HITRANS REGIONAL TRANSPORT STRATEGY *Draft*

May 2017

HI TRANS

THE HIGHLANDS AND ISLANDS TRANSPORT PARTNERSHIP

CHAIR'S / PARTNERSHIP DIRECTOR'S FOREWORD

The Highlands and Islands Regional Transport Strategy 2008-2022 (RTS) was approved by Scottish Minsters in 2008. It was informed and influenced by widespread public and stakeholder consultation. The RTS, projects and horizontal themes from the associated delivery plan, set out the key policies and proposals required to deliver our vision for transport in the region.

We believe the core policy framework and strategic direction of the RTS and its vision and objectives remain valid nine years on, and as we look to the future. Our focus is on a prosperous economy and on inclusive, connected and healthy communities.

Since 2008 there have been several changes to the policy, economic, societal and environmental contexts within which our Partnership operates which are reflected in our refreshed RTS. These include a greater emphasis on Community Planning, locality planning and empowering communities (through the Community Empowerment Act); a new Development Planning system; the Climate Change (Scotland) Act and the Equalities Act 2010, all of which place specific duties on the Partnership.

The RTS Refresh captures the projects that are now committed to improve the transport of the region, and also highlights the further action that is required to support sustainable economic growth and to reduce barriers to participation in employment, learning, social, leisure, health and the wealth of cultural activities that the region has to offer.

HITRANS will continue to work in partnership with our five partner Councils, Community Planning partners, the private and voluntary sector, and the Scottish Government and Transport Scotland to ensure that the development and implementation of the Regional Transport Strategy supports Community Planning outcomes, is community-centred, and supports and contributes to the Scottish Government's national economic, spatial, environmental and transport strategies.

Cllr James Stockan
HITRANS Chair

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Partnership Director

CONTENTS

Introduction 04

1. Regional Transport Strategy: Summary And Delivery Plan 05

2. The HITRANS Region:

Trends In Transport And Communities 2008-2016 12

3. The Strategy 30

Glossary 57

INTRODUCTION

The update of Regional Transport Strategy has been informed by consultation with a wide range of stakeholders through the Main Issues Report (MIR). The Main Isues Report included a summary of policy and other changes since the publication of the original Regional Transport Strategy in 2008 and consultation on the RTS Objectives and Main Issues. This public consultation was undertaken in summer 2016.

The updated Regional Transport Strategy comprises three elements:

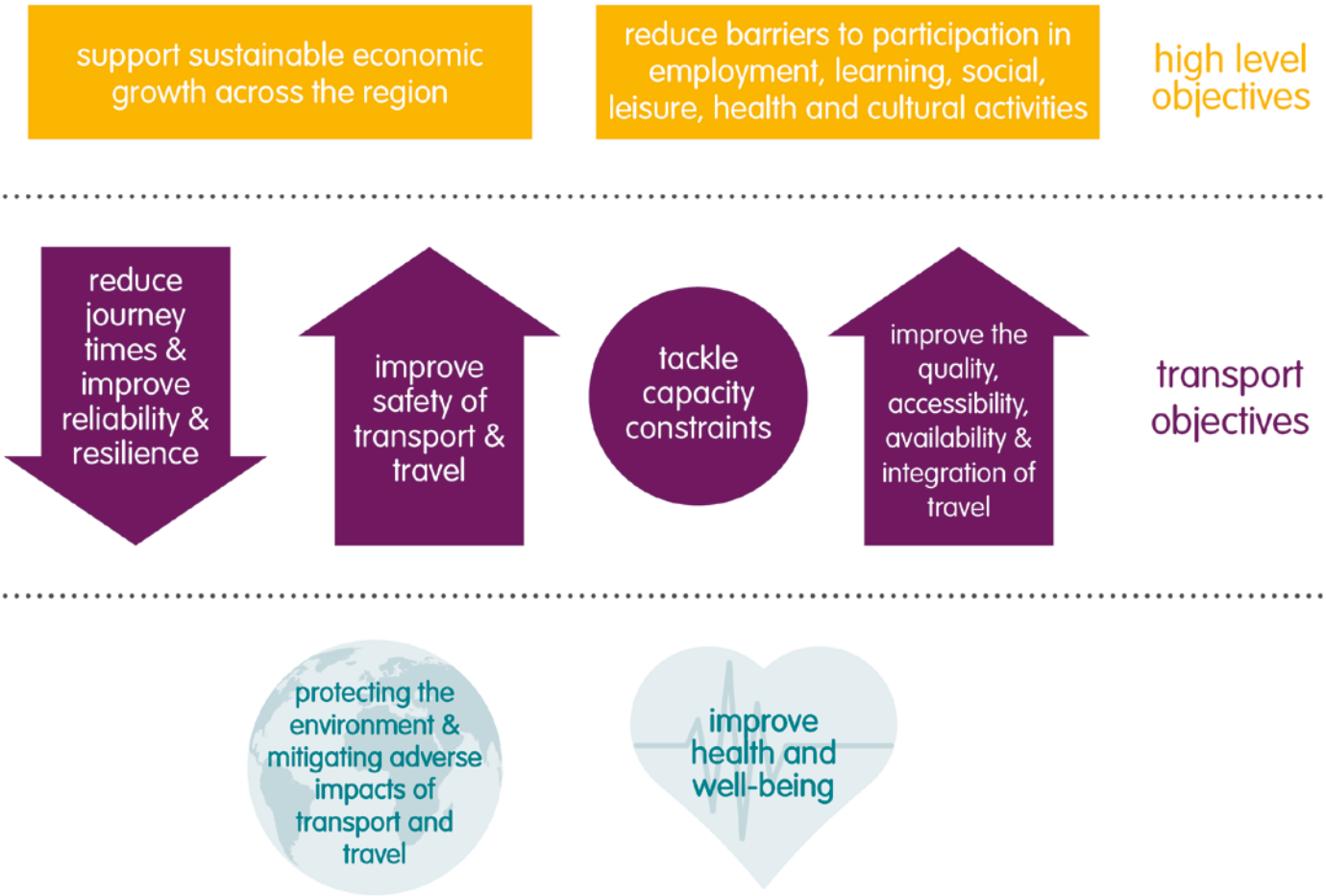
1. **A Summary of the Strategy and the Delivery Plan.**
2. **An overview of how things have changed since the 2008 RTS, both in terms of policy and trends in transport and travel.**
3. **The Detailed Strategy, that sets out our vision and objectives, the detail of the delivery plan, including already committed projects, and our approach to success, working in partnership.**

1. REGIONAL TRANSPORT STRATEGY: SUMMARY AND DELIVERY PLAN

1.1 Much has changed since the last RTS was published in 2008. At a local level there is now an emphasis on Community Planning bringing together a number of statutory partners, including HITRANS. A range of new or updated policies have been produced at the national level in the last eight years which were of relevance for the HITRANS RTS refresh. These have been used to help capture the main issues for updating the Strategy. The RTS objectives have been refreshed following consultation with stakeholders and input and insight from the HITRANS Board.

1.2 The RTS **vision** is:

To deliver connectivity across the region which enables sustainable economic growth and helps communities to actively participate in economic and social activities.



1.3 Looking to the future, each community across the region should be able to expect good transport connections. What do we mean by **good transport connections**?

for business to grow and to thrive
Communities across the region should be able to access / be accessed from the Central Belt within 2-3 hours by rail or air. Some more remote areas may need to travel to an airport or main centre to start / end the journey, perhaps by local plane or ferry, but the onward connection to / from the central belt will allow a day's business to be undertaken.

for communities and individuals
There should be good access to and around the nearest local centre; this might be by bus, ferry, plane, community transport, on foot or by bike, with generally, for all but some distant communities, a minimum of three return public transport journeys per weekday, allowing for full and part-time employment and attendance at appointments and leisure opportunities. Normally this will be a mix of many of these means in an area suited to the geographical and social and accessibilty needs of the community.

for moving goods
Goods should be able to travel into and from the region with minimal delay, with good reliability and at a reasonable and consistent cost across the region. Good local transport will allow local business activity to thrive and distribute goods efficiently. It is essential that there is good access to the national networks of road, rail and ferry for onward travel.

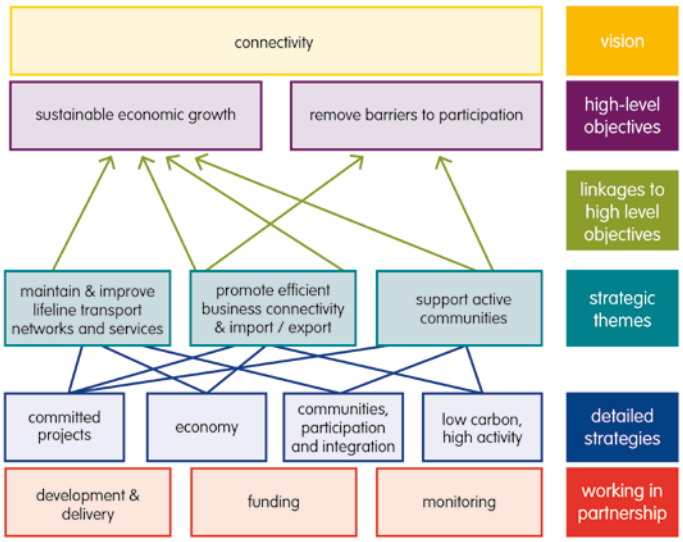
1.4 Transport services in any given area will be determined by the needs of that community and focus should be given to addressing these needs with a locality-based approach.

1.5 In the Strategy we set out the already **committed projects** covering the A9, A96, Highland Main Line, Aberdeen-Inverness Rail Line, A82, A83, integrated ticketing, the Scottish Ferries Plan, Inverness City Region Deal and ERDF projects.

1.6 In addition to these committed projects, the RTS Refresh has identified key strategic themes around:

- Maintaining and enhancing the economic prosperity of the region
- Lifeline transport links and services
- Improving community connectivity and supporting active communities and social inclusion

1.7 Detailed strategies and recommendations have been developed in the period between the approval of the 2008 RTS and through the preparation for this RTS refresh. These cover specific projects and the need for capital investment including in roads, active travel infrastructure, rail, ferries and planes. Also covered are travel information and travel planning, bus services, community transport and innovative ideas around reducing carbon emissions and maximising visitor potential to the region. Each of the detailed strategies, projects and frameworks has been developed drawing on the RTS objectives, along with inputs from the HITRANS Board, Advisors and stakeholders and through preparing, and consulting upon, the Main Issues Report.



1.8 The following table summarises these **key initiatives and projects** that have been identified through the refresh of the RTS, and which are detailed the Strategy. The table sets out the key partners with whom HITRANS will work in the coming years to support the delivery of the RTS. The RTS is set around a twenty-year horizon. It is a multi-modal approach that has prioritised projects and initiatives that will have wide-ranging impacts across the region as well as those projects and initiatives that are vital to an area due to the lifeline nature of a route or service.

1.9 Implementation of the RTS requires a partnership approach. It is a strategy that can deliver locally for communities and for business through a regional approach to maximise opportunities, through identifying best practice and working together efficiently.

Delivery Plan Item	Other Partners	Lead	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Comments / Issues as at April 2017	Costs £ < £2M ££ £2-5M £££ £5M-£10M £££££ >£10M £££££ >£50M
Inverness Rail Station Redevelopment and Network Masterplan	TS / NR / THC SR / Caledonian Sleepers / VTEC	SR & NR with THC & HITRANS	P Redevelopment: Design work underway F Network Masterplan – Pre Feasibility	S-M-L	Refurbishment of station- Abellio franchise commitment. Connections with other public transport and linking in with active travel network Complex project with multiple partners; requirement to maximise benefits from a masterplan programme for the wider station area to create additional capacity, efficient operations and freight improvements, including the road network	**££ / £££**
Developing an integrated transport Hub in Oban, incorporating bus, rail and ferry; as part of wider Oban Strategic Transport Strategy	A&BC TS / NR Bus operators CMAL CalMac	TS / NR HITRANS	F	S-M	HITRANS currently leading on initial feasibility work for an integrated hub	**£££**
Advancement of a programme of investment in key regional and trunk road pinch points including A95, A82, A830, A816, A83 and A9 (North of Inverness inc. Berriedale Braes)	LAs TS	TS	F-P Projects at a range of stages	M	Funding not allocated at present for projects other than key A9 / A96 investments. HITRANS to input into STPR review and identify targeted road safety improvements on sections of other trunk and regionally significant routes	**£££££**
Approach to the road maintenance backlog on Local Authority road networks	LAs TS	LAs	D	S-M	Support where possible partner Council's implementation of their Road Asset Management Plans	**£££££**
Advancement of a coordinated programme of investment in significant local road improvement projects, e.g. the roads on Mull (A848 & A849), the Western Isles Spinal Route, A890 (Stromeferry Bypass) & A816 Capital expenditure for local roads	LAs TS	LAs / TS HITRANS	F-P Projects are at a range of stages; some ready to deliver but requiring investment, others requiring design work	S-M	Limited progress through lack of funding. Funding required is beyond the local settlements, and is not identified as national project. Government funding required to progress. HITRANS could have a role in leading a regional programme should funding be made available; prioritising, progressing and managing progress.	**££££**
Electrification of Highland Main Line and Inverness to Aberdeen; additional capacity and shorter journey times; Seafield Junction improvement.	TS NR	TS NR	F	L	HITRANS to input into business case including 30min frequency in the AM and PM peak	**£££££**
Support investigation and development of Sleeper services to/from Caithness and Oban	TS NR / Operator THC / A&BC	HITRANS	F	M	HITRANS has commissioned feasibility study	**££** Plus increase in revenue costs
Rail Freight Strategy, including freight terminals – Fort William, Inverness, Georgemas, Keith / Elgin; and Gauge enhancements.	TS NR HIE	TS	D	S	Focus on innovation required. Short life working group established – requires more emphasis to meet the specific needs of the region; focus on developing policies within RFS for HITRANS region	/

Delivery Plan Item	Other Partners	Lead	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Comments / Issues as at April 2017	Costs £ < £2M ££ £2-5M £££ £5M-£10M £££££ >£10M £££££ >£50M
Full implementation of Scottish Ferries Plan; addressing service gaps, access to ports & harbours & infrastructure improvements / development to address service reliability and to accommodate future vessels	TS / LAs Ferry Operators / CMAL / Trust Ports	TS Port Authorities	P	M	HITRANS to support implementation; ensure local input into further developments including Western Isles and Oban STAGs	£££££
Replacement and funding of local authority ferries / services	TS / HIE OIC / THC / A&BC	LAs with assistance from HITRANS	P Orkney progressed to OBC following STAG F Argyll and Highland at STAG 1 stage	M-L	HITRANS is working with TS and LAs to implement Scottish Ferries Plan commitment which seeks to address inconsistencies between ferry services and their funding that consider infrastructure, capital and revenue funding	£££££ Capital and Revenue
Examine the feasibility and impacts of fixed links to / between fragile islands	LAs	HITRANS	F	M	Feasibility work, some of which is covered in the STAG studies examining the replacement of local authority ferries / services (above) & support maintenance and operation of existing fixed links such as the Churchhill Barriers in Orkney	£
Support and strategy required for ports / harbours around the region	LAs / TS / CMAL / Harbour Authority	LAs / CMAL / Harbour Authority	P	M	HITRANS to assist as appropriate in support of economic development opportunites including freight and tourism potential of ports in region	££££
Inverness Airport Development Plan	TS / HIAL / THC / IABP / HIE	HIAL	P	S-L	HITRANS current lead on developing Inverness Airport (Dalcross) rail station	£££
Securing and improving Inverness air slots to London Heathrow	TS / HIAL / HIE / LH	TS / HIAL / HIE / LH	P	S-L	HITRANS currently exploring opportunities for mechanisms to support route development / retention	£
Air Passenger Duty / Air Departure Tax – Support alternative that does not negatively impact on Highlands & Islands Extending Air Discount Scheme to include business use and students	TS / HIAL HITRANS LAs / HIE	TS	P - D	S	HITRANS will work with local partners to input into review of Air Passenger Duty by Scottish Government HITRANS continue to make case for costed and legally compliant extension of ADS	£
Introduction of a Skye Air service and development of Oban airport	THC / HIE / TS / ABC	Skye Working Group: (HIE / THC / HITRANS) Oban Devt (ABC / HITRANS)	P	S – further devt. work M – delivery	HITRANS to work with THC and HIE to progress Development Plan for re-introducing services with HIAL providing technical support HITRANS to work with ABC to explore opportunities for additional services and operational enhancements at Oban	££ Plus revenue (£)
Development of an Aviation Strategy for the region, including: Planning for the region's airfields and network	TS / LAs / HIAL	HIAL TS	F	S	Local input into review and need for important role of aviation to be captured in the new NTS	£
Capturing Transport in Community Planning Locality Planning and Empowerment Approach; public and community transport planning; capturing the value of transport investment	LAs / CPPs / TS	CPPs with support from HITRANS	F	S-M	HITRANS to work with other statutory Community Planning Partners to develop more integrated approach to transport network, services and delivery Build on recommendations of COSLA / RTP / Scottish government Joint working paper and input into current Planning review	£

