This section briefly summarises the current transport provision in Shetland.

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

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

ZetTrans has the functional responsibility for securing the provision of public passenger transport 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.

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

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

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

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

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

POLICY ENVIRONMENT

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

CURRENT RESEARCH

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

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

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

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

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

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

"Technology will provide about 70% of the possible CO_2 reductions to 2050. The rest will come from doing things differently, and this is where there is still a lot of potential. We need to think much harder about things like shared mobility, changes in supply chains and even new transport modes."

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

THE SHETLAND POLICY ENVIRONMENT

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

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

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

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

The key Moving Around (In Shetland) issues were:

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

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

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

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

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

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

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

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

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

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

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

THE WIDER POLICY ENVIRONMENT

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

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

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

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

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

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

- Improved journey times and connections, to tackle congestion and lack of integration and connections in transport

- Reduced emissions, to tackle climate change, air quality, health improvement

- Improved quality, accessibility and affordability, to give choice of public transport, better quality services and value for money or alternative to car.

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

- Wealthier and Fairer
  Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

- Smarter
  Expand opportunities for Scots to succeed from nurture through to life-long learning ensuring higher and more widely shared achievements.

- Healthier
  Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

- Safer and Stronger
  Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

- Greener
  Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

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

- *Impact report on Transport for health and social care (2011)* which recommended closer involvement of RTPs in the provision of health and social care transport

- *Transport Scotland's Ferry Services (2017)* which called for a long-term strategy for Scotland's ferry services that takes more account of socio-economic factors.

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

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

MAIN ISSUES

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

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

ZetTrans can seek to maintain and enhance Shetland's transport provision by engaging in 3 distinct ways: on its own account, in partnership with others; through influencing others. The table details which approach is best suited to addressing each of the m*ain issues*.

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective 1

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

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

Strategic Objective 2

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

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

Strategic Objective 3

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

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

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

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

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

INTERVENTIONS

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

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

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

LIFELINE TRANSPORT

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

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

TRANSPORT ROBUSTNESS

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

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

COMMUNITY SUPPORT

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

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

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

INTEGRATION SUPPORT

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

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

BEHAVIOURAL CHANGE

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

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

CHANGE MANAGEMENT

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

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

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

STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3
To underpin Shetland's economy by enabling residents to access employment, training and leisure, businesses to access labour markets, customers and suppliers, and non-residents to visit	**To support Shetland's communities by enabling individuals, families and localities to thrive socially, physically and economically**	**To conserve Shetland's environment by enabling the reduction of detrimental transport impacts on Shetland's unique natural resources**

Lifeline Transport	Transport Robustness	Community Support	Integration Support	Behavioural Change	Change Management

Community Planning Shared Priority Money	Community Planning Shared Priority People	Community Planning Shared Priority Place
All households can afford to have good standard of living	Individuals and families can thrive and reach their full potential	Shetland is an attractive place to live, work, study and invest

Proposed Main Issues	Approach	Detail	Scottish Government Objective	National Transport Strategy Objective
Lifeline Transport	Working in partnership and through influence	To maintain, improve and expand the affordability, availability, flexibility and reliability of Shetland's lifeline transport links for both freight and passengers.	Wealthier, Fairer	Economic growth / Social inclusion
Transport Robustness	Working alone, in partnership and through influence	To enable, develop and promote community, commercial and flexible transport solutions when and where appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.	Stronger, Wealthier	Environment / Integration / Economic Growth / Safety
Community Support	Working in partnership	To support all of Shetland's communities by securing equitable access to employment, training, leisure, and services.	Fairer, Stronger	Social Inclusion
Integration Support	Working alone and in partnership	To support improved integration in ticketing, information and transport services.	Smarter, Fairer	Integration
Behavioural Change	Working in partnership	To 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

2019-2020

ZetTrans
SHETLAND'S TRANSPORT PARTNERSHIP

DRAFT (1.0) – April 2019

CONTENTS

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 October 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 principal documents which inform these considerations: *Shetland's Partnership Plan*; *Shetland's Equality Outcomes Progress and Mainstreaming Report 2017-2021*.

INTRODUCTION TO THE DOCUMENT

This document details ZetTrans' 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.

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 m*ain 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	To enable, develop and promote community, commercial and flexible transport solutions when and where	Stronger, Wealthier	Environment / Integration / Economic Growth /

	influence	appropriate. To ensure the transport sector provides safe, inclusive and attractive travel options.		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** • Satisfaction with public services • 'Place Standard' - how people in Shetland rate 'Our Place'	Lifeline Transport	• Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing to influence development of Northern Isles Ferry Service and utilisation of flexibility within new contracts • Revise remit of External Transport Forum • Work with Scottish Government on Fair Fares Initiative • Fair Funding of Inter-Island Ferry Services Review
Inter-island transport services develop in-line	**Indicator(s)** Improve people's perceptions of the		Transport Robustness	• Ferries Revenue Business Case

with current and changing need to support Shetland's community and industries	quality of inter-island transport services **Measures** % of users very or fairly satisfied with the quality of inter-island transport **Breakdown** Community – adults Community – young people Community – patient travellers Industry **Baseline data needed?** Yes – survey required		Community Support Integration Support	• Fair Isle Ferry Business Case • Whalsay Ferry Business Case • Inter-island Air Business Case
Increased use of Shetland's public bus network	**Indicator(s)** Bus service usage levels **Measures** Annual passenger numbers **Breakdown** Service, Adult, Child, O60, Young Person, Disabled, Visually Impaired **Baseline data needed?**		Transport Robustness	• Bus Network Business Case • Ongoing monitoring and evaluation of bus network • Ongoing identification of gaps in bus service provision

	No – held in office			
New Community Transport services are developed	**Indicator(s)** Level of Community Transport provision **Measures** Number of new Community Transport operations **Breakdown** By locality **Baseline data needed?** Yes – existing Community Transport		Transport Robustness Community Support	• Support development of Community Transport Capacity • Community Transport Audit • Community Transport Development plan

SUPPORTING THE COMMUNITY – REMOVING BARRIERS				
Outcomes	**Performance Indicators and measures**	**Contribution to Shetland Partnership Plan**	**Main issues**	**Interventions**
Usability of Shetland's public transport services is improved	**Indicator(s)** Improve people's perceptions of the quality of public transport services **Measures** % of people very or fairly satisfied with	**Outcomes** **Place:** People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for	Community Support Behavioural Change	• Integrate bus and ferry ticketing • Introduce new ticket products

	the quality of public transport- **Breakdown** Age, gender, MID, rural/small town **Baseline data needed?** No - Scottish Household Survey	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		
People are supported to make positive travel choices	**Indicator(s)** Improve people's ability to make decisions about travel options **Measures** % of people who agree with the statement 'I have the resources I need to make positive travel choices from a range of options' **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – survey required	The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face 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 **Indicators** • Satisfaction with public services • 'Place Standard' - how people in Shetland rate 'Our Place' • People in Shetland who feel part of their community	Community Support Behavioural Change Integration Support	• Work Travel Plans (SIC/NHS) • School Travel Plans • Promote personalised journey planning
People can easily access up-to-date	**Indicator(s)** Improve people's access to up-to-date		Community Support	• Update ZetTrans website and app travel information

travel information	travel information **Measures** % of people who agree with the statement 'I am able to access and understand the travel information I need' **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – survey required		Behavioural Change Integration Support	• Seek to improve provision of public transport information • Complete revision of ZetTrans app with improved journey planning functionality

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	**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	Community Support Behavioural Change	• Explore potential for car-club development within the wider context of local development • Car club development • Car share promotion

		keeping active		• Bus service promotion
	mode of transport for journey to work **Breakdown** Age, gender, MID, disability, rural/island/population centres **Baseline data needed?** Yes – workplace survey needed (SIC/NHS)	**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** • People engaging in physical activity		
Increased uptake of Active Travel options	**Indicator(s)** Increased walking/cycling for everyday journeys **Measures** % people using walking/cycling 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 (SIC/NHS)	• Carbon emissions • Fuel poverty	Community Support Behavioural Change	• Develop Active Travel strategy • Explore appointment of Active Travel Officer • 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	**Indicator(s)**		Transport	• Explore new fuel technology options for public service

| reduction of Shetland's carbon footprint | i) Reduced import of fossil fuels

ii) Level of new technology schemes

Measures

i) Shetland fuel consumption levels

ii) Number of new technology schemes 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 | | Robustness

Behavioural Change | vehicles |

Outcomes	Performance Indicators and measures	Contribution to Shetland Partnership Plan	Main issues	Interventions
Research: We maintain an up-to-date understanding of	**Indicator(s)** Improve people's perceptions of the transport planning service	**Outcomes** **Participation:** Communities will feel empowered and the majority of people in	Change Management Transport	• Assessment of Transport perceptions

| community need | **Measures**

% of people who agree with the statement 'I believe transport planning in Shetland reflects the needs expressed by my community'

Breakdown

Age, gender, MID, disability, rural/island/population centres

Baseline data needed?

Yes – survey required | 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 involving those who do not often have their voices heard

Place: Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable | Robustness

Community Support | • Re-assessment of Transport Needs |
| **Engagement: The Shetland Community is fully engaged in the process of Transport Planning** | **Indicator(s)**

Improved responsiveness of public transport services

Measures

% of people who agree with the statement 'I can influence decisions relating to public transport'

Breakdown

Age, gender, MID, disability, rural/island/population centres

Baseline data needed? | **Indicators**

• Satisfaction with public services

• Community participation activity and impact

• People who feel they can influence decisions affecting their local area | Change Management

Transport Robustness

Community Support | • Work with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan

• Engage in Locality Planning

• Engage with Locality Planning partners on development and membership of Area Transport Forums incorporating regular engagement / feedback opportunities

• Establish Area Transport Forums and develop Area |

				Transport Plans
Monitoring: We have accurate, appropriate and comprehensive data to inform decision making	**Indicator(s)** Confidence of Elected Members in transport information provided. **Measures** % Elected Members who agree with the statement 'I feel that I am provided with the data I need to make transport related decisions' **Breakdown** Shetland wide, by locality **Baseline data needed?** Yes – survey of Members		Change Management	• Review all transport related data gathering and identify any gaps • Establish Baseline data for KPI and other performance monitoring through surveys and other means. • Create Transport Statistics Database • Develop Privacy Statements and review Personal Information Audit
Reporting progress / impact: Our reporting is transparent, relevant, up-to-date and evidence based	**Indicator(s)** Delivery of statutory and non-statutory reports **Measures** Reporting deadlines met **Breakdown** KPI, Annual Report, Climate Change		Change Management Transport Robustness	Annual reporting: • PI monitoring • Annual Report • 'State of Transport' event • Keep Scotland Beautiful: Climate Change Report • Community

	Report, Asset Transfer/Participation requests report **Baseline data needed?** No – held in-house			Empowerment Act: l Asset Transfer and Participation requests

ACTION PLAN APRIL 2019 – OCT 2020

This section of the Delivery Plan provides an Action Plan, providing more detail on how the Outputs will be implemented, in terms of responsibility, agency involvement, milestones and timescales up to October 2020.

Intervention	Who	Partners / lead	SIC Resources	Milestones	When	Additional Funding
External Transport Links						
Develop pro-active working relationship with Transport Scotland and improve data gathering/sharing to influence development of Northern Isles Ferry Service and utilisation of flexibility within new contracts	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Transport Scotland	Transport Planning Service	Open discussions with TS • Establish relationship dynamic • Establish data need • Clarify data access Create stakeholder engagement plan	Apr – Jul 19 Aug 19	N/A
Work with Scottish Government on Fair Fares Initiative	Lead Officer ZetTrans	ZetTrans Orkney Islands Council Transport	N/A	Passenger fare change in progress. Freight fares TBC.	Ongoing	N/A

		Scotland				

Inter-Island Transport						
Ferries Revenue Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Peter Brett Associates SIC stakeholders	Finance Services Procurement Services Legal Services	Complete strategic and socio-economic cases of Outline Business Cases Commercial, Financial and Management Cases of Outline Business Cases Final Business Cases	April 19 May – Jun 19 Jul – Oct 19	Change Fund TBC
Fair Isle Ferry Business Case						
Whalsay Ferry Business Case						
Inter-island Air Business Case						
Fair Funding of Inter-Island Ferry Services Review	Lead Officer ZetTrans	ZetTrans Shetland Islands Council Orkney Islands Council	Finance Services Legal Services	Completion of Outline Business Cases Validation of OBCs by Transport Scotland Agreement on funding models with Scottish government Agreement on delivery with Scottish Government	Ongoing	N/A

Public, School and Adult Social Care Transport						
Bus Network Business Case	Lead Officer ZetTrans Transport Policy & Projects Officer Transport Contracts and Operations Officer	ZetTrans (lead) Peter Brett Associates SIC stakeholders	Finance Services Procurement Services Legal Services Roads Service ICT Services	Inception Process Strategic Outline Programme Strategic Outline Case Outline Business Case Final Business Case Award contracts Implement contracts/directly provided services Post contract evaluation and monitoring	Apr – May 19 May 19 Jun 19 Jul – Oct 19 Nov 19 – Feb 20 Mar 20 Aug 20 Aug 20 - ongoing	Change Fund
Support development of Community Transport Capacity	Lead Officer ZetTrans Transport Policy & Projects Officer Transport Contracts and Operations Officer	ZetTrans (lead) Community Councils Community stakeholders	Community Planning & Development	Consider community transport present and future capacity within Bus Network Business Case	May 19 – Feb 20	N/A

Integrate bus and ferry ticketing	Transport Contracts and Operations Officer Transport Policy & Projects Officer	ZetTrans (lead) SIC Ferry Service	Finance Services Prourement Services ICT Services	Open discussions with Ferry Service TBC following discussions	May 19	TBC
Active Travel						
Active Travel Strategy	Transport Policy & Projects Officer	ZetTrans (lead) Active Travel Group Active Lives Strategic Group	Finance Services Procurement Services	Funding application and consultant procurement for Active Travel Strategy Development Appoint consultants (subject to funding) Strategy development Strategy implementation	Apr – May 19 Jun 19 Jun – Nov 19 sDec 19 - ongoing	Sustrans
Explore appointment of Active Travel Officer	Lead Officer ZetTrans Transport Policy & Projects Officer	ZetTrans (lead) Stakeholders	Human Resources		Jun – Nov 19	Sustrans / Match TBC

Community Development

Work with other agencies as required to support delivery of outcomes associated with the Shetland Partnership Plan	Transport Policy & Projects Officer	Community Planning & Development (lead) ZetTrans Locality Planning Partners Community Stakeholders	Planning Service Fleet Management	Engage in Locality Planning Explore (re)creation of Area Transport Forums Explore potential for car-club development within the wider context of local development Update ZetTrans website and app travel information Seek to improve provision of public transport information	Onging Jul – Nov Dec – ongoing Ongoing Ongoing	N/A

Performance Monitoring

Establish Baseline data for KPI and other performance monitoring through surveys and other means.	Transport Policy & Projects Officer Graduate Officer	ZetTrans Community Stakeholders		Review all transport related data gathering and identify gaps Undertake surveys / engagement as required Agree ongoing approach to monitoring	May – Jun 19 Jul – Dec 19 Jan – Mar 20	N/A

Annual reporting	Transport Policy & Projects Officer	ZetTrans		Annual Report	Jun – Sep 19	N/A
				Community Empowerment Act: l Asset Transfer and Participation requests report	Jun 19	
				Keep Scotland Beautiful: Climate Change Report	Sep – Nov 19	
				Performance Indicator Monitoring	Apr 20 - ongoing	
Data Protection	Transport Policy & Projects Officer

Transport Contracts and Operations Officer

Monitoring officer | Legal Services (lead)

ZetTrans

SIC | | Create Privacy Statements for website

Revise Personal Information Audit | May – Jul 19

Aug – Nov 19 | N/A |

APPENDIX: INTERVENTIONS FOR INCLUSION IN DELIVERY PLAN POST OCTOBER 2020

- Revise remit of External Transport Forum
- Ongoing identification of gaps in bus service provision
- Community Transport Audit
- Community Transport Development plan
- Introduce new ticket products
- Work Travel Plans (SIC/NHS)
- School Travel Plans
- Promote personalised journey planning
- Complete revision of ZetTrans app with improved journey planning functionality
- Car club development
- Car share promotion
- Bus service promotion
- 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
- Explore new fuel technology options for public service vehicles
- Assessment of Transport perceptions
- Re-assessment of Transport Needs
- Establish Area Transport Forums and develop of Area Transport Plans
- Create Transport Statistics Database
- Develop annual 'State of Transport' event

			Agenda Item **4**
Zetland Transport Partnership			

Meeting(s):	**Zetland Transport Partnership**	**25 April 2019**
Report Title:	**Lead Officer's Report**	
Reference Number:	**ZTP-13-19-F**	
Author / Job Title:	**Michael Craigie – Lead Officer**	

1.0   Decisions / Action Required:

That the Partnership **RESOLVES** to: -

1.1   Note the content of this report.

1.2   Approve the Project Initiation Document for the Public Bus, School and Adult Social Care Business Case attached as Appendix 1.