Delivery Plan Item	Other Partners	Lead	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Comments / Issues as at April 2017	Costs £ < £2M ££ £2-5M £££ £5M-£10M £££££ >£10M £££££ >£50M
Strategy to consider approaches to sustainable access to popular tourist sites around the region, including for example at the Heart of Neolithic Orkney sites, Skye and on Iona.	LAs /VS / HES / Cruise Scotland / Destination Marketing Orgs / HIE / others	HITRANS	F	S-M	HITRANS to work with LAs to develop new approaches and identify funding solutions including consideration of a Travel Planning / demand management approaches at major sites including Neolithic Orkney, Iona and Skye	£
Develop strategy/s for establishing transport routes / corridors as visitor attractions including NC500, Hebridean Way and Whisky Trail	LAs /VS / others / CRP / SR	Multiple	F	S	HITRANS to work in partnership with other relevant stakeholders to help realise area's potential / apply for external funding opportunities	/
Freight Quality Partnership	TS / Freight Operators / RHA / LA / FTA / FSB	HITRANS	F	S	Explore opportunities to progress with relevant stakeholders	/
Affordable and consistent passenger, vehicle and freight fares across ferry networks and passenger fares on air services	LAs / TS / Operators	TS	F	F	HITRANS to pursue advance of implementation of schemes such as extension of ADS to business and students and roll-out of RET HITRANS to help lead coordinated approach with locally operated services	££
To reverse the decline on the Far North Line, including rail journey time improvements, capacity enhancements, passing loops, improved line speed, Evanton Rail Station feasibility; signalling upgrade and frequency improvements	TS / SR / NR / ORR	SR / NR	P / D	S-M	HITRANS is a member of Far North Line Review team Explore opportunities for removing level crossings, signalling improvements and piloting concessionary fares on rail where no suitable alternative	£££
To maximise the potential of the Highland Rural Rail Routes, including journey time reductions, increased frequency and alternatively fuelled rolling stock	TS / SR / NR / CRP	SR / NR	F / P	S-M	Seek to define minimum service requirements and build on success of Oban 6.2 model Also signalling improvements, level crossing upgrades / closures and where appropriate gauge enhancements	££
Concessionary Fares – to include community transport services, and local ferry, air and rail services where appropriate	SG / LAs / COSLA	HITRANS to lobby SG	F	S	HITRANS to lobby for inclusion in the national scheme recognising the role of these services in our region	££
Comprehensive public transport information and mapping	LAs / Transport Operators / Traveline Scotland	HITRANS	D	S-L	Shared services approach; additional funding required to maximise outputs / need to advance timetable integration consultation. HITRANS to develop best practice through current initiatives including Inverness Bus SQP and ERDF Smart Mobility project	£
Quality Bus Partnerships and Interchanges	LAs / operators	HITRANS	P	S-M	Inverness SQP being finalised; need for further investment to progress similar partnerships	££
Development of a programme of transport interchange improvement projects, including at Elgin Bus Station, Dingwall, Thurso – improving accessibility and environment. Also Park and Ride / Park and Choose and Car Clubs.	LAs BIDs TS / NR Bus operators CMAL CalMac NorthLink	LAs	F / P / D	S-L	Plans at various stages of development / delivery but often dependent on securing external funding such as Bus Investment Fund, Ferry Accessibility Fund or equivalent. Opportunities for solutions with A9 & A9 Dualling programme and Scottish Government rail / ferry franchise contracts Develop programme of mini P&R / Park and Choose sites with multi-modal transport options including public transport, car clubs, bike hire	££

Delivery Plan Item	Other Partners	Lead	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Comments / Issues as at April 2017	Costs £ < £2M ££ £2-5M £££ £5M-£10M £££ >£10M £££ >£50M
Multi-modal ticketing / smart ticketing	TS / LAs / operators	TS	P	S-M	Continue support for roll-out; supporting pilots at local / regional levels	**££**
Implementation of Low Carbon Strategy	TS / LAs / Operators	TS / LAs	F / P	S-M	Support local / regional strategy development and delivery; HITRANS role at planning stage, and potentially marketing	**££**
Building on the Smart Cities concept (including in Inverness), developing with partners in Scottish Government, Health Boards and Community Planning Partnerships a Smart Rural and Smart Island intervention approach	TS / HIE / HBs / CPPs / SCA	TBC	F	S	HITRANS role within more established framework at CPP level to progress best practice pilots e.g. Intelligent Transport Systems, driverless vehicle technology, Low Carbon, integrated transport and information provision. HITRANS currently delivering £1million Smart Mobility project in Inverness with Highland Council.	/
Develop approach for 'Health Gain'	LAs / HBs / Living Streets / Cycling Scotland / Sustrans	CPPs with support from HITRANS	F	S-M	HITRANS to support within CPP framework ensuring health benefits of transport projects maximised and evaluated incorporating Place Standard and health gain toolkit	**£**
Implementation of Regional Active Travel Strategy and Active Travel Town Masterplans	LAs / TS / Sustrans / Cycling Scotland / Living Streets	TS / LA's	P	S-L	Including: Programme for delivering walking and cycling links within and between main towns and strategic links within the region Improve integration of cycling as part of longer public transport journeys HITRANS leading on active travel integration with other modes and regional coordination	**£££ Funding required to progress**
Personalised Travel Planning and Behavioural Change	TS / LAs / others	HITRANS	F	S-L	Re-vitalise through RTS / NTS approaches for new developments small through to large, and residential as well as commercial – a tailored approach for the Highlands and Islands Develop and expand HI-Travel brand and initiatives	**£**

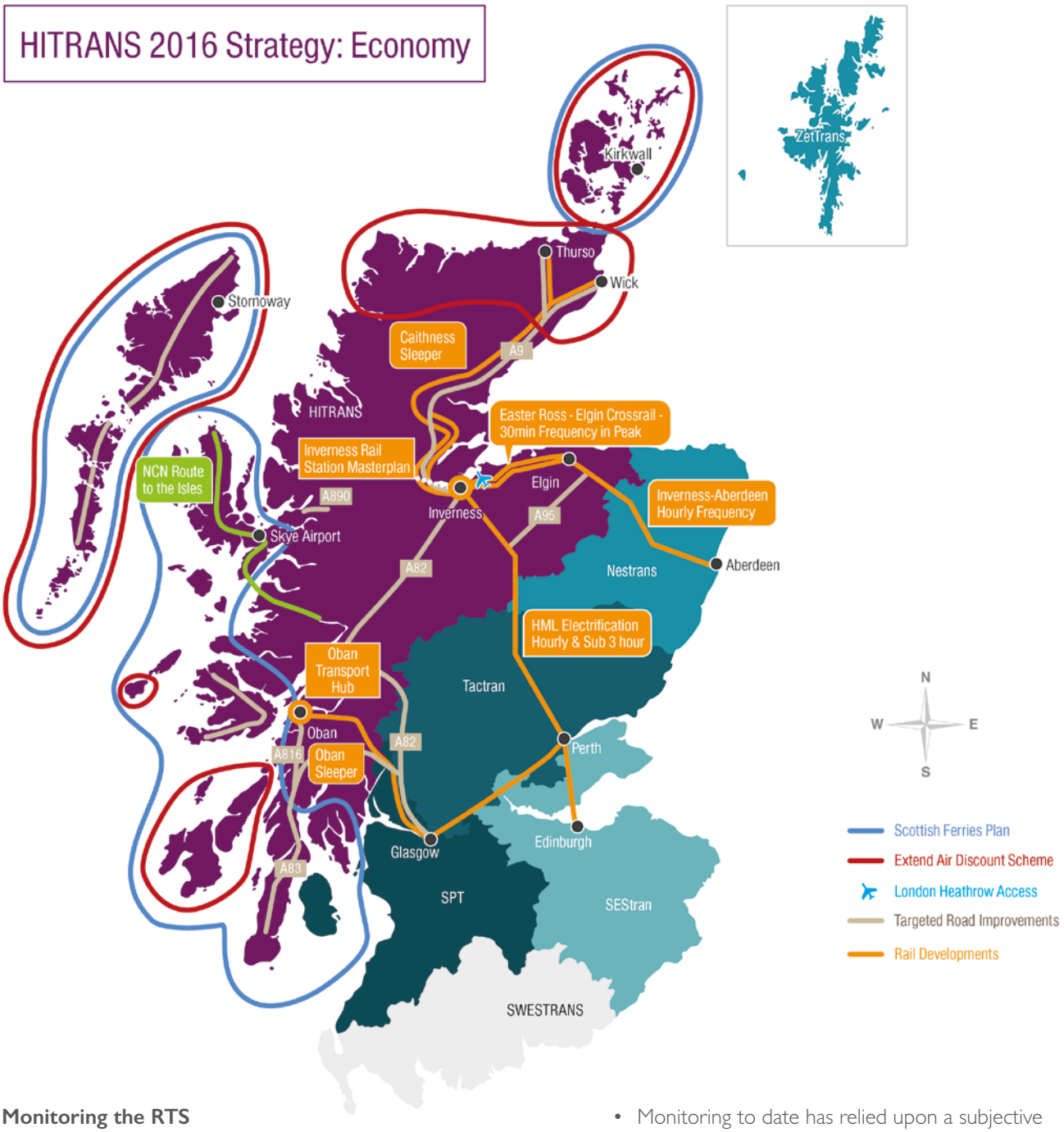
1.10 The table above essentially forms the RTS Delivery Plan; these are the projects and initiatives that the RTS Refresh process has identified as priorities for HITRANS. Many are at the feasibility stage, while others are progressing through planning towards delivery. HITRANS will closely monitor the progress against this plan, updating the plan on a regular basis to reflect the outcomes of feasibility work as it develops.

1.11 The RTS objectives and strategy will determine the Partnership's priorities for development and delivery during the life of the RTS. The RTS is a considered and balanced package of policies, proposals and project opportunities for innovative solutions which support the RTS objectives.

1.12 HITRANS has an opportunity to help shape improvements for the region based on these national priorities set out at the start of Section 3 and addressing areas where there has been a lack of progress in recent years. In times of financial constraint delivery is always a challenge, and so different ways of working may need to be considered.

1.13 There may be opportunities to share resources to maximise efficient and effective delivery. Some delivery activities might necessitate consideration of one partner taking on responsibility for that item, whether that be HITRANS or one of the constituent local authorities.

1.14 Securing the necessary revenue and capital that is required to deliver this ambitious strategy is an ongoing and significant challenge for the organisation and our partners. There is a critical need for the necessary resources to be channelled into the area to make a step change in the resilience of the region's transport network and to ensure the whole of the region is well connected both internally and to the rest of Scotland and beyond.



1.15 Monitoring the RTS

The monitoring over the life of the RTS from 2008 to date has focussed on year to year variations, and in the case of some indicators, considering variation on a (Local Authority) area by area basis. Analysis of the monitoring approach has determined the need for three key additions to this approach, which will be reflected in the future monitoring of the RTS, namely:

- HITRANS performance will be considered against the context of performance and trends in the rest of Scotland, which will assist in assessing whether progress (or otherwise) in the region is due to interventions or rather following wider and external trends and patterns. Such an approach would also allow benchmarking with other areas.
- Monitoring to date has relied upon a subjective assessment of the progress or otherwise of certain data markers, an approach which is subject to differing interpretations of how the assessment should be applied. Future monitoring approaches should comprise a more demonstrable and quantifiable approach, with SMART targets.
- Given the localised nature of several RTS items, at the outset of a new project, a tailored monitoring framework should be agreed specific to that project. This will aim to capture the outcomes associated with its delivery. This project-specific approach would then be reported alongside the wider RTS progress against targets as further evidence of progress or otherwise.

2. THE HITRANS REGION – TRENDS IN TRANSPORT AND COMMUNITIES 2008-2016

2.1 INTRODUCTION

2.1.1 This Section looks at changes and trends since the last RTS was published in 2008, along with six main issues identified for the new RTS. It draws on the Main Issues Report, consultees' responses to it and has helped inform the policies and priorities identified in the updated Regional Transport Strategy.

2.2 WHAT HAS CHANGED?

2.2.1 At a local level there is now greater emphasis on Community Planning bringing together a number of statutory partners, including HITRANS.

2.2.2 A range of new or refreshed policies have been produced at the national level in the last eight years which are of particular relevance for the HITRANS RTS refresh.

2.2.3 Scotland's Economic Strategy views an efficient and reliable transport system as a key enabler for increased productivity and delivering faster, more sustainable growth. The strategy's two mutually supportive goals of increasing competitiveness and tackling inequality are underpinned by four priorities for sustainable growth: Investment, Innovation, Inclusive Growth and Internationalisation.

2.2.4 The refreshed National Transport Strategy concluded that the outcomes set out in the original (2006) NTS remain valid. The three key strategic outcomes can be summarised as:

- 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.

2.2.5 The five high level outcomes are:

- Promote economic growth by maximising efficiency of transport services, infrastructure and networks.
- Promote social inclusion by connecting remote and disadvantaged communities and increasing the accessibility of the transport network.
- Protect our environment and improve health through efficient and sustainable transport which minimises emissions and consumption of resources and energy.
- Improve safety of journeys by reducing accidents and enhancing personal safety.
- Improve integration by making journey planning and ticketing easier and ensuring smooth connections between different forms of transport.

A full review of the National Transport Strategy will be completed in 2018.

2.2.6 HITRANS supports the Scottish Government commitment to achieving safer road travel in Scotland. In 2009, the Scottish Government published Scotland's Road Safety Framework to 2020 – Go Safe on Scotland's Roads It's Everyone's Responsibility. The implementation and delivery of the framework is overseen by Transport Scotland.

2.2.7 The updated Scottish Planning Policy states that aligning development more closely with transport planning can improve sustainability and connectivity. Within this, the Third National Planning Framework identifies a number of spatial priorities. These include:

- Cities will be better connected and provide a gateway to the rest of the world.
- Rural areas will be more accessible.

2.2.8 It also refers to specific major road and rail investments in the HITRANS region along with the development of Inverness Airport.

2.2.9 The Climate Change (Scotland) Act 2009 sets world leading emissions reductions targets. These include an interim target of a 42% reduction in greenhouse gas (GHG) emissions for 2020, with the ultimate goal of at least an 80% reduction by 2050.

2.2.10 The Equality and Human Rights Commission for Scotland set out guidance for public authorities in implementing the UK Government Equality Act 2010. This requires HITRANS to consider equality of decision-making, policy design and service delivery.

2.2.11 The Scottish Ferry Services Ferries Plan (2013-2022) included recommendations on:

- Where investment should be focussed to make connections better for island and remote rural communities.
- Improving reliability and journey times.
- Seeking to maximise opportunities for employment, business, leisure and tourism.
- Promoting social inclusion.

2.2.12 It also highlighted the lack of Scotland-wide consistency on the division of responsibilities for the provision of ferry services and their funding.

2.2.13 The National Walking Strategy has three strategic aims. These can be summarised as:

- Create a culture of walking.
- Better quality walking environments.
- Enable easy, convenient and safe independent mobility for everyone.

2.2.14 The 2013 Cycling Action Plan for Scotland includes three actions which specifically refer to RTPs as delivery partners:

- Develop for each local authority area the strategic approach to supporting functional cycling and active travel more broadly.
- Continue to develop and maintain community links.
- Develop better integration with public transport through working in partnership.