1.3   Delegate authority to the Lead Officer, in consultation with the Chair, to submit any necessary input to the process of the passage of the Transport (Scotland) Bill through Parliament.

2.0   High Level Summary:

2.1   The Lead Officer's Report provides and overview of issues that are emerging and/or would benefit from some initial discussion by the Partnership ahead of a formal report on each of the issues at a later date.

2.2   This report covers the following topics: -

- Business Cases
  - o   Public Bus, School and Adult Social Care Transport
  - o   Inter-Island Ferry Services
  - o   Inter-Island Air Services
- Northern Isles Ferry Services (NIFS)
- Islands Transport Forum
- Smart and Integrated Ticketing
- Transport (Scotland) Bill
- 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:

Public Bus, School and Adult Social Care Transport Business Case

4.1   ZetTrans and Shetland Islands Council are working on a Business Case covering Public Bus, School and Adult Social Care Transport.

4.2   The Business Case is covering each of the areas in a single integrated Business Case recognising that each of the three areas are inter related although the functional responsibilities are split between ZetTrans (Public Transport) and Shetland Islands Council (School and Adult Social Care Transport).

4.3   A Project Board has been established that comprises senior management in each of the separate service areas as well as ZetTrans through the Lead Officer.

4.4   A Project Initiation Document for the Business Case has been prepared and is attached as Appendix 1 to this report to provide the Partnership with the detail of the process.

Inter-Island Ferry Services

4.5   Under section 63 of the Transport Act 1985 ZetTrans has a duty to secure public transport services in Shetland.

4.6   In the case of inter-island ferry services that duty is fulfilled by the fact that Shetland Islands Council provides ferry services to a level this is consistent with the Shetland Transport Strategy.

4.7   As has been reported to the Partnership in the past, Shetland Islands Council is finding it increasingly difficult to fund ferry services at current levels. Service improvements are unaffordable and the costs of replacing vessels and infrastructure cannot be met within funding constraints. There has been dialogue between the Council and Scottish Government since 2014 on reaching a "Fair Funding" position with Scottish Government that reflects Government funding of ferry services on the Clyde and Hebrides network, i.e. all revenue and capital costs are met by Scottish Government through various funding principles.

4.8   Supported by studies commissioned by ZetTrans the Council has successfully secured further funding of £5.2 million to support the revenue costs of ferries in 2019/20. This is an increase of £0.2 million on the 2018/19 funding.

4.9   Over the course of the next 6 to 10 weeks the conclusions of the current set of Outline Business Cases will be presented through a set of reports to ZetTrans and Shetland Islands Council setting out recommendations for ferry service levels across the inter-island network and recommended vessel and harbour infrastructure solutions for Fair Isle and Whalsay.

4.10   The combination of these reports will provide the most up to date evidence to support the case to be used in the continued work with Transport Scotland and Scottish Government to establish a long term position on the funding and delivery of inter-island ferry services and infrastructure requirements.

Inter-Island Air Services

4.11   Alongside the reports relating to inter-island ferry services will be a report on the conclusions on the socio-economic case covering inter-island air services.

4.12   The report will set out the recommended network of inter-island air services for the next contract including the Shetland mainland base for inter-island air services.

4.13   Although the inter-island air services and inter-island ferry services studies have been undertaken as separate work streams they have been highly integrated and the conclusions of the two studies deliver a network of complementary recommendations to achieve the optimum balance of services where appropriate.

Northern Isles Ferry Services – Procurement Process

4.14   The date for submission of tenders has passed and Transport Scotland are now entering the stage of assessing tenders.

4.15   At the time of writing a meeting of the Working Group which includes Northern Isles Ferry Services in its remit is scheduled for 18 April 2019. The Lead Officer will provide a verbal update on any issues arising out of that meeting.

Islands Transport Forum

4.16   The next meeting of the Islands Transport Forum, which is chaired by the Minister for Energy, Connectivity and the Islands, will take place on 9 May 2019 at the Scottish Parliament. The meeting will be attended by the Chair and Lead Officer.

4.17   At the time of writing this report the agenda for the meeting was still to be set. A verbal update will be given at the meeting to give the Partnership the opportunity to raise any points to feed into the Forum.

Smart and Integrated Ticketing

4.18   Smart capable hardware was installed across the entire public bus network in March 2019.

4.19   The Contracts and Operations Officer will give a presentation on the features and capabilities of the system following this meeting.

4.20   Officers will be commencing the next stage of work with Transport Scotland in May 2019 to develop further functionality in smart and integrated ticketing with a particular focus on integration between bus and inter-island ferry services.

Transport (Scotland) Bill

4.21   The Transport (Scotland) Bill was introduced to Parliament by the Cabinet Secretary for Finance and Constitution in June 2018. The Rural Economy and Connectivity Committee launched a call for views from June to September 2018, and oral evidence was taken between September and November 2018.

4.22   The Rural Economy and Connectivity Committee published its stage 1 report on the Transport (Scotland) Bill on 7 March and this is available here: -

4.23   The stage 1 report contains several recommendations relating to low emission zones, bus services, ticketing arrangements and schemes, pavement parking and double parking, road works, regional transport partnership finance, canals and the forthcoming amendment to the Bill on a workplace parking levy. The stage 1 debate on the Bill took place on 4 April 2019, however no date has been set yet for Stage 2 of the Bill.

4.24   ZetTrans contributed to the initial consultation phase on the Bill and the stage 1 process has remained consistent with the ZetTrans submission.

4.25   It is not anticipated that there will be any complications or major changes to the Bill during stage 2. However, it is suggested that the Lead Officer monitors the progress of the Bill and provides any necessary input on behalf of the Partnership in consultation with the Chair.

Shetland External Transport Forum

4.26   The last meeting of the Shetland External Transport Forum took place on 21 March 2019.

4.27   The minute of the meeting is attached as Appendix 2.

Exempt and/or Confidential Information:

5.1   None.

6.0 Implications :	
6.1 Service Users, Patients and Communities:	There are no implications immediately arising from this report.
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:**	The only significant risk area arising out of this report relates to the ongoing process of the Transport (Scotland) Bill. If the Bill alters in any significant way, e.g. through amendments in the course of the passage through Parliament, then there could be unexpected consequences for delivery of public transport services. This is not anticipated as a high risk and officers will monitor progress of the Bill and report any relevant issues to the Partnership to then feed into the Bill process.
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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19 April 2019

Appendices:

Appendix 1 – Project Initiation Document for Public Bus, School and Adult Social Care
Transport

Appendix 2 – Shetland External Transport Forum Minutes

Background Documents: None

Shetland Islands Council

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Project Initiation Document (PID)

Public Bus, School and Adult Social Care Transport Business Case

1.   Project Initiation Document Authorisation

This document requires approval from the Service Redesign Programme Board (Corporate Management Team)

	Signature	**Date**

2.   Project Brief

Background:	**Drivers for Change**
	The primary driver for change is the need to re-procure public and school bus services to ensure continuity of services after the current contracts expire in August 2020. Secondary but equally significant drivers are the Council's Medium Term Financial Plan, which notes that there is a projected shortfall in Council funding from 2019/20 an onwards, and the Council's Service Redesign Programme. A report presented to Council on 14 February 2018 said, "The Council must address the underlying challenges that have already been highlighted in the Medium Term Financial Plan… to reduce expenditure and to recognise the need for service redesign that successfully responds to the financial realities that it faces. The report recommends that the Council instruct the Corporate Management Team to develop proposals and options for Service redesign/change in the form of Strategic Outline Cases to address the continuous improvement and financial challenges that lie ahead. This should be done in the context of Council priorities and its contribution to local outcome aspirations, national policy and statutory duties" The Bus Network Review is one of the projects highlighted in the Service Redesign Programme. In view of the need to seek cost savings it is deemed appropriate to look holistically at Transport Services funded by the Council by including provision of both adult and school ASN transport within this project. **Legal Position** ZetTrans is one of 7 Regional Transport Partnerships across Scotland. ZetTrans is funded by Shetland Islands Council but is a legally independent body with its own governance structure and statutory duties. Sections 63 and 64 of the Transport Act 1985 place duties on ZetTrans as Regional Transport Partnership including the duty to secure the provision of such public transport services as ZetTrans considers it appropriate to secure to meet any public transport requirements within their area which would not in their view be met apart from any action taken by them for that purpose.

ZetTrans' duties do not extend to School and Social Care Transport however.

Section 51 of the Education (Scotland) Act 1980, as amended, requires the Council to make such arrangements as they consider necessary for the provision of school transport and transport facilities on such terms and conditions as may be arranged, and to pay all or part of reasonable travelling expenses for school pupils residing in their area and attending designated schools. Section 42(4) of the 1980 Act defines the statutory walking distance for school pupils as being 2 miles for any pupil under the age of 8 years of age and 3 miles for any other pupil.

It should be noted that the SIC school transport policy currently goes beyond the national legal requirement, by reducing the walking distance criteria to 1.5 miles for pupils of all ages during the winter months.

For Adult Social Care transport, the SIC has its own Assisted Travel Policy. The legal framework for Adult Social Care transport provision is established based on the needs of the individual, which must be assessed in line with relevant legislation. The Assisted Travel Policy also refers to journeys required for ASN pupils travelling to and from school.

Financial Position

The existing public bus service network in Shetland has a gross budget of £2.5m (£2.1m net of fare income) and the existing cost of school transport services has a gross budget of £2.2m. These figures relate to contract costs and are revenue budgets. There are currently no capital budgets related to bus services in Shetland.

The cost of public bus network contracts has remained mostly static since 2014, except for indexation. Some changes made to the public service to accommodate the common timetable for secondary education have resulted in additional costs. There has been a drop in ticket income between 2017 and 2019 the reasons for which are partially, though not wholly understood. The network review will address this.

The cost of school transport provision varies according to the numbers of entitled pupils (as defined by the School Transport policy) although there have been additional increases resulting from the requirements of the common timetable for secondary education (budget transfer has been made from Children's Services to cover these increases).

The cost of Adult Social Care also varies based on the assessed needs of the individual and therefore their entitlement. Costs were under budget for the last three years for ASN and Adult Social Care transport combined. The cost of the in-house fleet provision in 2018/19 was £271,766 and the cost of the services provided utilising local companies at peak times was £364,966.

Existing Arrangements

The current network was designed following an extensive engagement exercise with the users of services, public of Shetland, service providers and a range of agencies. This engagement focussed on needs and connectivity, based around a Hierarchy of Travel Needs Factors. The network was carefully configured from this information to optimise routes and services and value for money through the most efficient use of vehicles and drivers, the refining of timetables and the packaging of contracts optimise integration of public and school services.

It is made up of scheduled mainline and feeder services, with dial-a-ride services providing demand responsive provision (to provide access to shopping and healthcare for example). School Transport is provided by a mix of dedicated services and use of public services where compatible.

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

This network of public and school transport services comprises 174 contracts covering 63 public services and 111 dedicated school services. The public network covers a range of travel needs related to the following hierarchy of travel needs factors, which were established from engagement with users and communities:-

- Journey to work

- Access to training and further/higher education

- Access to Healthcare

- Access to shops (rural and Lerwick)

- Access to social and leisure opportunities

- Access to external transport link

- Access to tourist attractions/destinations

Transport services for school pupils with additional support needs and social care transport are managed by the Transport Planning Service. These services are delivered by an SIC in-house fleet of five accessible buses and through the procurement of services from local transport companies to cover the peak provision periods. The transport provided for these groups includes transport to and from school, establishments, day care services, the lunch club, supported work placements and disability clubs. The journeys where local transport companies are contracted to provide additional cover are the morning and afternoon journeys to and from home. The in-house fleet delivers all daytime transport between settings and activities.

Principles for Change	Proposals for change will be assessed against: • Fulfilment of statutory duties • Ensuring continuity of transport services on expiration of current contracts • Compliance with legislation (including the Community Empowerment Act 2015) • Delivery against local and national strategies/plans (including the Shetland Transport Strategy Refresh, the National Transport Strategy, Shetland Partnership plan and SIC 'Our Plan 2016-20) • Application of relevant research and lessons learned • Evidence of stakeholder engagement • Equalities Impact Assessment • Reduction of unit costs (best value for money) • Affordability
Scope	**Transport Network** Since the implementation of the current public bus contracts there has been a range of research and engagement to inform strategy and policy development (including Shetland Partnership Plan, Shetland Commission for Tackling Inequalities, Shetland Place Standard and Shetland Transport Strategy Refresh) This has established that there are some areas that communities feel should be addressed, including frequency, network coverage, the length of day and days of the week, coverage out with the conventional working day, and geographical coverage. This suggests that the current network configuration provides a minimum service requirement to meet the travel needs of the Shetland public and should form the basis for development of public and school transport within this project, alongside a consideration of school ASN and Adult Social Care Transport, subject to the Council's position on affordability. The aim to generate improved outcomes through more efficient service delivery must to take account of the fact that services have already been significantly streamlined and that any reduction in services due to cost savings will not result in improved outcomes. It is important to note that removing an existing service will not necessarily save the cost of that particular service if it has been part of a wider packaged contract. The current network is made up of contract packages containing both public and school services. **Service Involvement** • Led by Transport Planning Service • Informed by Schools and Adult Social Care services • Supported by Finance, Legal, Procurement, Assets, Commissioning and Procurement, Roads Servcie, Planning Service and ICT (if any technology options) services **Related Projects** • Shetland Inter Island Transport Study • Inter-Island Air Services Business Case Integration between all modes in transport network

	• Inter-Island Ferry Services Business Cases • Knab Masterplan • LDP2 • Shetland Partnership Plan Delivery Plan

Business Case	The Business Case is derived from two perspectives:
	
	• Current contracts will expire on 18 August 2020 and there is a need to procure a new network of Public, School and Adult Social Care Transport Services.
	