2.2.15 Audit Scotland's Review of Health and Social Care Transport focussed on the need for partners (including RTPs) to clarify responsibilities in this area of transport.

2.2.16 The future Islands Bill is being worked towards by Scottish Government and Comhairle nan Eilean Siar, Orkney Islands Council and Shetland Islands Council. Progress to date has included the creation of an Island Transport Forum. Its remit is to ensure greater involvement of the three councils in the design, commissioning and delivery of transport services. The authorities' Our Islands – Our Future campaign sought commitments from the Scottish and UK governments to devolve more powers to the island councils – drawing on the work of the Island Areas Ministerial Working Group and consultation findings, a future Islands Bill will form the basis for island-proofing future legislation and policies and the creation of a National Islands Plan.

2.2.17 Similarly Argyll and Bute Council and Moray Council are developing investment priorities to feature a growth deal with the UK and Scottish Governments.

2.2.18 HITRANS supports the UN Convention on the Rights of People with Disabilities to *"promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity"*. Furthermore, the RTS fully supports Scotland's Accessible Travel Framework giving disabled people an absolute right to live a life of equal opportunities; with the ability to travel as an important enabler to access those opportunities. Notably, the RTS supports the purpose of the Framework to:

- Support disabled people's rights by removing barriers and improving access to travel.
- Ensuring disabled people are fully involved in work to improve all aspects of travel.

2.2.19 In December 2016, Transport Scotland published an updated Vessel Replacement and Deployment Plan (VR&DP) which gives an overview of how existing, planned and prospective vessels could be deployed across the Clyde and Hebrides network to deliver the Government's Ferries Plan commitment and better meet forecast demand. The VR&DP informs consideration of new vessel and harbour investments. Transport Scotland has committed to updating the VR&DP on an annual basis.

2.3 TRANSPORT AND TRAVEL IN THE HIGHLANDS AND ISLANDS 2008-2014

2.3.1 Between 2008 and 2014/15 monitoring of the RTS has evidenced varying trends based on a range of indicators. Each year HITRANS has produced a monitoring report as part of their Annual Report, capturing movement in respect to these indicators.

2.3.2 In 2015 regional Gross Value Added (GVA) was at its highest level during the RTS monitoring period, with a 24% increase on the 2006 baseline. This is in line with overall Scottish growth, but slightly behind the UK as a whole. Regionally, the strongest growth has been in Orkney (36% 2006-15), but Eilean Siar has only achieved 2% growth over the period, and the remainder of the region mostly in the 20-30% range.

2.3.3 In 2016 fuel costs in key locations were up across the region 8-11% year on year at the sites monitored by HITRANS. This has taken prices to above what they were in 2009, but still 14-19% lower than their peak in 2012.

2.3.4 Active Travel use for the journey to school and to work is higher than any other region in Scotland but is still down, with a corresponding uplift in car use; this also corresponds to very significant reductions in oil prices since 2014.

2.3.5 There has been a decline in the use of active travel and public transport for the journey to school. In 2015 their shares were at their lowest for the period between 2008 and 2015.

2.3.6 In contrast, in 2015 car travel accounted for 30% of these trips, the highest share in the years since 2008. This compares to 18% in 2012, and is also higher than the 2015 Scottish average (around 25%).

2.3.7 There is a brighter picture for the journey to work. In 2015 active travel modes were at 23 per cent, up on the lowest rate of 20 per cent in 2010 and 2014, and down slightly on the 24 per cent in 2012. This is higher than the Scottish rate of 16 per cent of people travelling to work by walking or cycling.

Case Study: Active Travel Strategy / Partnership / Delivery

Walking and cycling levels in the HITRANS area are mixed, but include a number of towns that are among the highest in the country in terms of people cycling to work and education. The HITRANS area has the highest proportion of all the transport partnerships in terms of people using cycling as a main mode of transport; representing opportunities to achieve the Scottish Government's vision of 10 per cent of everyday journeys by bike.

HITRANS was the first area in Scotland to develop comprehensive Active Travel Town Masterplans. Seventeen towns have now been audited with recommended Actions Plans developed for improving walking and cycling facilities in and around each settlement.

HITRANS has developed a Regional Active Travel Strategy. The strategy sets out priorities for improving active travel across the region. Increasing mode share for walking and cycling on journeys under 5km remains a priority but the strategy also identifies how more people can be encouraged to walk and cycle to work or as part of a longer public transport journey. With modest additional funding HITRANS would be well placed to improve the integration of transport services and facilities to enable this mode shift.

Partnership:
In 2013 Sustrans Scotland and HITRANS developed a new partnership initiative to assist in delivering more comprehensive, coherent and high quality active travel networks for the region. Later that year HITRANS appointed a new Regional Active Travel Officer, with Sustrans Scotland providing match funding support to help deliver improvements to facilities and develop new projects.

Delivery:
In East Inverness several recent improvements have taken place to improve the walking and cycling facilities on what is a key corridor linking Inverness City centre to Culloden, the Inverness Retail Park and now the Inverness Campus.

Opening of Millburn Road Cycle Path, Inverness

HITRANS identified the East Inverness Route as the number 1 priority in the City Active Travel Masterplan. The section alongside Millburn Road was re-determined with funding from The Highland Council, HITRANS, Sustrans and an EDRF grant. This section had over 80,000 users in 2016. HIE installed the striking 'Golden Bridge' which provides a link over the A9 into the new Inverness Campus. This was identified in the Active Travel Masterplan and was included as a condition on the new development in the Inverness Local Plan.

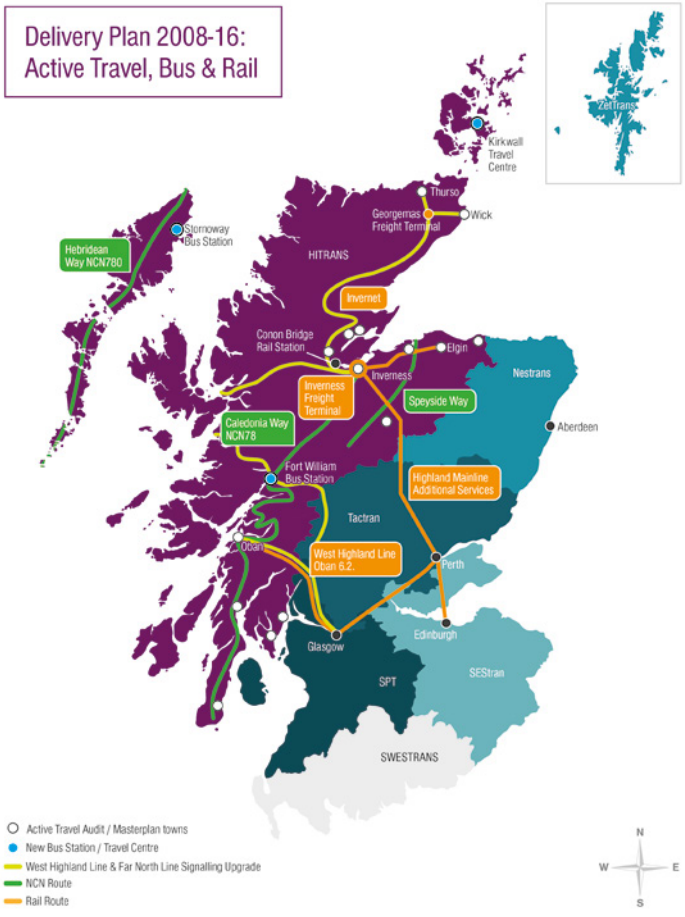
HITRANS successfully applied for two Community Links projects in partnership with HIE. One for the 'South Bridge' link that provides a walking and cycling link between the Campus and the Inverness Retail Park and was completed in 2016. The other project is for a 'North Bridge' link which will provide a direct link for pedestrians and cyclists but also public transport. The design for this has been completed but funding for the construction of the new link is still to be identified.

2.3.8 In the years to 2012 there was a trend towards more people walking and cycling, and fewer people driving, to work. This fell away in 2013 and 2014, but seems to have recovered in 2015. The HITRANS area has the highest proportion of all the transport partnerships in terms of people using cycling as a main mode of transport. Falling oil prices and the introduction of the Fuel Duty Rebate Scheme (In some parts of the HITRANS region), have led to increased car use for both travel to school and work. Active travel use within the towns in Moray is the highest in all of Scotland.

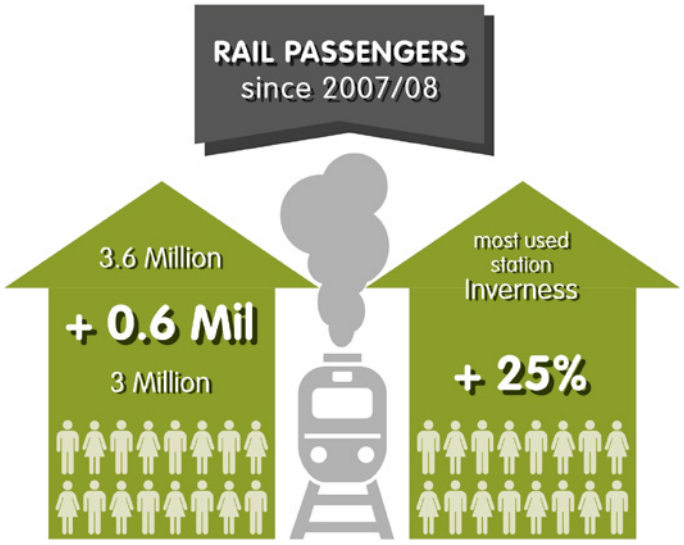
2.3.9 There has been a decrease in the numbers Killed or Seriously Injured (KSIs) on the region's roads. At 175 KSIs the 2015 figure is the lowest recorded throughout the period of the RTS, down more than 400 compared to 2006. This is in keeping with the Scottish Road Safety Targets.

2.3.10 In 2014 some 14% of people in the HITRANS region stated that public transport in their area is fairly or very inconvenient. That is down from a peak of 23% in 2006.

2.3.11 Between 2009 and 2016 journey times have increased on some major roads but fallen on others. The largest increases were between Fort William and Inverness (14 minutes) and between Oban and Tyndrum (8 minutes).



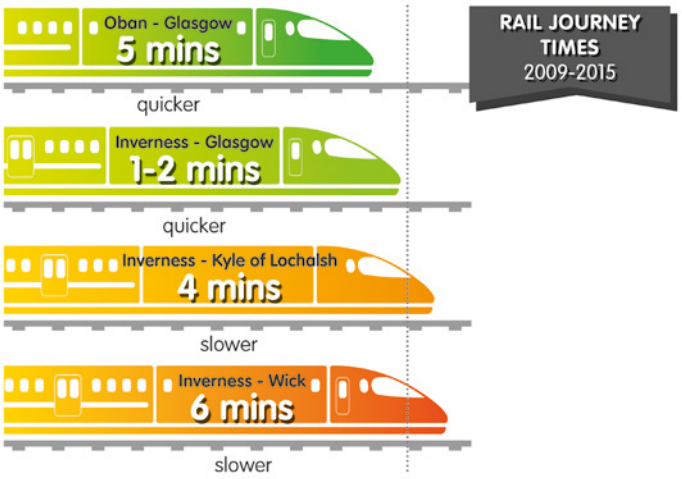
2.3.12 Congestion and delays continue to be concentrated at a number of key roads and junctions in and around Inverness particularly, and focussed on peak time periods.



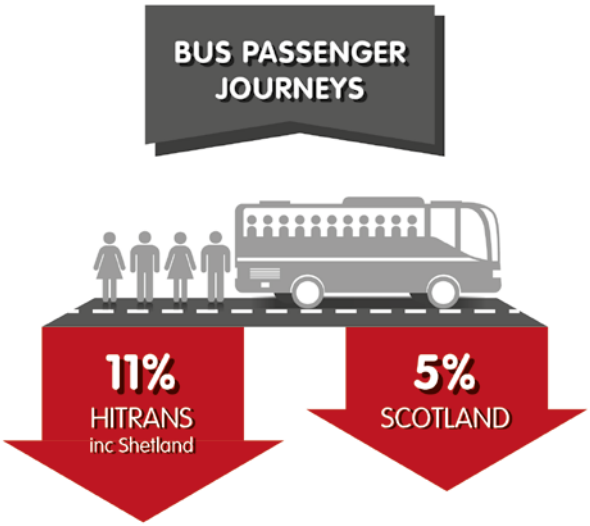
2.3.13 The number of **rail** passengers using the HITRANS region's stations has increased from 3.0 to 3.6 million since 2007/08. Much of this growth came from the significant increase in numbers (25%) at Inverness, the most heavily used station.

2.3.14 There were also significant increases at some of the other most popular stations: Oban (35%), Elgin (31%) and Aviemore (24%). There was also substantial growth at some stations with lower throughput. For example, at Nairn (68%) and Invergordon (60%). However, passenger figures on the far norht line have recently reduced after years of growth due to problems with the reliability of the service.

2.3.15 Since the adoption of the original RTS in 2008 average rail journey times have increased on some routes but fallen on others. The largest increases were on Inverness-Wick (six minutes) and Inverness-Kyle of Lochalsh (four minutes). The largest decreases were on Oban-Glasgow (five minutes) and Inverness-Glasgow (between one and two minutes). Thus, there were no significant improvements in rail journey times, while a number of journeys now take longer.



2.3.16 **Bus** service kilometres in the Highlands and Islands (including Shetland) have fallen by 11% in the five years to 2015/16. This reduction is the same as the South West and Strathclyde regions and represents the biggest reduction in Scotland. There has been a 4% increase in the North East, Tayside and Central, and no change in the South East. Overall, bus kilometres in Scotland as a whole fell by 5% in the five years to 2015/16.



2.3.17 The availability and nature of **community transport** options has remained mixed across the region. Community transport can be vital for people in areas without, or with poor, public transport alternatives. Recognising the often-

piecemeal community transport across the region, there is an opportunity to make great strides in provision.

2.3.18 There were mixed trends in **ferry** carryings between 2008 and 2014. The CalMac network saw growth in cars (5%) and passengers (3%). Demand was boosted by the introduction of lower (Road Equivalent Tariff) fares on several of its routes up to 2014. The full roll out of RET fares across the CalMac network completed in 2015 and has generated significant further traffic growth. Annual carrying data for 2016 showed a 9% growth in passengers across all routes compared to the prior year, while total

Case Study: Ferry
Strategy / Partnership / Delivery

HITRANS are working with Orkney Islands Council, The Highland Council and Argyll & Bute Council, which all operate ferry services, to undertake transport appraisal of their routes with a view to establishing a sustainable and consistent approach to the funding and provision of these services in the future.

Orkney Islands: In December 2014 OIC, HITRANS, Transport Scotland, SIC and Zetrans agreed a Joint Statement establishing Partnership commitments to jointly addressing Ferry Replacement issues in Orkney and Shetland. Follow the established Transport Scotland Routes and Services Methodology and STAG Appraisal approaches, OIC and HITRANS funded a Part 1 Pre-Appraisal, which was followed by work to complete a Strategic Business Case (STAG Part 2 Options Appraisal) funded by OIC, HITRANS, HIE and Transport Scotland.

The partners finalised the Strategic Business Case in October 2016 and are now in the process of agreeing the scope and phasing of the Outline Business Case in order to proceed to a Final Business Case.

Argyll and Bute Council: Argyll and Bute Council currently have responsibility for ferry services to Lismore, Luing, Easdale and Jura.

The Council in partnership with HITRANS are considering the scope for an appraisal of transport options for; Bute (Colintraive – Rhubodach only), Easdale, Lismore and Luing, with a view to identifying the steps required to undertake a more detailed STAG analysis which will mirror the approach taken in Orkney and Shetland.