	• There is an overarching need to deliver benefits which include: -
	   o Continually improving outcomes for customers both internal and external through efficiencies in service delivery
	   o Efficiency savings in terms of financial and non-financial resources expended
	   o Next generation usage and performance information to support scrutiny and to provide up to date information to all stakeholders

Constraints:	• Legal framework – the three accountable bodies are ZetTrans, SIC and IJB. • Budgets – reducing public funding • Service resources and wider resource availability in support services • Local market capacity – number of operators, age profile, vehicles within the industry in Shetland. • Level of consistency of application of Business Case Methodology and how it fits with the Council's existing Gateway process

Customers:	• Organisational Stakeholders
	   o ZetTrans
	   o Shetland Islands Council – Schools, Adult Social Care
	   o NHS Shetland
	   o HIE
	   o Visit Scotland
	   o Community Councils
	   o Service Operators
	• Service Users
	   o Commuters
	   o Patients – primary health care and specialist health care
	   o Shoppers – particularly those with limited or no access to transport
	   o Recreational users
	   o Young people
	   o Vulnerable People

	o People with support / access needs • Wider Community
Deliverables:	The project will result in the following SMART deliverables all leading to the next generation of public, school and adult social care transport services: • Strategic Outline Case • Outline Business Case • Full Business Case • Data Protection Impact Assessment • Equalities Impact Assessment Each of these headline deliverables will be broken down into sub deliverables as part of the inception process for the project.
Method of delivery	The method of delivery is defined/ prescribed in Business Case methodology. This section sets this out in detail. **Inception Process – 22 April to 6 May 2019** Involves Project Board members and Project Team members Inception meeting with consultants. Review project brief, identify information needs and gaps in availability, establish communication network, and agree consultant reporting, programming and invoicing arrangements. Production of project quality plan and agreement of baseline programme. Confirm Project Management methodology and alignment with related Service Redesign Programme Management, Business Case Methodology and SIC/ ZetTrans approach to investment decisions. **Commence Stage 0: Strategic Outline Programme – 6 May 2019** Place Transport Network in the context of local policies it supports, programmes within the Council's strategic portfolio, other projects within the Service Redesign Programme, impact upon national policies and programmes, and wider public welfare. Review strategic context work undertaken to date through one-to-one engagement with key stakeholders (SIC services, NHS Shetland, HIE etc.). Assess current and future attributes of the transport services in Shetland in terms of: • Needs, demand and supply • Demographics • Industry development • Geography • Policies • Funding • Income

- Staffing
- SIC and wider stakeholders
- Users and clients

Complete Strategic Context – 31 May 2019

Commence Stage 1: Strategic Outline Case – 1 June 2019
Make the case for change and explore the preferred way forward:
- Work with key stakeholders through individual and group engagement to:
    - Agree investment objectives
    - Identify business needs
    - Set weighted benefits criteria
    - Identify risks
    - Agree critical success factors
- Generate and short-list service options by:
    - Defining service scope and key requirements through assessment of current and future need and demand in relation to employment, education, health and social care, retail and leisure (in the context of demographic, economic and social challenges and changes)
    - Examining local policies and practices in detail
    - Considering best practice examples from elsewhere
- Work with Procurement Service to begin work on the essential inputs to the Commercial Case (attractiveness of project to potential service providers). Agree time and nature of Procurement Service input going forward.
- Work with Finance Service to outline current financial position, resources available and any capital and revenue constraints. Establish time and nature of Finance Service input going forward and agree with Team Leaders/ Service Manager.
- Agree ongoing involvement of stakeholders within and outside SIC and establish stakeholder support/ buy-in. Agree how project is to be managed, including consideration of change management, training needs and initial definitions of project monitoring and evaluation.
- Set future timetable.
- Report Strategic Outline Case - 31 June 2019

Commence Stage 2: Outline Business Case – 1 July 2019
Establish preferred option through socio-economic appraisal of short list option(s):

- Review SOC
- Undertake Socio-Economic appraisal of short-listed options
    - Work with Finance and Procurement Services to estimate the cost of each option (may require market research/ engagement).

- o Work with key stakeholders through group engagement to identify cash releasing, quantitative and qualitative benefits, risks, and wider social and environmental costs of each option.
  - o Consult with communities on details of transport needs and views on priorities.
  - o Develop appendix detailing underlying assumptions of each cost and benefit.
  - o Agree methodology with Finance Service to estimate Net Present Value, by appraising costs against financial benefits, and rank each option.
  - o Undertake qualitative benefits appraisal and rank each option.
  - o Undertake risk appraisal, allowing for optimism bias, and rank each option.
  - o Summarise ranking of options by economic, benefits and risk appraisals to determine overall ranking and identify preferred option.
- Undertake sensitivity analysis of preferred option(s)
- Agree final selection of preferred option(s).
- Work with Procurement Service to
  - o Determine the procurement strategy
  - o Outline potential risk apportionment
  - o Outline potential payment mechanisms (including Finance Service)
  - o Ascertain contractual issues and accountancy treatment
- Work with Finance Service to prepare financial model and financial appraisals.
- Work with Project Team (with input from Project Board) to plan Transport Network management including:
  - o Contract management
  - o Change management
  - o Benefits realisation
  - o Risk management
  - o Service and network evaluation
- Report Outline Business Case – 31 October 2019

Commence Stage 3: Final Business Case – 1 November 2019
Procure the VFM solution - specification of fully costed comprehensive and detailed network and decision to award contracts:
- Revisit the Strategic and Economic Cases
- Work with Procurement, Legal and Finance Services to:
  - o Detail procurement process
  - o Evaluate best and final offers
  - o Set out the negotiated deals and contractual arrangements
- Work with Finance Service to set out financial implications of the deal.
- Finalise plans for Transport Network management including:
  - o Contract management
  - o Change management
  - o Benefits realisation
  - o Risk management

	- o Service and network evaluation - o Performance Monitoring and Management processes including KPIs • Report Final Business Case – 28 February 2020 **Award contracts March 2020** Prepare for contract implementation: - Print, circulate, advertise timetables - Update websites/travel app - Allocate school pupils to new contracts on SEEMIS - Install/reprogramme ticket machines **Implement contracts/directly provided services – mid August 2020** Post contract evaluation mid-August 2020 for duration of contracts.
Risks:	• Lack of buy-in from key stakeholders results in delay - o Continued uncertainty about the way forward, and the likely levels of work that will result, risks operators and their staff looking elsewhere for employment potential, which would increase the market capacity constraint. - o Transport Services Delivery Planning stalled until clarity is gained, creating a knock-on effect to other work streams • Failure to meet timescales results in need for further contract extension, which - o Carries high financial risk (up to £500k) - o May be refused by operators – leads to need to retender services or packages of services - o Could cause political, organisational and individual reputational damage - o Could be picked up by ZetTrans external audit and highlight publicly the weaknesses in the approach and the delay to making necessary reductions in costs of services - o Could be picked up by SIC Auditors and highlight publicly concerns about the deliverability and management of the Service Redesign Programme • Lines of accountability within and between SIC and ZetTrans are blurred, meaning - o Legal responsibilities may not be met, the outcome may not be able to be implemented, could be ultra vires, and may be subject to judicial review - o A successful judicial review could lead to a need to reinstate services to reflect the status quo - o Legal/ reputational risks to those who are formally accountable - o Loss of credibility and loss of confidence/ trust from communities

	• Sub-optimal network arising out of inadequate understanding of the potential of operators to "stitch together" services/ contracts in a way that optimises the industry's resources. This could lead to a distortion of views on affordability constraints that could result in the proposed curtailment of the existing network to be tendered, leading to: -
	    o Reduced opportunities for individuals and communities
	    o Economic deterioration
	    o Exacerbation of societal inequalities
	    o Increased health and social care needs
	    o Negative impact on delivery of Shetland Partnership Plan outcomes

Assumptions	• The project will be quickie incorporated into work planning to ensure no adverse impact to ongoing services/projects/functions. • The project will be led by Transport Planning, noting that the day to day management and operation of transport contracts is carried out by the Transport Planning Service. • The project will be overseen by the Service Redesign Programme Board (CMT) and ZetTrans Partnership • The Director of Development Services will report to CMT and the Lead Officer will report to ZetTrans • Key staff from Children's Services and Adult Social Care services will be available to participate within the project and to provide information and feedback at relevant stages of the project • Key staff from Finance, Legal, Procurement, Communications, Capital Programme, Roads, Planning and ICT (if any technology options) services will be available participate as project team members and to provide input at times (agreed in advance) within the project. • The already procured consultants, Peter Brett Associates, will provide consultancy services to the project with data, service information and context provided by the Transport Planning Service.
Resources:	• Director of Development as joint Senior Responsible Officer and Chair of the Project Board • Lead Officer of ZetTrans as joint Senior Responsible Officer • Director of Children's Services and Director of Community Health & Social Care as members of Project Board • Executive Manager – Finance and Executive Manager - Governance & Law as members of Project Board • Transport Policy and Projects Officer as Project Manager • Project team members to be drawn from SIC Transport Planning, Schools, Adult Social Care, Estate Operations, Legal, Finance and Assets, Commissioning and Procurement • Input and support drawn from other Council departments, NHS Shetland, HIE and other partner agencies as appropriate. • Input from Elected Members, ZetTrans Board Members and IJB Members. • Input from Community Councils, other representatives of service users and the wider public.

	• External consultancy to undertake the necessary research, analysis, evaluation and option appraisal needed to prepare and completed the Strategic, Outline and Full Business Cases.
Budget:	• External consultancy £80,000 funded from the Change Fund • Other costs met within existing staffing budgets • Any changes in the costs of proposals for change must be met from within existing approved budget allocations.
Communications	• Commination's Strategy to be developed working with SIC's Communications team • Stakeholder engagement through workshops and one-to one discussion • Community engagement through public events and targeted consultation • Operator engagement through the Bus Operators Group and Shetland Taxi Owners Association • Internal reporting to CMT (for the Service Redesign Programme) and the Project Board. • Formal reporting via ZetTrans, Environment and Transport Committee, Policy and Resources Committee and Shetland Islands Council. It may also be necessary to report though Education and Families Committee and the Integration Joint Board if alteration to local policy is required. • Informal briefings provided to Members through the Chairs group. •

3.   Organisation and Reporting Structure

ROLES	
Shetland Islands Council	• To jointly lead the Project, making sure it is consistent with statutory duties and support the aims of the Council's Corporate Plan and the outcomes defined in the Shetland Partnership Plan • To implement the conclusions of the Business Case as required
Policy & Resources Committee	• To consider any policy and resources issues arising from the Project for the Council. • To receive reports on the progress made against the objectives of the Project • To ensure any recommendations for change have been properly consulted upon with relevant stakeholders including staff • To make decisions on recommendations for change within its remit under the Council's Scheme of Delegations • To make recommendations for approval by the Council where these are out with the authority of the Committee

Environment & Transport Committee	• To receive reports on the progress made against the objectives of the Project • To provide direction in line with the Council's Scheme of Delegations • To make recommendations to Policy and Resources Committee within its remit under the Council's Scheme of Delegations
Education & Families Committee	• To receive reports on the progress made against the objectives of the Project • To provide direction in line with the Council's Scheme of Delegations • To make recommendations to Policy and Resources Committee within its remit under the Council's Scheme of Delegations
ZetTrans	• To jointly lead the Project, making sure that it is consistent with statutory duties and supports the outcomes defined in the Shetland Transport Strategy and the Shetland Partnership Plan. • To implement the decisions of ZetTrans Board with regard to the Project as required
Integration Joint Board	• To receive reports on the progress made against the objectives of the Project • To advise the Project Board of implications for the IJB
NHS	• To receive reports on the progress made against the objectives of the Project • To advise the Project Board of implications for the NHS
Service Redesign Programme Board (CMT)	• To maintain an overview of the Project • To support and advise the project Senior Responsible Owners
Service Redesign Programme Manager	• This project sits within the Council's Service Redesign Programme • There will be a Programme Manager at Departmental/ Corporate level and the Project Manager will report project progress and issues to the Programme Manager for onward reporting to the Service Redesign Programme Board.
Project Board	• To be responsible for oversight and delivery of the Project • To provide support and advice to the Project Manager • To take key decisions within delegated authority for the Project
Project Board Chair	Neil Grant – Director, Development Services
Project Board Vice-Chair	Michael Craigie – Lead Officer ZetTrans

Project Board Membership (in addition to Chair and Vice Chair)	Jamie Manson – Executive Manager Finance & Section 95 Officer (SIC) Helen Budge – Director, Children's Services (SIC) Simon Bokor-Ingram – Director, Community Health and Social Care, (SIC) / Chief Officer IJB Jan Riise – Executive Manager, Governance and Law (SIC) *(Project Board members may nominate substitutes)*
Senior Responsible Owner School and Adult Social Care Transport	Neil Grant – Director, Development Services"
Senior Responsible Owner Public Transport	Michael Craigie – Lead Officer ZetTrans
Project Manager	Robina Barton - Policy and Project Officer, Transport Planning
Project Team	Elaine Park – Transport Contracts and Operations Officer, Transport Planning Shona Thompson – Schools Service Clare Scott – Adult Social Care Carl Symons / Ian Jeromson – Estate Operations Paul Wishart – Solicitor – SIC Governance and Law Janice Thomason / Ivor Johnson – Finance Robert Sinclair and Colin Black / Catherine Wiseman – Assets, Commissioning and Procurement HR?
Consultants	• Peter Brett Associates will provide two-weekly progress reports by email to the project manager setting out actions undertaken and planned, key issues, identified risks and any client actions. • Monthly Progress meetings will take place (in person or via teleconference) between PBA, Project Manager and relevant members of Project Team to review progress against the accepted programme, review all risks, discuss any issues arising, and consider current and forecast spend against fees

4.   Project Authority

Schedule	Planned (Y/N)	Comments
Service Redesign Programme Board Approval	Y	CMT Tuesday 16 April 2019 and then through routine of reporting/ gateway decision process prescribed by SRP Programme Board
ZetTrans	Y	Report to ZetTrans 25 April 2019 and then through routine of reporting to update the Partnership and seek input as well as securing formal decisions required to fulfil legal duties and obligations.
Project Plans	Y	Project Plan will be developed in detail by Project Manager and approved by Project Board

Update Reports 1. Shetland Islands Council 2. ZetTrans 3. SIC Policy and Resources Committee 4. SIC Environment and Transport Committee 5. Integrated Joint Board	Y	Dates to be determined by the Project Managers in consultation with the SRO in order to meet project and committee deadlines PPMF meetings as a minimum and other meetings to tie in with required project/ policy approvals.
Project Board	Y	Each meeting of the Project Board, dates TBA by Project Manager
Programme Management Board (CMT)	Y	SRO through routine reporting to Board

Ends

NOTE

Shetland External Transport Forum
Council Chamber, Town Hall, Lerwick
Thursday, 21 March 2019 at 2.15 p.m.

Present:
R McGregor
R Thomson

In attendance (Officers):
M Craigie, Lead Officer
R Barton, Transport Policy and Projects Officer, SIC
B Kerr, Communications Officer
L Malcolmson, Committee Officer, SIC

Also In attendance:
P Linhart-MacAskill, Transport Scotland
M Garvie, Transport Scotland
S Garrett, NorthLink Ferries
K Bevan, NorthLink Ferries
J Burgess, Serco
J Hinkles, Loganair Limited
I Scott, Councillor
J Fraser, Councillor
A Cooper, Councillor
G Maitland, Harbour Master, Ports and Harbours, SIC
S Mathieson, VisitScotland
N Leslie, Northwards Ltd
C Eunson, Northern Farmers Union
L Scott, Northern Farmers Union
D Neil, JBT
D Ristori, Lerwick Community Council
A Farquhar, HIAL
S Myles, HIAL

Apologies:
D Sandison, ZetTrans
T Smith, Councillor
R Henderson, Seafood Shetland
C Grains, Lerwick Port Authority
V Sandison, Lerwick Port Authority

Chairperson

Mr Thomson, Chairperson presided.

Circular
The circular calling the meeting was held as read.

Minutes
The minutes of the meeting held on 29 November 2018 were confirmed.

01/19   **Matters Arising**
        None.

02/19   **Transport Scotland Updates**
        The Forum were provided with a slide presentation.

        NIFS Contract 2018 (Now 2019) – progress update:
        Mr Linhart-McAskill advised that the tenders had been issued on 17 January 2019 with submissions by April 2019 in order that the contract can commence on 31 October 2019. Three operators had been accepted as approved tenderers. There was also notification of a legal challenge to the procurement process and a Judicial Review from Pentland Ferries would proceed to a hearing on 21 March 2019 at the Court of Session. Mr Linhart-McAskill also advised that Pentland Ferries had complained to the EU Commission and Ministers will continue to defend the position.

        RET full rollout update:
        In terms of reduced fares Mr Linhart-McAskill explained that until the outcome of the state aid complaint is clear there would be no further reductions beyond those implemented, for Shetland residents only, back in June 2018.