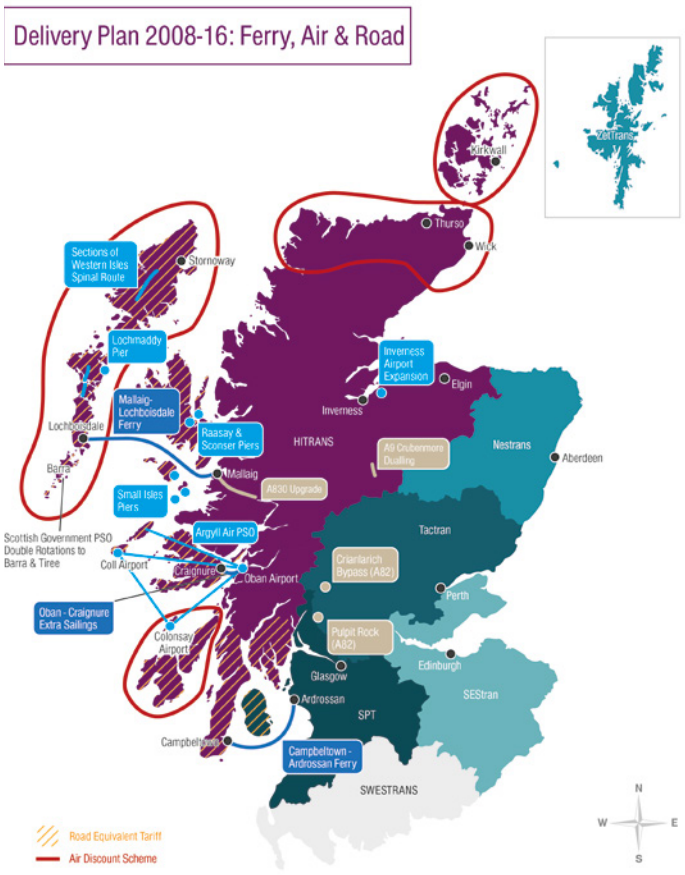
The Highland Council: Similarly, the Highland Council support a number of ferry services within their area including Corran Ferry, Camusnagaul Ferry and Knoydart Ferry.

The Corran Ferry has been identified as a priority for a robust appraisal of the transport options and officials in HITRANS, The Highland Council and Highlands and Islands Enterprise are agreeing the scope for an initial STAG Pre-appraisal / Part 1 Appraisal report. in HITRANS, The Highland Council and Highlands and Islands Enterprise are agreeing the scope for an initial STAG Pre-appraisal / Part 1 Appraisal report.

cars were up 16%, coaches down 2% and commercial vehicles down%. Passenger numbers also grew on the Northlink services (by 2%) between 2008 and 2014, while car volumes fell by almost one fifth. Most recently, 2016 data shows an increase in passengers on the Stromness-Scrabster route (plus 8%) compared to 2015, where there was a 4% reduction in passengers between Aberdeen and Kirkwall.

2.3.19 There was an increase in passenger and vehicle carryings on Orkney's internal ferries. However, traffic fell on the services run by/on behalf of Argyll and Bute Council and Highland Council.

2.3.20 The region is also a growing destination for cruise ships, with calls at at a number of locations including; Stornoway, Portree, Ullapool, Invergordon, Oban, Kirkwall, Scrabster and Inverness. At Kirkwall alone, there were 126 port calls in 2016, delivering just over 100,000 passengers and 30,000 crew.



2.3.21 Passenger numbers at the HITRANS region's **airports** fell between 2008 and 2014. However, they grew by 3% in 2015 and a further 10.6% in 2016. The decrease in the

Case Study: Aviation Glasgow to Barra and Tiree Air Service Enhancements

The Transport Scotland PSO air service to Barra, operated by Longanair, to the iconic Traigh Mhor beach aerodrome, is operated by the fixed landing gear Twin Otter aircraft, which has necessary short take-off and landing capability.

Passengers arriving on Barra's famous beach airstrip

With just 28 seats on board, islanders and visitors have struggled to make bookings on their air service for a number of years. A survey by HITRANS as part of a study into how Regional Air Services may be developed (2013) identified evidence of demand and Loganair an opportunity to increase capacity by introducing additional daily rotations on two days per week.

Loganair, Comhairle nan Eilean Siar, HITRANS and Highlands & Islands Enterprise worked in partnership and agreed a pilot project to test demand with the revenue risk shared between the four partners. The improved service was introduced in summer 2014 covering a period from May to October.

Results were dramatic with significant demand for the new services peaking in July with an average load factor of 82%. Following a second summer of additional rotations funded by Loganair, HITRANS, Comhairle nan Eilean Siar and Transport Scotland, the additional rotations were built in to the contract specification for the new PSO contract which commenced in October 2015, with double rotations also added to the Glasgow Tiree route.

years to 2014 (5%) was greater than the Scottish Average (1%). Most recently, new figures for the financial year to March 2017, highlight that HIAL has recorded a 15% increase in passenger numbers at its 11 airports across Scotland. Highlights include a 24% growth in numbers at Inverness Airport and 16% more passengers at Barra. The overall trend is strongly influenced by Inverness Airport which accounts for more than half of all passengers using the region's airports.

2.4 COMMUNITY PLANNING CONTEXT

2.4.1 Community Planning and the associated Single Outcome Agreements (SOAs) process were established in 2007. SOAs are based on National Outcomes, with local outcomes from Community Plans taking account of local priorities.

2.4.2 Community Planning is delivered by Community Planning Partnerships. HITRANS is one of the partners in each of its five local authority areas. Each of the five Partnerships has similar priorities. They are based around: the economy and labour market; communities; individuals' independence and participation; safety and good health; and tackling inequalities and protecting the most vulnerable.

2.4.3 A review of each of the five Community Plans and Single Outcome Agreements has guided the identification and analysis of **Main Issues** for the refreshed RTS. This analysis was supplemented with wide-ranging consultation with stakeholders and a public consultation exercise on the Main Issues Report.

2.5 MAIN ISSUES

2.5.1 The Economy

2.5.1.1 The main challenge for the HITRANS region's economy remains one of relatively low productivity. Using the most recent data from the Annual Business Survey, it has a GVA per capita of £21,499. That compares to a Scottish figure of more than £23,685.

2.5.1.2 On that basis, the productivity of the HITRANS region's economy is only 91% of that of Scotland. This supports an aim to both attract more higher value added activities to the region and to improve the productivity of existing businesses. However, it is difficult to draw any direct inferences from the data regarding transport's role in productivity and economic growth. The Inverness / Moray area clearly benefits from being relatively well connected compared to other parts of the region, as does the second most productive area including Argyll & Bute and West Highlands, but not to the same extent as Inverness / Moray. Challenges remain in the Highlands north of Inverness and Eilean Siar (productivity only 78% and 71% of Scottish Average), and a focus may be to consider what role future investments in transport could play in facilitating a more inclusive pattern of growth, supporting these areas to 'catch up' economically.

2.5.1.3 Scotland's Economic Strategy identifies six key sectors where Scotland has an international comparative advantage. Their main transport requirements are as follows.

2.5.1.4 Creative Industries contains a lot of small businesses/ individuals who tend to collaborate with others on a project-by-project basis. That places an emphasis on passenger travel. However, some parts of the sector make physical products that must be distributed to customers. The number and size of events and festivals can generate high demand for passenger transport around weekends.

2.5.1.5 For Food and Drink businesses reliability of freight transport links are key, including where time sensitive products (e.g. salmon) are consolidated at Central Belt distribution points for onward transport to England and beyond. Freight transport costs are also an important factor for competitiveness. Transport Scotland is currently (March 2017) conducting a comprehensive review of ferry freight fares.

2.5.1.6 For all sectors of the economy, it is vital that freight transport is given sufficient attention. This reflects the importance of external trade to the HITRANS region's economy given its small internal market. In addition, some products are significant contributors to the Scottish economy-e.g. whisky, fish/shellfish. The region also has several sectors which are freight transport intensive, e.g. forestry.

2.5.1.7 Life Sciences generally has a strong focus on customers, funders and partners outside Scotland. Thus, cross-border air travel, both to the rest of UK and overseas, is a key factor.

2.5.1.8 Main UK centres are key destinations for larger Financial and Business Services companies. These include Edinburgh, London, Leeds and Manchester. For smaller companies travel to clients within Scotland is important. However, business flights from the islands/remote parts of the HITRANS region are seen as expensive, especially given that the Air Discount Scheme is not currently available for business travel.

2.5.1.9 More widely, the non-availability of Air Discount Scheme limits business travel across a range of sectors. As well as limiting client contact, flight costs constrain participation in networking events and staff training.

2.5.1.10 In the Energy sector the downturn in oil and gas activity has reduced carryings on a number of the region's air routes. However, there is still the requirement to move personnel to/from the region by air. Issues affecting renewables include the capacity of ports and the roads to/from them to cater for outsized loads.

2.5.1.11 The main issues identified for the tourism sector are:

- Meeting visitor expectations on the quality of public transport vehicles and availability of Wi-Fi.
- Potential for greater promotion of transport routes as attractions in themselves.
- Significant room for increased joint ticketing across transport operators, along with smarter payment methods.
- More effective integration of timetables between public transport modes and physical interchange (e.g. between bus stations and rail stations).
- Providing sufficient capacity to meet visitor demand in peak periods, e.g. on a number of mainland-island ferry services.
- Further roll out of RET fares (e.g. to Orkney-mainland routes).
- Catering for the transport needs of growing markets, e.g. cycle-based tourism and those travelling in motorhomes.

2.5.1.12 Cross-border air connectivity is key for several sectors of the economy. A priority area is enhancing direct flights to Inverness. There is potential to grow passenger numbers at Inverness airport by reducing the leakage of international air trips to other Scottish airports. This would be through:

- Improving flight frequency and suitability of timings on Inverness services to Heathrow and Amsterdam.
- Introduction of direct scheduled flights from Germany and France.

2.5.1.13 Second, through building on the expected further growth in international visitors flying direct into Edinburgh and Glasgow. It is important that transport links from the central belt facilitate the dispersal of inbound visitors to the HITRANS region.

2.5.1.14 Improved timings on flights between Inverness and London airports are required to allow a reasonable length of day trip for business visitors from the south.

2.5.1.15 There is a need to reduce the journey time, and improve the journey experience, for business trips to main economic centres in Scotland-principally Edinburgh, Glasgow and Aberdeen.

2.5.1.16 Inverness rail station and Inverness airport are key hubs for business (and other) travel. Their facilities need to be developed to reflect this.

2.5.1.17 Transport is crucial to businesses' recruitment and retention of staff. Transport to major employment locations in some areas could be improved to increase the labour pool and improve access to employment opportunities. Labour market catchments could also be expanded by reducing road journey times between major settlements.

2.5.1.18 The general connectivity of the HITRANS region has an impact on its attractiveness as a place in which to work and live.

2.5.1.18 Attracting staff from outside the region will be easier if there are good connections to other parts of Scotland and beyond for leisure trips.

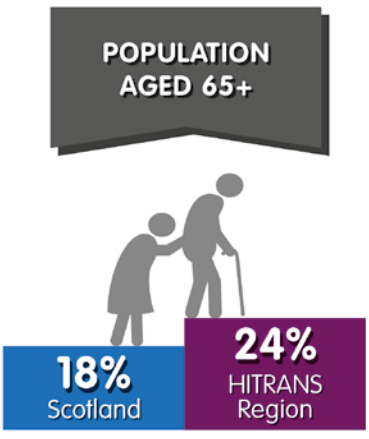
2.5.1.19 As well as allowing the economy to function transport is an important source of employment. In 2013 some 8,500 people were employed in the Transport and Storage sector in the HITRANS region. That represents 6% of total employment.

2.5.1.20 However, there can be challenges with staff recruitment and retention in both technical occupations (e.g. engineers) and in operations (notably bus and goods vehicle drivers). Across Scotland as a whole the average age of those drivers is increasing due to the difficulty of attracting suitable young people.

2.5.2 Connected Communities

2.5.2.1 It is important to put communities and individuals at the centre of efforts; in keeping with the Inclusive Growth priority in Scotland's Economic Strategy and the Community Empowerment (2015) Act.

2.5.2.2 The HITRANS region is diverse. It includes rural, remote rural and island communities, as well as several key urban centres, on both the mainland and islands.



2.5.2.3 The region has an **ageing population**; 20-24% in the five local authority areas are aged 65+, compared to 18% in Scotland.

2.5.2.4 People in the region can be access-deprived. This adversely affects their ability to participate in everyday life, including education, employment, shopping, health care, and social and cultural activities.

2.5.2.5 The groups particularly likely to be affected include younger people. Highlands and Islands Enterprise's Young People and the Highlands and Islands: Attitudes and Aspirations Research identified issues associated with transport availability and costs. In particular, public transport timetables are a frustration for young people, including integration between different services and modes. Many young people find it easier to travel to other parts of Scotland than to elsewhere in the region.

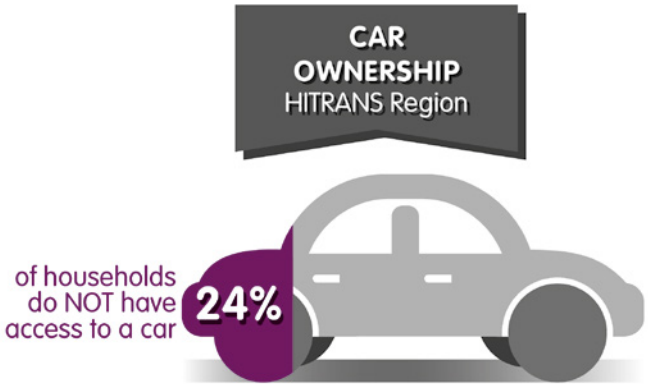
2.5.2.6 Other groups likely to be affected by access deprivation are people:

- Who are older and looking to maintain their independence.
- With a disability.
- Living in communities with limited or no public transport or community transport provision.

2.5.2.7 In terms of **health** across the region there are large variations between areas, especially in terms of mainland and island. Rural patients experience of health care differs from that of urban patients in that they often must travel long distances to receive care. Although the pattern of diseases is similar in urban and rural areas, differences do exist[1]

- Higher suicide rates.
- Higher incidences of alcohol related disease.
- Higher numbers of accidents: on roads, through climbing, farming, diving and fishing.
- Palliative care workload is proportionally higher.
- Seasonal fluctuation in population.

2.5.2.8 Across the five HITRANS local authority areas between 18 and 24% of households **do not have access to a vehicle**; around 43,000 households in total.



2.5.2.9 The result of access deprivation can be social isolation and loneliness with a consequent negative impact on health and wellbeing.

[1] Delivering for remote and rural healthcare: the final report of the remote and rural workstream, NHS Scotland, 30 November 2007.

2.5.2.10 In September 2016, the Government launched a ten-year plan to improve travel access for disabled people. The Accessible Travel Framework sets out three key challenges:

- Changing cultures – to improve attitudes and behaviours, ensuring disabled people's transport needs are included at the start and are not an afterthought.
- Governance – high level actions in the plan need to be prioritised, broken down, assigned for completion, monitored and reviewed.
- Continuous engagement and participation – continuing to listen and talk to disabled people throughout the lifetime of the Framework and beyond.

2.5.2.11 HITRANS was involved in the development of the Framework and the RTS Refresh can make a contribution to the successful delivery of the Framework.

2.5.2.12 There have been declining budgets for publicly supported bus services in the HITRANS region, which has a high prevalence of subsidised operations, while the cost of motoring has fallen in recent years. In 2015 vehicle fuel prices across the region were 12-16% lower than in 2014, however in 2016 these were up 8-11% compared to 2015. Public transport fares continue to rise; increasing by 18% over the last five years (at current prices). There is a need to revisit the local bus subsidy arrangements, identifying opportunities for improving the offer to maximise service provision in our communities.

2.5.2.13 Community transport can be vital for people in areas without, or with limited public transport provision. Recognising the often-piecemeal community transport across the region, there is an opportunity to develop this or enhance the commercial demand responsive offer.

2.5.2.14 Those living in areas without public transport (notably in remote and island communities) and those unable to access conventional bus services are not able to benefit from the unlimited free travel afforded to certain groups elsewhere through the National Concessionary Travel Scheme.

2.5.2.15 Good broadband and telecommunications are required to reduce the need to travel. Yet, there are many 'holes' around the region that do not have such connections.

2.5.2.16 The digital revolution has a range of transport impacts. Working from home and flexible working patterns are reducing peak period commuting. However, they create demand for travel at other times and change where people choose to live in relation to their workplace. This potentially increases the amount of travel required to other destinations.

2.5.2.17 People expect better and quicker digital information about transport. That includes informing those travelling of changes or disruptions while they are on the move. Public transport users also want to stay connected while travelling. Expectations are now for free Wi-Fi on long distance coaches, rail services and ferries, and charge points for devices.

2.5.2.18 Increased online shopping means a high level of individual deliveries; people may not be travelling to the shops as frequently, but different transport demands are increasing around freight and distribution, down to the local level of van and courier deliveries to people's doors.

2.5.2.19 Parcel and package deliveries from outside the region can be particularly expensive. This is an issue for businesses as well as individual consumers.

2.5.3 Lifeline Transport

2.5.3.1 Lifeline transport infrastructure is often a single route that connects a community with key destinations. These are ones that need to be accessed for health, employment, education, shopping and leisure; plus services provided by those based elsewhere and the movement of freight. If a lifeline route is unavailable, that community will often be cut off, or in some cases face a long diversionary route.

2.5.3.2 The network across the HITRANS region comprises all means of transport: the road network and bus services that use it, as well as rail, ferry and air. For those without access to a vehicle, public transport can be a lifeline service.

2.5.3.3 The region has many lifeline transport connections. It is vital that these are strong, resilient and reliable.

2.5.4 Roads

2.5.4.1 In some cases, the road network is fragile and requires attention. Based on length, the HITRANS region has 60% of Scotland's roads. That includes 37% of all trunk roads

and 24% of all local authority owned roads. Significant portions of the region's local network are currently in a condition where they may require some kind of maintenance.

A83 - alternative route at Rest & Be Thankful

Winter maintenance, A836, Sutherland'

2.5.4.2 In some places the road has deteriorated to the point at which repairs are likely to be required to prolong its future. Within the region this is as high as on 17% of all local roads (in Argyll and Bute).

2.5.4.3 A maintenance backlog on much of the network, as well as requirements for investment to address deficiencies, were highlighted in the original RTS. These have intensified due to increasing financial constraints in recent years. The roads most likely to be affected are those in remote areas. Here poorer roads slow journeys and increase wear and tear on vehicles.

2.6 FERRIES

2.6.1 Lifeline ferry services provide access to/from the communities of islands and peninsulas. Sailing frequency is generally increased in the summer to meet tourist demand. The communities benefit from this, but this then leaves deficiencies in frequency of service during the winter.

2.6.2 Some ports around the region require upgrading to improve service reliability and to be able to accommodate future vessels. There can also be challenges in terms of larger freight vehicles accessing ports and harbours.

2.6.3 RET fares are not available on some of the HITRANS region's ferry services. That is despite these lifeline routes being very similar in nature to those with RET fares.

MV Hebrides at Lochmaddy, North Uist

2.6.4 An ageing ferry fleet is leading to reduced service reliability, perhaps coupled with changing weather patterns. It also contributes to vehicle capacity constraints on some routes.

2.6.5 Ageing vessels and shore infrastructure are particularly issues for the internal Orkney ferry network.

2.7 AIR SERVICES

2.7.1 Lifeline air services comprise a combination of commercial and subsidised services (supported by Public Service Obligations). They include both intra-regional routes and services to other parts of Scotland (may of which are commercially operated). Residents in some parts of the region get discounted fares for leisure and third sector business travel on certain commercial services, through Scottish Government's Air Discount Scheme.

2.7.2 Fare levels are considered to be high relative to those on other UK domestic flights. The exclusion of business travel from the Air Discount Scheme does not reflect the lifeline nature of the routes and acts as a barrier to economic sustainability. It is also inconsistent with fares policy on the region's other publicly supported transport services-including ferry and rail.

2.7.3 There are some gaps in the air network, notably a service between Skye and the Central Belt to address the excessive journey time by road.

2.7.4 The small airfields that connect Orkney's outer North Isles with Kirkwall and connect Coll and Colonsay to Oban require routine maintenance. Some can experience difficulties in retaining sufficient staff due to small and ageing populations.

2.8 RAIL SERVICES

2.8.1 The Oban, Mallaig, Kyle and Wick rail routes provide connections to regional centres as well as onward to the central belt. Some journeys are long distance, while others are short commutes. (e.g. Easter Ross to Inverness). For some communities rail is their only public transport service. Concerns exist about some long journey times on these routes and around service reliability. For example the Far North Line now has a journey time of between four hours and 10 minutes and four hours and 29 minutes between Wick and Inverness. Further, it has been reported that during 2015 on 30% of weekdays there was either a full cancellation of the service, a partial cancellation or a train failed to stop at some stations where it was scheduled to do so. Scottish Government has recently established Far North Line team to address these issues.

2.9 BUS SERVICES

2.9.1 Subsidised bus services form a large proportion of the region's local bus network. Many places are served by both local services and longer distance coach routes. However, limited frequencies away from all but the main routes severely limit opportunities for commuting and other time critical/sensitive trips, and can cause isolation and social exclusion for those without access to a vehicle. The requirements for Council's to provide free home to school transport means that buses and coaches, which are also used for public transport, are unavailable for some periods during the day. The bus network can be essential for those without access to a private car, and so gaps in that network can have a severe effect on social inclusion.

2.9.2 There are also commercial bus services operating around the region. These include services in and around larger settlements and longer distance coach travel to main centres outside the HITRANS region. The MIR consultation highlighted that there are significant variations in the level of service around the region, with some new and good buses to travel aboard and others which are much older and poorer.

2.9.3 There has been a reduction in funding for subsidised bus services. This could have a knock-on effect on other, commercially operated services; where a contracted service accounts for the majority of the fixed costs of a bus operation and can enable non-supported services to be operated around the contracted ones.

2.9.4 Respondents to our MIR highlighted that bus and coach stations are often in poor condition and poorly linked to the bus and other transport networks, as well as to walking and cycling connections; and that they should be considered and given as much importance and attention as rail stations.

2.9.5 Network Reliance and Reliability

2.9.5.1 In recent years there has been an increase in weather-related road closures, disruptions to rail services, weather-related ferry cancellations and flight delays and cancellations. There is evidence that these are more prevalent than at the time of the original RTS.

2.9.5.2 This is in a context where, as the refreshed NTS notes, *"we have ever-higher expectations of disruption and discomfort being minimised and 'normal service' being maintained but raising standards has implications for resilience"*.

2.9.5.3 In the HITRANS region where there is transport disruption there is often a lack of an alternative/ reasonable alternative route. In addition, some trips to main centres (e.g. from Orkney's North Isles to Edinburgh) are multi-legged. Thus, they are more vulnerable to the weather and transport operators' performance than a trip involving a single leg.

2.9.5.4 Over the life of the present RTS there has been a marked improvement in road safety across the region. There has been a near 60% reduction in the number of people killed or seriously injured on the regions roads between 2007 and 2014. This is not to say more could not be done, and the Partnership are committed to supporting continuous improvement.

2.9.5.5 Much of the HITRANS region's public transport in any given area is provided by a single transport operator in each mode: bus, rail, ferry and air services. Thus, there is a high dependence on the reliability and resilience of this single operator. This includes their willingness/ability to continue to operate the public transport services that they provide on a commercial basis.

Case Study: Bus
HI-Travel, East Inverness Bus Improvement Corridor & ElectriCity

As lead partner, HITRANS made successful applications to the Scottish Governments Bus Investment Fund for two projects which were jointly supported by participating partner Local Authorities.

Solar e-paper information display in Kyleakin, Skye

HI-Travel: Total Investment £535,000

much of the HITRANS area and a lack of available resource to make improvements by adopting a shared services approach. The project has involved the creation of a dedicated Public Transport Information Officer supported through match funding from HITRANS and each member local authority with the officer working with the Councils and transport operators to help improve integration of service delivery.

The HITRANS post has been occupied since 2015 and the Officer is progressing a number of initiatives and activities:

- Procurement of a new public transport information database that facilitates automated production of wayside timetable displays,
- Supply of public transport information to Traveline Scotland:
- Real-time information system and piloting new technology including solar e-paper displays in Skye and Lochalsh and within the Cairngorm National Park and additional real-time information displays at locations in Kirkwall, Stornoway, Thurso, Wick, Oban and Elgin
- Additional high quality Information poles / displays / wayside timetable cases
- New bus shelters for key interchanges.
- Wifi hotspots. E.g. Portree Square and Inverness Bus Station
- Supporting the roll out of new ticket machines in rural areas with integrated Automatic Vehicle Location equipment.

East Inverness Bus Improvement Corridor

The East Inverness Bus Improvement Corridor project involved investment of £2.715m in local bus services. This included a contribution of £1.7m from Stagecoach North Scotland towards 12 new Euro 5 low floor vehicles which now operate in the city. Contributions of £107,000 from HITRANS and £200,000 from The Highland Council were used to secure £707,000 from Bus Investment Fund.

The project has improved access from some of Inverness' most deprived areas to health facilities and employment opportunities in the east of the city including, Raigmore Hospital, Beechwood Business Park, Inverness business and Retail Park and the new UHI Campus site.

New waiting facilities at Inverness Airport

Measures included 20 new bus shelters, intelligent bus priority trial, 180 new bus stop flags and information displays, real-time displays at a number of key sites and marketing of services in Inverness using various media and campaigns.

The project also saw the development of the region's first Statutory Quality Partnership (SQP) between HITRANS, The Highland Council and Stagecoach North Scotland. The SQP is now in final draft form and encompasses a wide range of commitments that will help improve bus services and facilities across the city even further.

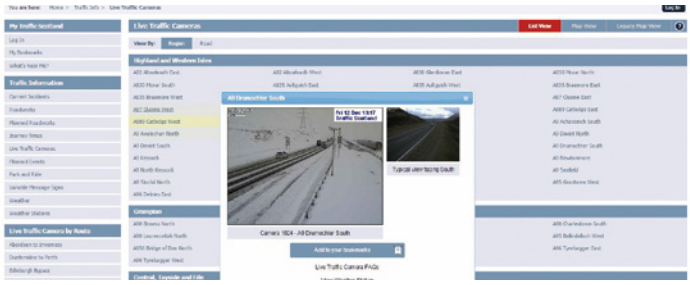
Inverness ElectriCity

HITRANS in partnership with The Highland Council's Carbon Clever team supported Stagecoach North Highland's innovative application to Green Bus Fund. The successful application saw Scotland's first fully electric buses operating on two city centre routes from 2015 under the 'ElectriCity' branding. HITRANS and The Highland Council provided match funding for two Rapid chargers which were installed at Inverness Bus Station and the operators' local depot.

Launch of Scotland first fully electric buses by Stagecoach North Highland

2.9.5.6 Persistent disruptions cause significant negative impacts on business confidence and on perceptions of potential visitors and inward investors. They also result in business travellers building in extra time in case of disruptions or cancellations. This leads to greater time away from the business and additional overnight stay costs. However, the number of missed meetings, training or seeking business opportunities due to the risk of disruption/cancellation is not known.

2.9.5.7 Resilience and reliability are undoubtedly reduced by the age of the region's transport assets; many of which are particularly old. For example, the rolling stock for local rail services is 30-40 years old. Similarly, Caledonian Maritime Assets Limited (CMAL) owns the 32 vessels used on the CalMac routes. Most (18) of them are more than 20 years old, with six more than 30 years old.



TrafficScotland.org website

2.9.5.8 It can be expected that older vessels will be more prone to breakdown and lengthier dry dock periods, affecting the resilience of the fleet as a whole. Further, changes in legislation have meant that some older vessels have a lower vehicle capacity than when they were first built, reducing their usefulness.

2.9.5.9 There is also the advanced age of the Saab 340 aircraft used on many Highlands and Islands air routes. This is in a context where no new planes of their size (i.e. around 30 seats) are currently being built.

2.9.5.10 However, there have been some public sector investments in new assets during the life of the current RTS. These include five new CMAL ferries and the two Twin Otter aircraft owned by HIAL. Confirmed investments include enhancements to the class 158 trains on the Far North, Kyle and West Highland. That includes accessible WC, wheelchair space, bay seating, air conditioning upgrade, seat covers, flooring, lighting, maps on tables, information screens and re-livery. From December 2018, Inverness will be served by trains to / from Aberdeen and the Central Belt using refurbished High Speed Trains (HST).

2.9.6 Roles, Relationships and Responsibilities

2.9.6.1 The refreshed National Transport Strategy helpfully provided a transport planning framework for Scotland. It summarised where the RTS sits and captures the legislative, policy and regulatory landscape, at strategic, national, regional and local levels. Table 2.9.6.1 from the NTS summarises where the RTS sits within this framework. It captures the legislative, policy and regulatory landscape for the RTS, at strategic, national and local levels.

Table 2.9.6.1

Strategic and overarching references	**UN Convention on the Rights of Persons with Disabilities, UN Sustainable Development Goals for 2030, EU Transport White Paper, Transport (Scotland) Act 2005, Climate Change (Scotland) Act 2009, Equality Act 2010, Children and Young People (Scotland) Act 2014, Community Empowerment (Scotland) Act 2015, Scotland's Economic Strategy, Community Planning, National Performance Framework, Single Outcome Agreements**												
SG Purpose	To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth												
SG National Outcomes	Transport contributes to 9 National Outcomes: We live in a Scotland that is the most attractive place for doing business in Europe; We realise our full economic potential with more and better employment opportunities for our people; We live longer, healthier lives; We have tackled the significant inequalities in Scottish society; We live our lives safe from crime, disorder and danger; We live in well-designed, sustainable places where we are able to access the amenities and services we need; We value and enjoy our built and natural environment and protect it and enhance it for future generations; We reduce the local and global environmental impact of our consumption and production; Our public services are high quality, continually improving, efficient and responsive to local people's needs.												
SG National Plans, Policies & Strategies	Scotland's Digital Future: a Strategy for Scotland	Ready Scotland Scottish Climate Change Adaptation Programme	Land Use Strategy and Scottish Biodiversity Strategy	Scotland's International Framework	Scottish Planning Policy	Scotland's Cities: Delivering for Scotland	Public Bodies Climate Change Duties	National Transport Strategy	National Planning Framework	Low Carbon Scotland: Report of Proposals and Policies	SG Delivery Plan 2016-2020 on UNCRPD	Preventing Overweight and Obesity in Scotland	Cleaner Air for Scotland	Regeneration Strategy and Labour Market Strategy (to be published in 2016)
	Infrastructure Investment Plan												
Transport Vision	An accessible Scotland with safe, integrated and reliable transport that supports economic growth, provides opportunities for all and is easy to use; a transport system that meets everyone's needs, respects our environment and contributes to health; services recognised internationally for quality, technology and innovation, and for effective and well-maintained networks; a culture where transport providers and planners respond to the changing needs of businesses, communities and users, and where one ticket will get you anywhere.												
High Level Objectives	Promote economic growth		Promote social inclusion		Protect our environment and improve health				Improve safety of journeys			Improve integration	
Key Strategic Outcomes	Improved journey times and connections				Reduced emissions						Improved quality, accessibility and affordability		
National Transport Plans, Policies & Strategies	An Action Plan for Buses (2006)		Freight Action Plan (2006)		Scotland's Railways (2006)		Strategic Transport Projects Review (2008)			Scotland's Road Safety Framework to 2020 (2009)			Strategic Road Safety Plan (2007)
	Carbon Account for Transport (2015)		Cycling Action Plan for Scotland (2013)		National Walking Strategy (2014)		Long Term Vision for Active Travel in Scotland (2014)			Switched On Scotland: A Roadmap to Widespread Adoption of Plug-in Vehicles (2013)			Scottish Ferry Services – Ferries Plan (2013-2022) (2012)
	Roads for All: Good Practice Guide for Roads (2013)		Final Report National Roads Maintenance Review (2012)		Delivery Strategy – Smart & Integrated Ticketing (2012)		Making the Most of Scotland's Canals (2013)			Transportation Noise Action Plan			SG/RTP/COSLA Working Group Report
Regional Transport Plans, Policies & Strategies	Regional Transport Strategies and Strategic Development Plans												
	Community Planning Partnerships Local Outcomes Improvement Plans												
Local Transport Plans, Policies & Strategies	Local Transport Strategies, Local Transport Plans, Local Development Plans, City Deals												

2.9.6.2 HITRANS' main roles are as follows:

- Production of a Regional Transport Strategy.
- Project development/delivery/funding.
- Key agency in development planning.
- Statutory role in Community Planning
- Regional promoter of economic development, sustainable and active travel, behavioural change and modal shift.
- Regional modelling.
- Can receive functions transferred to them from local authorities or Scottish Government.