        Comment was made on the cost of fares for cars and cabins and also the need for adults to rest properly on a flat bed and that empty berths could be made better use of. It was suggested that although the ferry experience is much better that previous vessels the cost was still an issue for many travellers. Mr Linhart-McAskill advised that there was an appreciation by Scottish Ministers when considering reducing fares and the issue of cabin prices but demand was being looked at in the longer term. It was acknowledged however that there was no immediate solution.   Mr Linhart-McAskill added that the accommodation upgrades, providing 66 new pods on the Aberdeen services, may be price sensitive and would potentially free up cabins. When it was suggested that the accommodation upgrade was a missed opportunity Mr Linhart-McAskill explained that it had not been possible to increase the number of cabins but it was hoped that the introduction of pods would improve travel for the islanders during busy periods.

        In terms of the cost structure, Mr Linhart-McAskill was asked why the cheapest exclusive use option would be a four berth cabin, as this takes away three bunks that would be available had a two berth with exclusive use not been more expensive.   Mr Linhart-McAskill was also pushed on a timescale for consideration of ferry fares and a request was made that he engage with Ministers for definitive timescale. Mr Linhart-McAskill said that he would take that request under advisement.

Further comment was made on whether cabin fares had been looked at from an equalities perspective and as this is a lifeline service it should provide for all residents but some residents cannot afford a cabin due to their earnings. Mr Linhart-McAskill said that he would report back to the Forum in June 2019.

North Isles Ferry Services:
The Forum were advised that the £2m vessel upgrades previously advised, were underway and that the Hamnavoe and Hjaltland works had been completed during drydock in January 2019 and February 2019 and the Hrossey would be completed by 25 March 2019.

North Isles Freight Services:
Flexibility has been built into the freight service and the MV Arrow had been deployed during peaks of demand in 2018. Mr Linhart-McAskill was asked if the flexibility of the MV Arrow would be available again this year for the transfer of livestock, and he advised that Transport Scotland was engaging with the operator and they would take on board any evidence available. He said however that there were financial aspects and associated costs to consider but he assured the Forum that this was a matter that Ministers were mindful of. In responding to a further question, Mr Linhart-McAskill advised that decisions relating to timetables and changes required rested with Transport Scotland but additional costs required a decision of Ministers but Transport Scotland would provide Ministers with information from stakeholders and operators. Mr Linhart-McAskill was advised that there are certain activities that occur at the same time each year and can be planned for and it was important for producers to know in advance that the boat and facilities are available to meet demand. Mr Linhart-McAskill acknowledged that was a valid point, that would be considered, and that all parties involved would want to ensure that demand is met. In response to a further question, Mr Linhart-McAskill advised that he would respond on the matter of flexible freight provision to the Chair as soon after raising this with Ministers.

Ferry Freight Fares Review:
The Forum were informed that the freight fares were under review with more detail to be provided, and following which a decision will be made.

The Chair thanked Mr Linhart-McAskill for his presentation.

03/19 **Presentation by Loganair**
Mr Hinkles, Managing Director of Loganair, gave a slide presentation, and reported on a number of matters including:

- Loganair's intention to continue flights to Fair Isle in support of the community even though demand will be down following the recent fire at the Bird Observatory.
- Flight reliability and punctuality to and from Shetland
  o Improved Nov-Feb 2018 with fewer flight cancellations for weather or other reasons.
  o Flight disruptions down from 19 to 11 in the last 4 months.
- Airline performance – in top 5 operators last year.
- Customer service performance – second on league table on Trip Advisor

- Passenger volumes – statistics explained in detail – work being done to encourage winter travel.
- Summer 2019
  - Summer Schedule starts Sunday 31 March 2019.
  - Sumburgh, Kirkwall and Inverness will have twice daily flights on weekdays.
  - Manchester service to operate Saturday non-stop service during May to October.
  - Bergen Wednesday and Saturday flights to have the SAAB 2000 operating.
  - Three new connections will be available from Aberdeen including Bristol, Esbjerg and Oslo.
  - London Southend Airport from 12 May 2019, three flights per day with connections to Shetland via Aberdeen.
- HIAL Air Traffic Control industrial action:
  - Stoppage on 26 April 2019 – all flights removed – existing bookings can be changed to before or after 26 April 2019. If action is called off there will be a skeleton service but the aircraft will not fly if it is empty.
  - Ongoing action means that there will be no opportunity to operate outwith terminal hours therefore delayed flights may not be able to operate. A contingency of 15 minutes has been put in place on flights, as a buffer for the last flight before the airport closes.
- Winter Schedule 2019
  - Flights will be on sale from next week and issues experienced during the last winter will be addressed from the feedback received covering Christmas, New Year and Up Helly Aa 2020.
  - Additional service from and to Norway will be put in place to encourage Norwegian visitors travel to Up Helly Aa in a more direct way
  - Edinburgh Schedule to maintain a 7.40am southbound departure and an 8am northbound departure to allow a full working day at both ends of the route as highlighted by passengers.
  - Inverness route to be revisited to allow more time in Inverness
- Customer Services
  - Online rebooking has been well received by the public.
  - The Loganair App is in its final testing
  - Ground handling in Edinburgh and Glasgow has changed since 17 March 2019
  - Self-service bag drop is available in Edinburgh
  - Check-in at Glasgow airport will be better positioned from May 2019
  - Boarding ramps will be rolled out by Summer 2019

During questions, Mr Hinkles stated that compassionate fares are available to everyone and not limited to ADS passengers and he confirmed compassionate fares would have been available for the family mentioned, travelling from Edinburgh.

Attention was drawn to the air traffic control strikes, and Mr Hinkles was asked if it would be possible to use Scatsta Airport for Loganair flights instead of cancelling flights. Mr Hinkles explained the operational complexities and pilot training required to be maintained therefore he advised that Scatsta would have

to be used regularly or not at all, but it was impossible to use that airport on an ad hoc basis.

Comment was made on the lack of seats within two weeks of booking, and it was suggested that this could be addressed as the plane is seen as a lifeline service, however Mr Hinkles said that management are not seeing that trend. He said that there is the odd flight that is full but over the winter most flights were only half full across the board. Mr Hinkles advised however that on the Aberdeen/Sumburgh route it is possible to change the 33 seater SAAB340 for the 50 seater SAAB2000 if the demand is there or a fifth daily flight could be added using the SAAB340, but he added that there was nothing to suggest that there was a lack of capacity. Mr Hinkles advised that the increase in services in the summer may address the concerns raised.

Reference was made to the changes to the Bergen fight and the question was asked whether market research had supported that change. Mr Hinkles said however that this was a "give it a try" situation, as there was a view that this type of airline route may see growth and the only way to find out was to test that view. He also responded to a query on the Bergen route timetable for Up Helly Aa and advised that this would be a Sunday flight to Shetland and Wednesday flight, in both directions. He said that if there was demand for more capacity in future years this could be considered. Mr Hinkles added that marketing of this route was taking place in Norway.

During further questions, Mr Hinkles advised on the notice period for flight changes, and that although 14 days' notice is the requirement Loganair aim to notify of changes much sooner. He explained that changes had been necessary during March to carry out heavy maintenance checks. However it had not been possible to control whether customers received their emailed notification, whether customers check their emails regularly or if the message is directed to an individual's junk mail. Mr Hinkles said that it is possible to see if an email has been opened and a call to the customer will be made.

Mr Hinkles was also asked how best to get to central London and he explained that there are flights to London City Airport with excellent connectivity to the city centre via a train station just a short distance from the airport.

Reference was made to the variety of fares available on the same routes and Mr Hinkles was asked if there was a particular formula that was followed. Mr Hinkles explained that the first £45 of any journey fare is made up of airport taxes and charges. He said that operators are legally required to provide 10% of seats on their lead in fare and once that allocation is sold out the price goes up. He said that there was a lot of science involved to maximise people travelling and reminded the Forum that there is no direct subsidy received unlike other modes of transport.

In terms of delays and how passengers are allocated seats on following flights, Mr Hinkles explained that prioritisation is given to NHS patients if they have not missed an appointment, and this priority is given to both directions of travel. He said that where passengers have onward travel bookings they may be re-routed through another airport if it is possible still to meet their connections. Mr Hinkles

said that if necessary the standby aircraft is used in Aberdeen or Glasgow to put on extra flights.