2.9.6.3 Scottish Government are responsible for the provision of some transport services and activities in the HITRANS region. These include:

- Trunk roads.
- Rail services – rail franchises and Network Rail infrastructure.
- Most publicly funded mainland-island ferry services, through the CalMac and Northlink contracts.
- Operation of main airports, via HIAL.
- Specification and funding of PSO air services from Glasgow to Barra, Campbeltown and Tiree.
- Air Discount Scheme.

2.9.6.4 Public sector transport spend has been under pressure in recent years, and will continue to be so for the foreseeable future. Capital and revenue expenditure on transport has fallen in the five HITRANS local authorities since 2008. Across the HITRANS region the percentage reduction in expenditure has been greater than of Scottish local authorities as a whole.

That said, expenditure on rail and ferry has increased in recent years.[2]

2.9.6.5 Some local authority funding and operational issues could be addressed by the transfer of responsibilities to national level organisations. That could include Transport Scotland assuming responsibility for ferry and air services currently run and funded by local authorities. It might also encompass CMAL adopting piers and running them on a Council or Trust's behalf and charging accordingly. However, it is important that any changes still provide local accountability for the transport network and services in these communities.

2.9.6.6 There is also potential for greater cooperation or sharing of services between the five local authorities with HITRANS, and between the local authorities themselves that may offer the potential for efficiencies and cost savings.

2.9.6.7 In the wider community, there is a lack of understanding of transport bodies' current roles and responsibilities. That was a finding of both the NTS refresh and in the work undertaken in drawing up this refreshed RTS.

2.9.6.8 However, the aim is to address this issue. The NTS refresh noted that it marked "the start of a process of joint working with RTPs, local authorities and others to clarify roles and expectations across transport modes, locations and organisational hierarchy." In the Strategy we set out potential roles and opportunities for the HITRANS partnership.

The Scottish Ferry Services: Ferries Plan (2013-2022)
made clear that the Scottish Government is willing to take responsibility for any 'lifeline' ferry service: *"…if we are asked to take responsibility for Local Authority ferry services, we will require an adjustment to be made to the Scottish Government's local government block grant, to ensure that we are in receipt of the revenue required to run these ferry services in the future. We may also require a transfer of capital funding to address issues with ageing vessels, ports and harbours."*

2.9.7 Carbon Reduction

2.9.7.1 The original HITRANS RTS did not explicitly address the issue of low carbon transport. Nevertheless, several initiatives have been implemented at the regional and local level to reduce emissions and to tackle climate change. As an example, all HITRANS local authorities have procured plug-in electric vehicles and installed charging infrastructure.

2.9.7.2 Light goods vehicles, including cars and vans, are becoming more efficient. Despite this, they accounted for 40% of all Scottish transport greenhouse gas (GHG) emissions in 2012. Ultra-low emission vehicles currently account for less than 0.1% of the total number of cars and vans in the HITRANS region. Encouraging greater uptake will require the necessary infrastructure to be in place for the operation of these vehicles.

2.9.7.3 HGVs are the second largest emitter of Scotland's transport GHG, accounting for 28% in 2012. Work is being undertaken by both the Scottish and UK Governments to establish the incentives, policy, infrastructure and necessary pilots to create markets for low emission HGVs.

2.9.7.4 Low carbon buses are defined as those which produce 30% less GHG emissions then conventional ones. They are also more fuel efficient. Low carbon bus initiatives have been launched in Orkney and Highland.

2.9.7.5 Low carbon ferries include fuel efficient vessels, ferries which can operate on biofuels such as innovative diesel-electric hybrid ferries and low emission liquid natural gas. Each of these three options is already being applied to some degree in the HITRANS region with fully electric vessels also now being trialled in Norway.

2.9.7.6 Rail electrification can provide faster, quieter, more reliable journeys. It offers a 20-35% reduction in carbon emissions, with zero emissions at the point of use, when compared to conventional diesel trains.

2.9.7.7 Research commissioned by HITRANS has reviewed the potential for electrification of rail in the region, focusing on the potential for electric and hybrid rail systems in Inverness. By the end of 2018, the Highland Main Line (HML) will benefit from bimode Intercity Express Project trains operating services from London. In the long term,

[2] Source: Scottish Transport Statistics.

as demand for rail continues to grow, electrification of the HML by 2027 may be required to replace older trains. Diesel trains used in the region were built as long ago as 1988, and are thus approaching 30 years old while the refurbished High Speed Trains that will operate on the inter-urban network are over 35 years old. Achieving electrification through traditional overhead cabling might be challenging in the region but there is potential for rolling stock changes with hybrid or hydrogen fuel developments.

2.9.7.8 In 2012 air travel in Scotland accounted for 13% of GHG emissions. With demand increasing, GHG emissions from air transport are expected to increase.

2.9.7.9 To help offset this, in 2015 HITRANS launched a rural airports project-SPARA 2020 (Smart Peripheral and Remote Airports) which is funded by ERDF. The project aims to decarbonise transport links to Highlands and Islands airports. That is through introduction of electric buses and plug-in vehicle hires and taxis. It is also considering the business case for offering jet biofuel to aircraft at the region's airports.

2.9.7.10 HITRANS has been successful through our approach to active travel, being the first area of Scotland to develop Active Travel Audits and Masterplans. Seventeen of these masterplans have now been developed following an initial pilot for Dingwall in 2008. The Masterplan provide a detailed review of the existing provision and key priorities for improving active travel facilities and promotion across all the main settlements in the region providing a focus on those areas where it is most likely to achieve modal shift for journeys to work and education. HITRANS are currently finalising an overarching Regional Active Travel Strategy which will seek to provide a holisitc action plan including infrastructure, behaviour change and monitoring for the HITRANS area.

2.9.7.11 There are opportunities to reduce the region's carbon impacts across all transport modes. An integrated approach to reducing emissions will require working with a range of partners. This will involve working with organisations to develop compelling business cases for investment; and communicating the benefits of low emission transport to individuals, businesses and communities. HITRANS can play a strong leadership role within the region to support the delivery of the Government's climate change objectives.

2.9.7.12 These activities will be in addition to other carbon-reducing actions: notably encouraging and facilitating greater active travel and use of public transport.

3. THE STRATEGY

3.1 VISION AND OBJECTIVES

3.1.1 The vision statement sets out the direction and outcomes we want the RTS to achieve both in terms of short term priorities but also over the longer term, i.e. the next 20 years and beyond.

3.1.2 The RTS **vision** is:

To deliver connectivity across the Highlands and Islands which enables sustainable economic growth and helps communities to actively participate in economic and social activities.

3.1.3 The RTS objectives have been refreshed following consultation with stakeholders and input and insight from the HITRANS Board and Advisors. They have been validated to ensure compatibility with Community Planning Partnership Single Outcome Agreement outcomes and priorities from the five authority areas, as well as the National Transport Strategy.

3.1.4 The high-level objectives for the RTS are to:

- Support sustainable economic growth across the region
- Reduce barriers to participation in employment, learning, social, leisure, health and cultural activities

3.1.5 These are the focus of our work with our partners.

3.1.6 HITRANS activities can contribute to these high-level objectives by supporting, making the case for, and delivering the following transport objectives:

3.1.7 Reducing journey times and improving journey reliability and resilience.

1. ***Improving/maintaining the safety of transport and travel.***
2. ***Tackling capacity constraints across the network.***
3. ***Improving the quality, accessibility, affordability and integration of travel.***

These four actions are consistent with the National Transport Strategy.

3.1.9 Through delivering these transportation objectives we will also help to achieve these nationally significant strategic outcomes:

1. ***Protecting the environment and mitigating adverse impacts of transport and travel.***
2. ***Improving health and wellbeing.***

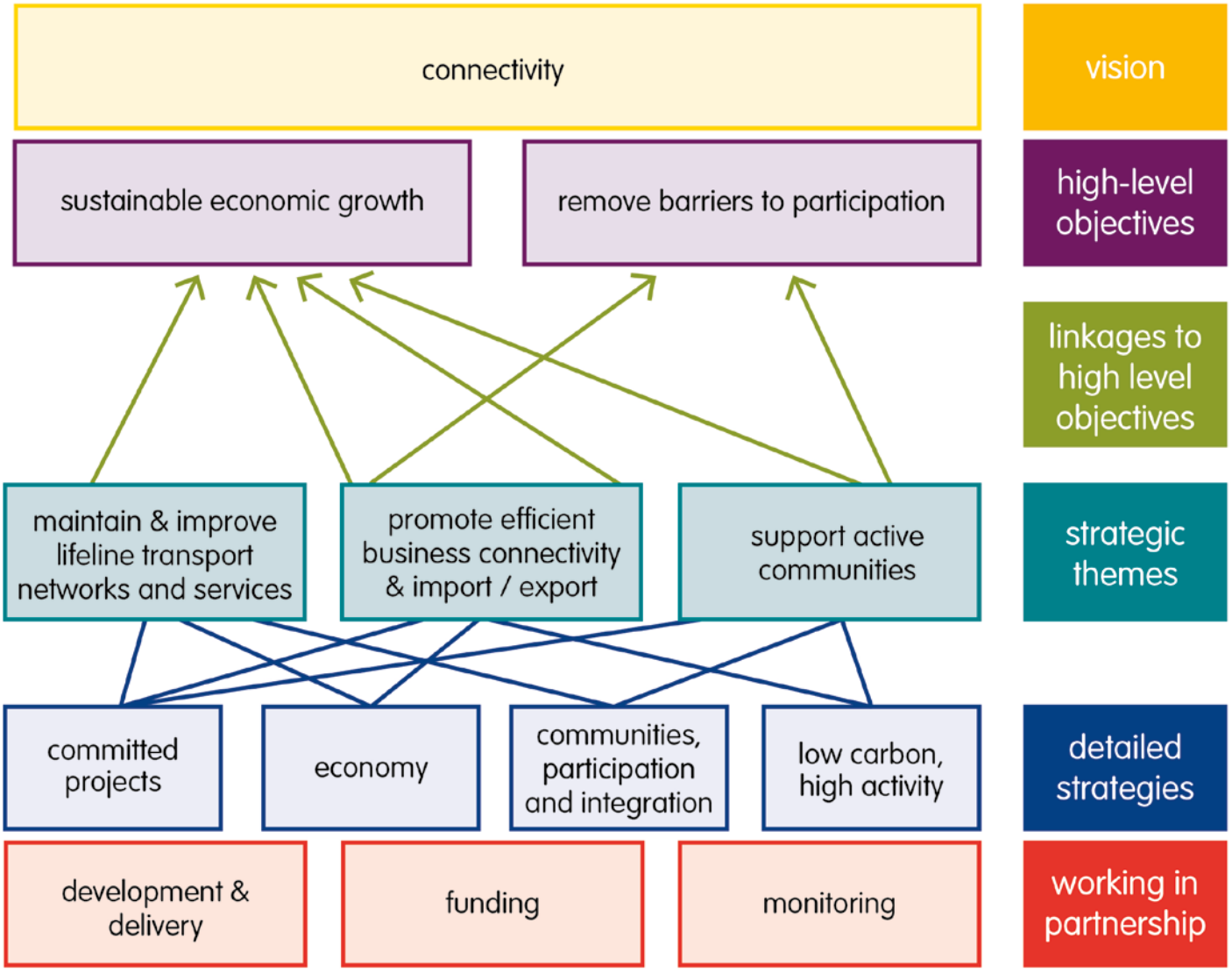
3.1.10 Progress in these areas recognises that transport has a key role to play in terms of the environment and health and wellbeing, and these linkages will be routinely recognised, as well as thinking about the economy and participation, through the work of the partnership and in developing initiatives and monitoring outcomes.

3.2 STRATEGY OUTLINE

3.2.1 Focussing on the objectives set out in this section we have developed a refreshed Strategy that is designed to address the diverse needs of the HITRANS region which were described in the Main Issues Report.

3.2.2 The relationship between the RTS vision and outcome objectives and strategic themes and detailed strategies are illustrated below.

3.2.3 Each of these themes is described in turn in the remainder of this section.



3.3 STRATEGIC THEMES

3.3.1 LIFELINE TRANSPORT

3.3.1.1 A lack of transport and connections can act as a barrier, but the geography that generates these challenges also produces the region's unique identity. Transport should ensure that all communities can make their contribution to Scotland, socially and economically.

3.3.1.2 In the original RTS **Lifeline Transport** was discussed - highlighting that "transport in the H&Is is often a **single route**, be it **road, ferry, rail** or **air**, that connects a community with **key destinations**, such as a GP surgery, onwards to hospital, to work, shopping and leisure opportunities. If a lifeline route is **unavailable**, that community will often be **cut off**, or in some cases have a **long diversionary route.** For those without access to private transport, **public transport** can be a lifeline service; **bus, rail, community transport and local ferries and air services** provide lifeline connections between communities and where they need to travel to."

3.3.1.3 Across the region, transport and connectivity is essential for communities to thrive; for individuals to participate in everyday life, for the provision of services and for the economy to work, transporting goods to end users.

3.3.1.4 Thinking to the future, each community across the region should be able to expect **good transport connections**. HITRANS can work with partners to inspire, support and empower communities across the region to gain better transport. This might involve supporting partners and communities to develop ideas and projects and to consider who best can manage infrastructure and services. HITRANS could guide and assist partners in a locality, recognising the need for flexibility in approach so that communities can create sustainable, innovative solutions that meet their needs. Transport for communities should enable, support and empower communities to thrive, ensuring equality of opportunity across the region and in Scotland as a whole.

3.3.1.5 What do we mean by **good transport connections**?

- **For business to grow and to thrive: Communities across the region should be able to access / be accessed from the Central Belt within 2-3 hours by rail or air. Some more remote areas may need to travel to an airport or main centre to start / end the journey, perhaps by local plane or ferry, but the onward connection to / from the central belt will allow a day's business to be undertaken.**
- **For communities and individuals: There should be good access to and around the nearest local centre; this might be by bus, ferry, plane, community transport, on foot or by bike, with generally, for all but some distant communities, a minimum of three return public transport journeys per weekday, allowing for full and part-time employment and attendance at appointments and leisure opportunities. Normally this will be a mix of many of these means in an area suited to the geographical, social and accessibilty needs of the community.**
- **Businesses should be able to move goods into and from the region with minimal delay, with good reliability and at a reasonable and consistent cost across the region. Good local transport will allow local business activity to thrive and distribute goods efficiently. It is essential that there is good access to the national networks of road, rail and ferry for onward travel.**

3.3.1.6 The precise nature of the transport in any area will be determined by the needs of that community, and focus should be given to considering needs and planning with a locality-based approach. Public and demand responsive transport will never be able to meet all the needs of all people, so a more holistic and community and person-centred approach is required.

3.3.1.7 Investment in **good transport** will ensure that communities throughout the Highlands and Islands have equality of opportunity to prosper, and can maximise what they can contribute to Scotland, locally and on a national scale.

3.3.2 PROMOTING EFFICIENT BUSINESS CONNECTIVITY AND IMPORTS / EXPORTS

3.3.2.1 The trunk road network and other principal roads, along with mainland ferry services, the rail network, bus network, key transport interchanges, ports and airports form the strategic transport network for the region. The connectivity between all of these elements of the transport network is vital to the region's economy, providing access for goods and services, employment and tourism, as well as growing sectors such as renewables and life sciences.

3.3.2.2 Improved and more efficient and reliable multi-modal connectivity is key to the success of economic development. Improved and more efficient local and regional connectivity supports the achievement of our Community Planning Partnership's Single Outcome Agreements, which include sustainable economic growth, an economy that is diverse and thriving, and supporting a broad range of community-based employment opportunities to widen participation in the labour market.