There being no further questions, and the Chair thanked Mr Hinkles for his presentation.

04/19 **Presentation by Serco NorthLink**
Mr Garrett, Managing Director, NorthLink Ferries, gave a slide presentation and advised that the information provided would be available on their own Northlink webpage. Mr Garrett reported on a number of matters including:

- Volumes PCP – All Routes and Lerwick specific information
- Operations Update including number of sailings, cancellations and delays
- Performance, Reliability and Punctuality
- Dry-docking
- Scheduled and additional freight services
- Stabiliser refurbishment/order
    - Purchase of a new stabiliser will allow the existing set of stabilisers to be refurbished to new and held as spares, as the normal lead in time for orders is 290 days.
- Introduction of changing places to support disabled customers preserve their dignity and assistance provided by the use of hoists and a sluice. He added that this was the first facility to be provided within the industry.
- Shop and teen zone have moved and figures on shop sales were on par with other previous years for the same period.
- Customer Services Questionnaire – the rating for poor was zero.
- Community engagement and sponsorship
- Marketing
    - 6 special Northlink films were shown last weekend looking at Shetland and Orkney.
    - Drone footage from Rory Gillies to be used by June.
    - Puffin photo by Billy Fox will be seen on busses in Glasgow, Edinburgh, Aberdeen and Inverness between April and July.
    - National apprenticeship week – 14 apprentices are currently working in the organisation
    - International Women's Day – opportunity was taken to acknowledge contributions
    - Investors in People - Gold award received, NorthLink are the only service in the Ferry Industry to achieve this award.
    - Investors in Young People
    - Investors in Health and Wellbeing
- Recruitment – Northlink are hiring new staff.

During questions and answer session, Northlink was commended for its accolades and for being an "Investors in People and Young People" and for the provision of dignified changing facilities. It was hoped that this would encouraged other organisations to do the same.

Mr Garret was asked specifically about the recent documentary that it was believed portrayed Shetland in a negative way and whether Northlink had plans to counteract any negativity. Mr Garrett explained the circumstances that led to

the filming on the Hrossey and advised that it had taken place over a number of days. He explained that once permission had been granted Northlink had no involvement in its production. Mr Garrett explained that since the documentary aired Northlink had received contact from the public who want to travel and meet the staff involved.

In referring to the behaviour of passengers in more general terms, Mr Garrett provided the number of Passenger Disorder Incidents that had taken place in 2018 and it was noted these had increased during the term that the gas plant was being constructed. He said that it is necessary to have security staff on board and the documentary showed a situation where security had stepped in. Mr Garrett said that he is regularly contacted by Police following incidents on board the vessels. Mr Garret stated that Northlink will adopt a no tolerance approach. Mr Hinkles advised that when a commitment is made to filming in this way there is no editorial control given and it is taken on trust what angles will be taken but once committed there is no control. Mr Garrett said he felt that there had been a good balanced look taken at the challenges for Northlink by the documentary but in contrast there had been a further documentary by Susan Calman who had travelled to Orkney on a blue sky trip. Mr Garrett said that in its marketing it works to sell the virtues of the Northern Isles at every opportunity.

The Chair thanked the NorthLink representatives for their attendance.

05/19   **Agenda Items for Future Meeting 2019/20**

Licensed Aircraft Scheme

06/19   **AOCB**
- Mr Hinkles advised of a three year apprenticeship scheme now available for application and Loganair are keen to encourage applicants from Shetland and Orkney.
- The Forum were advised of the UK Premier holidays inclusion of Channel Islands, Shetland and Orkney with their brochures available on travel agent shelves.
- Mr Garret was asked about the Aberdeen Harbour improvements and he confirmed that there was no RoRo or lairage facility at the Aberdeen South development. He said that the existing facility in the north had seen no change and there were no improvement to accessing Aberdeen Harbour. He advised that passenger ships have had right of access in and out of Aberdeen Harbour since 2012 and advised on the tidal constrains for dredging.

07/19   **Date of Next Meeting and Future Meetings:**
All meetings to be held at 2.15pm in the Council Chamber, Town Hall, Lerwick

- Thursday, 13 June 2019
- Wednesday, 18 September 2019
- Wednesday, 11 December 2019
- Wednesday, 25 March 2020

The meeting concluded at 4pm.

Chairperson

Meeting(s):	ZetTrans		25 April 2019
Report Title:	ZetTrans Business Programme 2019/20		
Reference Number:	ZTP-08-19-F		
Author / Job Title:	Secretary to ZetTrans		

Zetland Transport Partnership

1.0   Decisions / Action required:

1.1   That the Partnership **RESOLVES** to comment on and approve the attached Business Programme for 2019/20.

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 2020.

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 2019/20 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 13 December 2018 (Min Ref. 30/18) 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:	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. b) The terms of this report does not require an Equalities Impact Assessment.	
6.4 Legal:	a) There are no specific legal requirements however this report is good practice in developing and monitoring the Partnership's business. 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.	
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:	(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. (b) The Partnership has authority to approve its own Business Programme for 2019/20, as set out in this report.
6.11 Previously considered by:	The Business Programme for 2019/20 was last considered by the Partnership at its meeting on 28 February 2019 (Min. Ref. 06/19).

Contact Details:
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Finalised: 16 April 2019

Appendices:
Appendix 1 - ZetTrans Business Programme 2019/20

Background Documents: None

			D= Delegated R=Referred
Quarter 1 1 April 2019 to 30 June 2019	**Date of Meeting**	**Business**	
	25 April 2019 2pm Ordinary	Lead Officer's Report (Incl SETF Min 14 March)	
		Business Programme 2019/20	
		National Transport Strategy/ Strategic Transport Projects Review – Update	
		Appointment of An Other Member – NHS Shetland Health Board	
		ZetTrans Draft Delivery Plan 2019–2020 - Update	
	Special Meeting May 2019	Ferries Outline Business Cases	
		Inter-Island Air Services Final Business Case	
	26 June 2019 2pm *Unaudited Accounts Only*	Unaudited Accounts 2017/18	
		ZetTrans Draft Annual Report	

			D= Delegated R=Referred
Quarter 2 1 July 2019 to 30 September 2019	**Date of Meeting**	**Business**	
	22 August 2019 2pm Ordinary	Lead Officer's Report (incl. SETF min 12 June)	
		Business Programme 2019/20	
		Transport Strategy Delivery – Progress Report	
	26 September 2019 3pm *Final Accounts Only*	Management Accounts – Quarter 1	
		Deloitte - Annual Audit Report on 2018/19	

			D= Delegated R=Referred
Quarter 3 1 October 2019 to 31 December 2019	**Date of Meeting**	**Business**	
	21 November 2019 2pm Ordinary	Lead Officer Report (incl. SETF min 18 Sept)	
		Business Programme 2019/20	
		Proposed Meeting Dates and Business Programme 2020/21	
		Management Accounts – Quarter 2	
		Transport Strategy Delivery – Progress Report	

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		D= Delegated R=Referred	
Quarter 4 1 January 2020 to 31 March 2020	**Date of Meeting**	**Business**	
	13 February 2020 10am Budgets and Ordinary	Lead Officer Report (Incl. SETF min 11 December)	
		Business Programme 2019/20	
		Management Accounts – Quarter 3	
		Transport Strategy Delivery – Progress Report	

Planned business still to be scheduled - as at Tuesday, 16 April 2019

- Code of Corporate Governance and Annual Review
- 2018 North Isles Ferry Services Contract
- Alterations to Public Bus and Ferry Timetables
- Performance Indicators 2019/20
- Bus Network Business Case
- Bus Contracts

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

- Smart Integrated Ticketing
- National Transport Policy/Strategy

tbc = to be confirmed
PPMF = Planning and Performance Management Framework meetings – no other business to be added
Budget = Budget setting meetings – other items can be added if time permits
Ordinary = Ordinary meetings – other items can be added
Special = Special meetings arranged for particular item(s) – other items can be added if time permits
END OF BUSINESS PROGRAMME as at Tuesday, 16 April 2019