3.3.2.3 The RTS seeks to maintain and enhance the **economic prosperity** of the region by:

- Safeguarding good connectivity and improving journey times and journey reliability between the region and the rest of the UK.
- Ensuring good connectivity from local centres to the main Scottish gateways of Inverness, Aberdeen, Edinburgh and Glasgow.
- Removing delays and bottlenecks across the network which hinder the efficient movement of people and goods within, into and out of the region; and subsequently which undermine the region's economic performance.
- Boosting the role of buses, rail, ferries, community transport and active travel in providing access to employment, for tourism and so enhancing the region's economy.
- Securing improvements across the rail network to enable more reliance on rail for the movement of passengers and freight.
- Making the case for investment in the ports and airports / air strips around the region, and their role in supporting the economy of the region. Suitable transport infrastructure is required, including improved road, rail and public transport connections.
- Managing growing demands on our transport system and focussing on the most fragile and / or under pressure points in the network.
- Supporting the delivery of the Inverness City Region Deal including the implementation of strategic road improvements and identifying mechanisms for improving Regional Air Access.

3.3.3 SUPPORTING ACTIVE AND HEALTHY COMMUNITIES AND THE ENVIRONMENT

3.3.3.1 The ability to access key services and facilities within a reasonable time, at a reasonable cost and in comfort is an essential right for everyone living in the region. Due to the geography of the region many residents will have relatively long journeys to work, to hospital or for leisure purposes. For example in each of the Western Isles, Highland, Moray and Orkney, Scottish Household Survey respondents are travelling distances in excess of the Scottish average. Connectivity for rural, remote and island localities, that often lack some local services and facilities, is particularly important. Public transport, including ferries, air services, demand responsive transport, as well as active travel opportunities, should be available for those who do not have access to a car or who cannot make use of a car or a conventional scheduled bus service for their journeys.

3.3.3.2 Community Planning Partnership Single Outcome Agreements stress the importance of participation and independence, so that people can live independently and participate positively, ensuring that older people's needs are met to sustain active lives in the community, geographically and socially connected.

3.3.3.3 The refreshed RTS is supported by a dedicated HITRANS Active Travel Strategy which provides an overall action plan including infrastructure priorities, behaviour change measures and monitoring for the HITRANS area. It seeks to provide a focus on those journeys where there is greatest opportunity to encourage more people to walk and cycle to work and education. This means prioritising;

- Journeys under 5 miles.
- Journeys where walking and cycling can be used as part of a longer public transport journey through providing more integrated facilities and services.
- Opportunities for promoting and delivering new development and transport infrastructure which enables more journeys to be undertaken by walking, cycling and public transport.

Alness – Invergordon Cycle path

3.3.3.4 The importance of cycle tourism is recognised as both an economic opportunity for the region and a key component of encouraging more local people to take up cycling or walk more regularly. This in conjunction with a wider behaviour change programme that needs support and leadership at a Community Planning level and within local businesses, will help address wider health, environmental and road safety challenges

Hebridean Way NCN Route No. 780

3.3.3.5 The HITRANS RTS seeks to improve community connectivity and support active communities and social inclusion by:

- Helping to deliver the Cycling Action Plan for Scotland and the National Walking Strategy
- Promoting innovative solutions to address transport issues that face the region.
- Ensuring that the transport network efficiently and reliably links communities, enabling people to access goods and services, by a choice of private or public transport.
- Supporting and working with local authorities to deliver an efficient public transport network, including demand responsive transport, hire cars and taxis that are accessible to all, and which enable people to access the main centres of employment and learning.

- Ensuring that access to health care is considered and planned for in a coordinated manner, involving local authorities, NHS Territorial Boards, Scottish Ambulance Service, the voluntary sector and the public, including disabled people.
- Optimising the role of community transport and the third sector in enhancing accessibility and social inclusion.
- Actively facilitating or helping to deliver improved integration and higher quality of transport services across the region.
- Growing the opportunities for walking and cycling to constitute an increasing share of the local transport system.
- Promoting the use of alternative fuels, focussing on electric and hydrogen power, and the use of renewable sources of energy in infrastructure.
- Taking an active role in the promotion, development and delivery of active travel plans in local centres, focussed around access to jobs, hospitals and education, and including continuing to promote behavioural change.
- Safeguarding improvements in road safety; reducing road casualties and tackling barriers caused by real and perceived safety issues.
- Supporting initiatives that tackle transport-related air quality impacts such as the Air Quality Management Area Action Plan within Inverness City Centre or any adverse noise impacts that may arise from strategic transport projects

3.4 DETAILED STRATEGIES

3.4.1 Detailed strategies have been developed that cover specific projects and the need for capital investment, including in roads, rail, ferries and aircraft. The RTS also includes proposals for active travel, travel information and planning, bus services, community transport and innovative ideas around reducing carbon emissions and maximising the visitor potential to the region.

3.4.2 Each of the detailed strategies, projects and frameworks has been developed drawing on the RTS objectives, and utilising the inputs of the HITRANS Board and stakeholders and through preparing the Main Issues Report (MIR). The MIR consultation asked respondents to detail what the key policies and proposals they thought HITRANS and partners should focus efforts upon and why. Overall, the strategies, projects and frameworks have been developed through an objective-led and open approach, and they have been evaluated and developed in keeping with the early stages of Scottish Transport Appraisal Guidance (STAG). Progress over the life of the RTS will see the detailed strategies developed and delivered, initially progressing through the STAG approach to refine initiatives and assist in evaluating priorities where these are not already committed.

3.4.3 The detailed strategies are grouped under the four headings of:

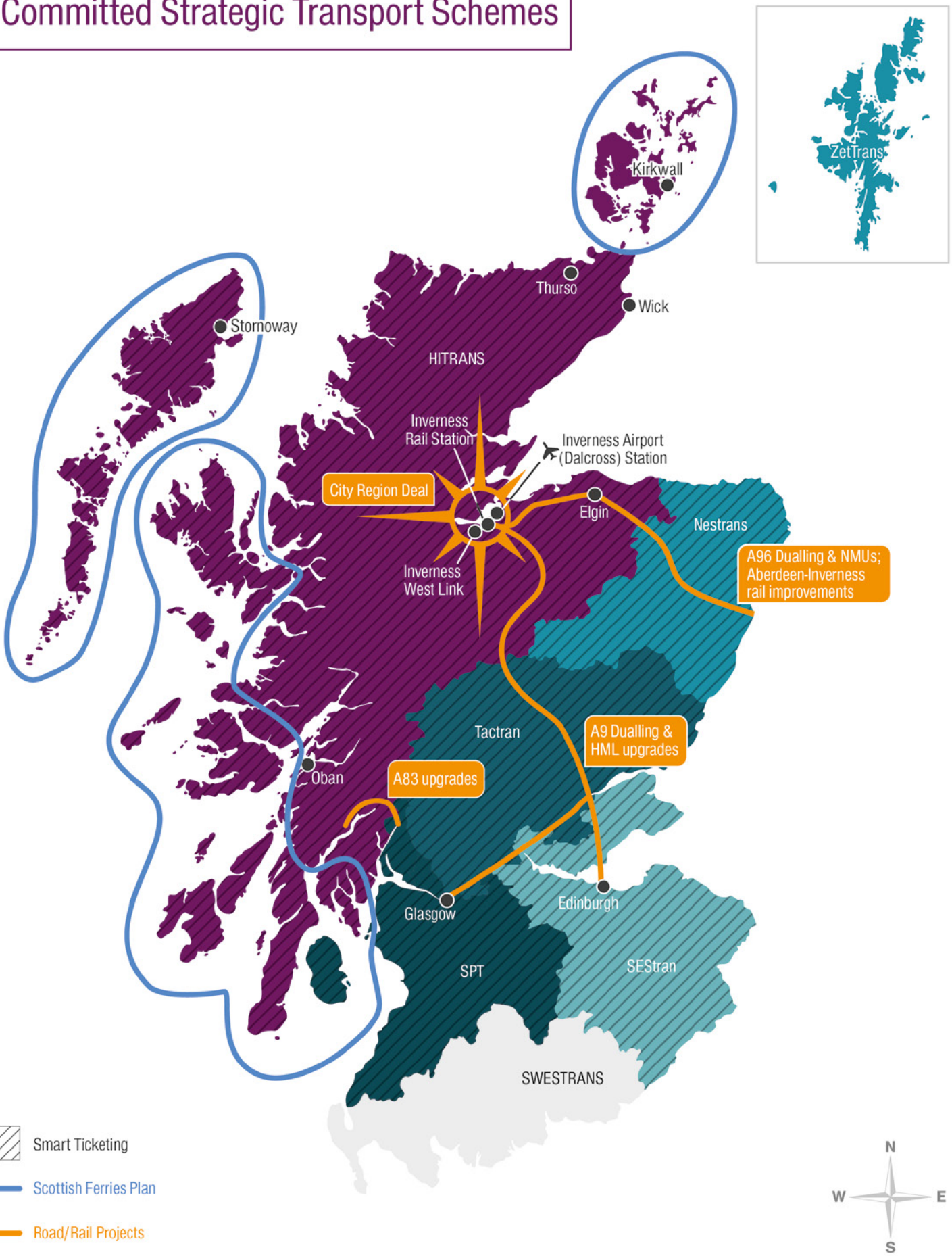
- Committed Projects.
- The Economy.
- Communities, Participation and Integration.
- Low Carbon and High Activity

3.4.4 COMMITTED PROJECTS

3.4.4.1 A number of projects are already committed for delivery in the region over the life of the RTS, These include:

- **A9 Dualling between Perth to Inverness** - this estimated £3 billion project involves the upgrade of 80 miles of single carriageway along the A9 between Perth and Inverness by 2025. HITRANS will work with Transport Scotland and The Highland Council to help ensure that the project delivers a transport corridor with benefits for public transport and active travel users as well as a strategic road link that can help transform the region's economy.
- **Dualling of the A96 between Inverness and Aberdeen** and A9/A96 Connections. Similar to the A9 project HITRANS will work with Transport Scotland and partners to ensure the project delivers a transport corridor and enhances connectivity between and within the many large communities which will be impacted by the project.
- **Highland Main Line Improvements** – one of the four priorities identified in the Scottish Transport Projects Review (STPR); upgrading the Highland Main Line is one of the Scottish Government's key priorities. The long-term aim of the project is to achieve a fastest journey time of 2 hours 45 minutes between Inverness and the Central Belt with an average journey time of 3 hours and an hourly service by 2025.
- **Aberdeen to Inverness Rail Improvements** - delivering journey time improvements and greater connectivity for both passenger and freight services operating on the Aberdeen to Inverness rail corridor, including improved frequency, Dalcross Station and Park and Ride.
- **A82 Improvements** – Following upgrades at Crianlarich and Pulpit Rock, Transport Scotland has taken the 17km section from Tarbet to Inverarnan to DMRB Stage 3
- **A83 Improvements** - following the recommendations of the A83 Route Study Transport Scotland has developed a programme of improvement works, targeting a number of issues along the route including at the Rest and Be Thankful.
- **Smart and Integrated Ticketing** - Transport Scotland is working with transport operators to deliver customer focused, multi-modal, multi-operator smart ticketing across Scotland. This is to deliver the Scottish Government's vision that all journeys on Scotland's bus, rail, ferry, subway and tram networks can be accessed using some form of smart ticketing or payment.
- **Scottish Ferries Plan investment** – investment in new ferries and infrastructure including the new vessel due to enter service on the routes from Uig to Tarbet and Lochmaddy in 2018/19.
- **Inverness Rail Station Upgrade** – The Highland Council and HITRANS are currently working with Abellio ScotRail to develop a scheme which both delivers a franchise commitment to refurbish the station and ensure that connections with other public transport and the surrounding streetscape is enhanced for those that access the station by foot or on a bike.

Committed Strategic Transport Schemes



- **Inverness City Region Deal**
  - o A9 / A82 Longman Interchange – Deliver a new grade separated junction to replace the existing roundabout
  - o A9 / A96 Link Road – Strategic road improvement to link A9 and A96 between Inshes and Smithton.
  - o Inverness West Link – The Highland Council are currently constructing the final link between the Inverness Southern Distributor Road and the A82. This link across the River Ness will open up land in the west of the city for housing, commercial and leisure development
  - o Air Access to Inverness – The City Region Deal commits the Scottish and UK governments to work with The Highland Council and partners to consider mechanisms for promoting improved regional access.
- **ERDF**: Low Carbon Travel and Transport Strategic Intervention – HITRANS are working with local partners to identify suitable Low Carbon and Active Travel Hub proposals for development.

3.4.5 THE ECONOMY

3.4.5.1 The Strategy aims to support the delivery of economic prosperity across the region through making the case for and supporting improvements to networks and services that connect the region internally and to key locations outside of the region, including Aberdeen, the Central Belt and London and beyond to Europe and globally.

3.4.5.2 We will pursue these aims in partnership with key stakeholders and delivery bodies, including local authorities, Transport Scotland, transport operators and neighbouring RTPs. Progress in partnership is central to the successful delivery of the RTS.

3.4.5.3 The Strategy aims to improve the efficiency of freight operations throughout the region, much of which involves significant journey distances, often using a lifeline route, and sometimes one or more connecting ferry journeys. The Strategy is seeking to build on the opportunities for multi-modal solutions and the development of Freight Quality Partnerships.

3.4.5.4 Trunk Roads and Local Authority Roads

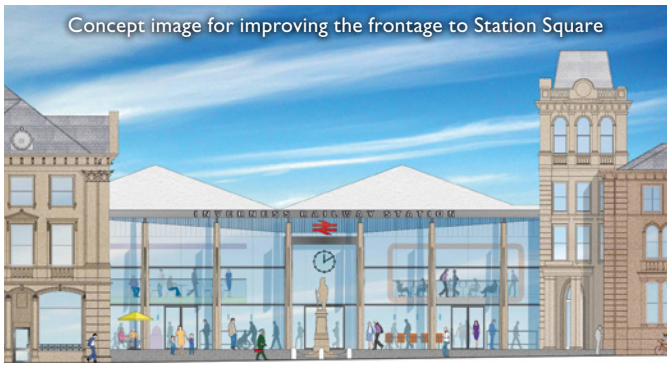
Trunk and locally significant road routes which suffer from inconsistent design standards and pinch points lead to unreliable journeys which in turn adversely affects the competitiveness of businesses in the region and contributes towards increased perceptions of remoteness. HITRANS therefore has an aspiration to see progress in:

- Identifying those areas that have poor links and have fragile connectivity; seeking solutions to address these challenges and barriers. **Advancement of a coordinated programme of investment in significant local road improvement projects:** those network improvements where the scale of the investment that is required to address sizeable problems in the network is too excessive to be dealt with through current and historic local government funding arrangements, including Western Isles Spinal Route (50km still to be upgraded), A890 at Stromeferry, and A816 between Oban and Lochgilphead.
- **Advancement of a programme of investment in key regional and trunk road pinch points**, including on the A82 at Loch Lomond, Fort William (where a STAG study is required to identify a solution) and Loch Ness, A83, A830, A95, A816 and A9 North of Inverness.
  There is also still a need to build on the investment delivered under the 2008 STPR priority of a 'Targeted Programme of Measures to Reduce Accident Severity in North and West Scotland'. Further targeted improvements are required to improve road safety on some sections of all trunk and regionally significant roads including addressing sections with poor alignment, reduced carriageway width and narrow bridges such as on the A887 at Torgoyle and A87 on Skye.
- **Approach to redress the road maintenance backlog** on the local authority road network. Securing funding and a coordinated approach to progress with the backlog or changing environment such as at Stromeferry bypass or the Churchill Barriers in Orkney.
- Many routes now also operate below the standard to which they were originally designed. For example, overgrown vegetation has significantly reduced sightlines in many areas. This in turn reduces overtaking opportunities, impacting on journey time reliability and can increase driver frustration.

3.4.5.5 Public Transport Services/Integration

Issues of long and slow journey times, infrequent services, and less than adequate interchange opportunities can limit the attractiveness of rail.

- **Inverness Rail Station Redevelopment and Network Masterplan** – this includes improving access and connections into the city and to bus services. This redevelopment should remove barriers to disabled access and have a positive impact for the 1.4 million annual users. The Network Masterplan requires a programm of investment for the wider station area to create additional capacity, efficient operations and freight movements.



Concept image for improving the frontage to Station Square

- **Developing an integrated transport Hub in Oban and Wider Strategic Transport Strategy** capable of supporting growth on rail / ferry and bus networks, and linking to accessible walk and cycle networks and removing barriers to disabled access. There is also a requirement to develop a wider plan incorporating all aspects of the Strategic Transport Network within Oban including the trunk road to ensure the town benefits from the projected growth and increased development.

Oban CHORD Streetscape improvements

- **Electrification of Highland Main Line and Inverness to Aberdeen**, plus sub 3-hour journey times between Inverness-Glasgow/Edinburgh and 2-hour Inverness-Aberdeen, and hourly frequency on both. Also, additional capacity on the Inverness-Aberdeen and Highland Main Line and Seafield Junction improvement.
- **Support investigation and development of Sleeper services to/from Caithness and Oban.**

3.4.5.6 Ports, Harbours and Ferry Services

Ports, harbours and ferry services are vital for the movement of people as well as goods and freight. There is a mismatch in the way in which infrastructure and services are provided and resourced. The continuation and rolling replacement of local services constitute a burden greater than which local authorities can manage on their own.

- **Full implementation of the Scottish Ferries Review:** addressing gaps in the provision of services around the region, including in access to key ports, such as to facilitate the renewables sector. Also, port enhancements and developments where these are required to improve service reliability and to be able to accommodate future vessels, including making journeys more accessible.
- **Replacement and funding of local authority ferries / services in Orkney, Argyll and Highland.** Including leading to local ferry service enhancements to match minimum service profiles determined by the Routes and Services Methodology Approach from the Scottish Ferries Plan. Addressing the lack of consistency on the division of responsibilities for the provision of ferry services. This item will include addressing service, vessel and infrastructure challenges and gaps, including removing barriers to disabled access.
- **Examine the feasibility and impacts of fixed links to / between fragile islands.**
- **Support and strategy, including investment required, in ports around the region** so that they can maximise freight, cruise ship and other economic potential as well as being fit for the primary ferry function, including at Stornoway (Port Masterplan), Oban, Kirkwall, Campbeltown, Craignure, Buckie Scrabster, Mallaig, Corpach, Kishorn, Inverness, Gills Bay, Wick, Invergordon, Nigg and Ardersier. Also examining the opportunities for Liquid Natural Gas (LNG) Hub and bunkering in Scapa Flow.

3.4.5.7 Air Services

Air connections are critical in supporting the region's tourism and production and service industries. They are also critical in enabling isle residents to reach secondary and tertiary health services on the Scottish mainland.

- **Inverness Airport Development Plan.**
- **Securing and improving Inverness air slots to London (in particular London Heathrow)** and other Hub Airports (aspiration for two slots minimum to London Heathrow for a full day of business). Reducing barriers to the worldwide market opportunity.
- **Supporting the requirement that any changes to Air Passenger Duty or any replacement does not negatively impact on the Highlands and Islands.**
- **Re-introduction of a Skye Air service and development of Oban Airport.**
- **Development of an Aviation Strategy for the region**, including consideration of approaches to securing the future viability and sustainability of airfield infrastructure at the smaller air strips around the region, and extending the Air Discount Scheme to include business use and students studying in the area.

Skye Airport

Oban Airport

3.4.5.8 Tourism

Working with other key stakeholders in the tourism and other sectors:

- **Strategy to consider approaches to sustainable access to popular tourist sites around the region:** undertake a scoping study for volume tourism, considering how the potential of these sites can be maximised while minimising any adverse impacts on the local transport network and wider environment.
- **Develop strategy for establishing transport routes / corridors as visitor attractions:** for example, building on the success of the Whisky Trail and North Coast 500.

3.4.5.9 Goods and Freight

- **Affordable and consistent freight fares** across air and ferry networks; implementation of Fair Ferry Freight Fares policy.
- **Rail Freight Strategy;** including rail freight terminals - support for the provision of rail freight terminals between the region and the rest of the UK – Fort William, Inverness, Georgemas, Keith and Elgin; and gauge enhancements.
- **Freight Quality Partnership**. A Freight Quality Partnership (FQP) will focus on the opportunities to improve the economic operation of freight services; with formation and implementation on a regional basis, the opportunity is created for regular dialogue between HITRANS, local authorities, the freight sector and other key partners.

Case Study: Freight - Lifting the Spirit

HITRANS in partnership with Scotch Whisky Association (SWA) HIE, Moray Council and the EU offered a wide range of distillers the opportunity to move bulk spirit and other food products by rail to/from Elgin during autumn 2013. The objective was to offer this on a cost neutral basis.

The project was designed to demonstrate the viability of bulk spirit transfer by rail; identify barriers (physical, structural and financial); and consider the environmental benefits of modal shift to rail for the whisky industry. The Environmental Report concluded that for each round trip lorry load displaced by rail, approximately half a tonne of CO2 is saved and approximately £200 of marginal social benefits accrue.

The reinstatement of the disused freight yard allows the region's products to be transported via a green corridor to Europe via Central Scotland, helping to overcome problems associated with being on the periphery.

Funding

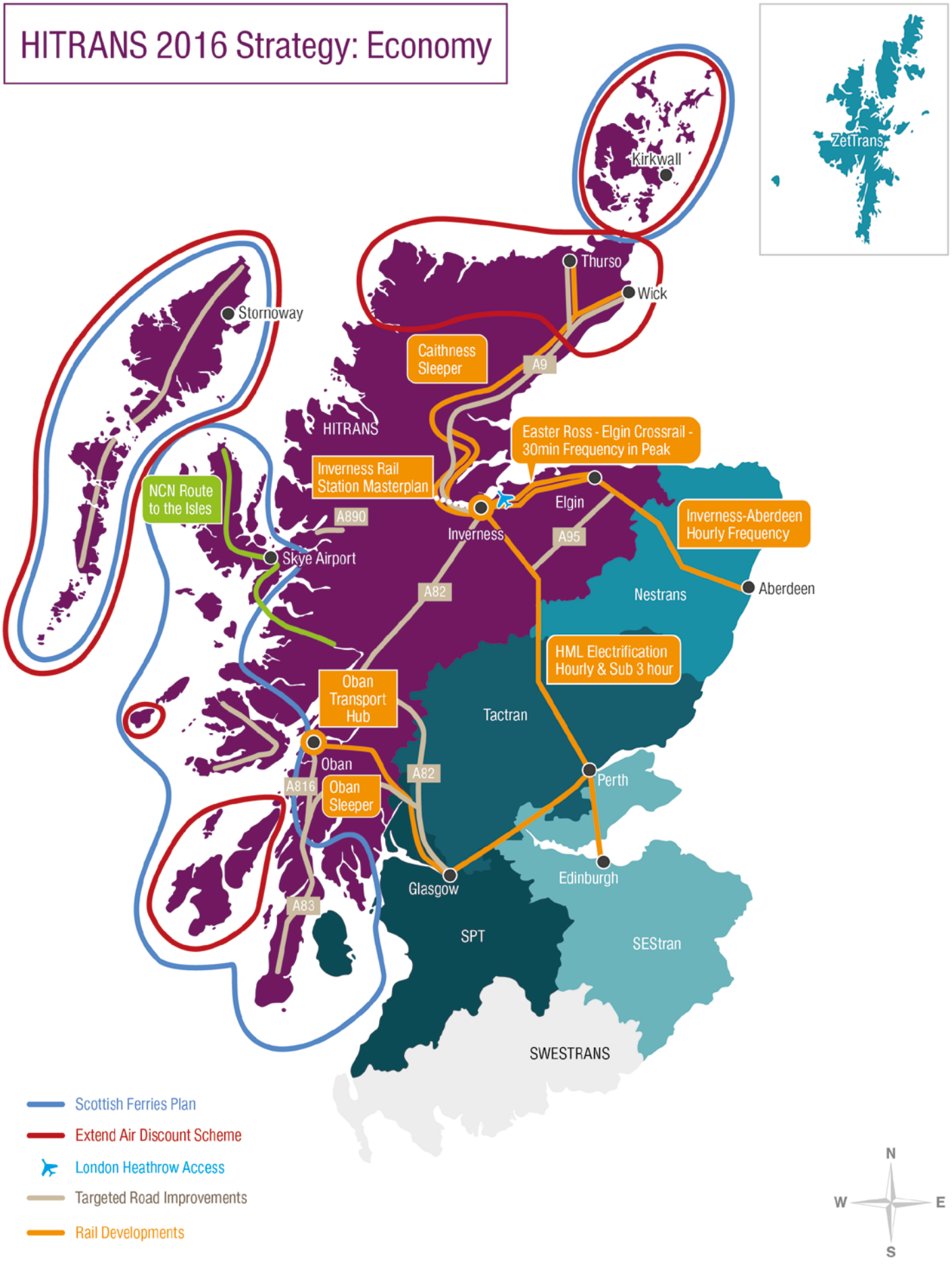
A suitable funding package was identified through the Food Port Project (EU North Sea Region).

This was matched by contributions from HITRANS, Highlands and Islands Enterprise and Moray Council.

Key Outputs

- Track improvements value £25000 carried out in Elgin Yard to permit traffic to run
- Access to distilleries for loading ISO tanks tested
- Pathing to and operation of the yard
- Optimum wagon/container combination to maximise gauge availability
- Alliance between Network Rail DB Schenker JG Russell and HITRANS to successfully operate trains
- Solutions to the contractual/liability issues
- Tested the market for 33000 litre ISO tanks vs. 26000 litre ISO tanks
- Operated the terminal in a safe and secure manner
- Satisfied the distillers' requirements for tank cleaning
- Alterations to distillers' loading infrastructure
- Widespread media and trade press coverage including BBC news
- Environmental benefit study

In addition to bulk sprit, seed potatoes for export in reefers, empty whisky casks in deep sea containers and, significantly, food product for export were consigned


HITRANS 2016 Strategy: Economy
ZetTrans
Kirkwall
Thurso
Wick
Stornoway
Caithness Sleeper
A9
HITRANS
Easter Ross - Elgin Crossrail - 30min Frequency in Peak
Inverness Rail Station Masterplan
NCN Route to the Isles
A890
Inverness
Elgin
A95
Inverness-Aberdeen Hourly Frequency
Skye Airport
A82
Nestrans
Aberdeen
HML Electrification Hourly & Sub 3 hour
Oban Transport Hub
Tactran
Oban
A816
Oban Sleeper
A82
Perth
Edinburgh
Glasgow
A83
SPT
SEStran
SWESTRANS
Scottish Ferries Plan
Extend Air Discount Scheme
London Heathrow Access
Targeted Road Improvements
Rail Developments
N
W
E
S

3.4.6 COMMUNITIES, PARTICIPATION AND INTEGRATION

3.4.6.1 The strategy supports the aim of equality of access right across the region meaning that people in all geographical areas, and people with accessibility needs, can travel in comfort, at an affordable cost and in a reasonable time to the places that they need to get to in order that they can play an active role in their community. Services and connections across the region are often lifeline in nature.

3.4.6.2 The RTS supports the aim to maintain and improve the bus and community transport networks across the region, particularly identifying gaps within the network, either geographically or in keeping with the National Accessible Travel Framework for disabled people. That said, the budgetary constraints of the last decade have, and are leading to disinvestment in transport services and support; it is important that HITRANS recognises this and captures the nature of consequences as a result of cuts to some transport budgets. Impacts will be felt differently by different individuals and in different areas, and so consideration will be given to using a locality-based approach to consider the effects.

3.4.6.3 The strategy addresses the provision of travel information covering all means of travel around the region and connections into and out of the region. This includes promoting and continuously improving travel information systems for all travellers. It also includes maintaining and extending the coverage of Real Time Information systems that already cover parts of the region, ensuring common approaches to information and integration and ensuring that the specific needs of disabled and other groups are catered for.

3.4.6.4 Good travel information has a key role in supporting decision-making towards active travel and public transport options. The RTS and HITRANS and their partners can positively influence individuals in their journey making behaviour.

3.4.6.5 Those travelling must also have the ability to seamlessly move through various individual links in their journey, which is improved through effective integrated facilities and ticketing.

3.4.6.6 In terms of bus services, it is imperative that travel by bus is reliable, and that buses are easy to use, with integrated fares and tickets, which are affordable.

3.4.6.7 **Locality Planning and Empowerment Approach:** to address social isolation and access deprivation at a locality-based level. Working with partners, including communities to plan, design and deliver the best mix of transport for their area to address access barriers. Working with Community Planning Partnerships and Locality Planning Groups through health and social care integration to explore the cross-sector value of transport investment in the region, including the consequences of disinvestment in services. And supporting and prioritising development planning within walking distance and with good connections to frequent public transport services as a means of reducing car use and increasing patronage. Detailed approaches will reflect on the Planning Bill that will be brought forward in 2017.

Case Study: Integration – Lochaber Transport Advice and Bookings Service (LTABS)

The Lochaber Transport Advice and Bookings Service (LTABS) was established through a partnership of Highland Council, HITRANS, NHS Highland and Scottish Ambulance Service with support from the Scottish Government under the fixed-term Lochaber-focused Health and Social Care Transport Pilot. The pilot operated from June 2014 to 31 December. The purpose of LTABS was to address transport-related problems in the provision of health and social care services and also those transport deficiencies which negatively affect social inclusion opportunities within communities. It was set up on the hub principle as a single point of contact with the hub staffed by Voluntary Action Lochaber.

Benefits over the operational period: 16th June 2014 – 31st October 2015:

- LTABS received 191 requests for travel-related assistance.
- 23 social inclusion requests were received.
- 168 requests were for health and social care-related purposes.
- The project enabled the renal transport trial to occur which freed Scottish Ambulance Service (SAS) vehicles to conduct other patient transport activities and to reduce the number of cancellations;

- Made tangible links with clients, transport providers and the health and social care sectors.
- Established a focal point for the public and health and social care sectors to approach for transport advice and assistance.
- Secured alteration to vehicle insurance policy to use NHS Highland's minibuses for broader range of community purposes which support NHS Highland objectives.
- Secured clarity on the validity of using H&I Patient Travel Scheme to support the renal transport trial and enable community car schemes to transport patients to hospital appointments.

Learning

- There is a demand from the Lochaber community for support in accessing transport for health, social care and social inclusion purposes.
- The demand is primarily and significantly in relation to transport for healthcare.
- There is a Lochaber area level willingness for project partners to work together to resolve transport issues.
- Co-ordination of effort is required to channel the willingness productively.
- There is a need for detailed 'insider' health sector insight to ascertain the true potential benefit a hub operation might generate.
- There is a significant number of patients who do not qualify for SAS patient transport under the Patient Needs Assessment approach.
- The renal transport trial, conducted as a direct result of the LTABS initiative being in place to stimulate the possibility of a new approach being attempted and being able to co-ordinate the multiple inputs, requires specific financial commitment to support the adoption of the new practice.

Conclusion and Future Opportunities

The project delivered financial benefits by way of cost-avoidance for NHS Highland demonstrated that the project could become self-financing as a spend to save project from cost avoidance if it was to cover a wider geographic area. NHS Highland can now fully assess the potential for establishing its own transport advice and bookings service based on this knowledge.

- **Affordable and consistent passenger and vehicle fares across air and ferry networks.**
- **To reverse the decline on the Far North Line:** rail journey time improvements, capacity enhancements, passing loops, improved line speed, Evanton Rail Station feasibility; signalling upgrade and frequency improvements.
- **To maximise the potential of West Highland Line and Kyle Line:** journey time and frequency improvements.
- **Concessionary Fares:** lobby for the Scottish Government concessionary fares scheme to include non-registered Community Transport services, and local ferry and air services, recognising the importance of these key services for people who can become isolated due to affordability plus geographical unavailability of conventional bus services or who are unable to use conventional bus services due to disability.
- **Comprehensive public transport information and mapping:** ensuring information is available in a consistent, user-friendly and available format that is up to date and comprehensive (including routes, journey times, costs and facilities). Needs will inevitably evolve during the life of the strategy, with advancements in technology, and HITRANS can play a pivotal role in keeping ahead with these advancements.
- **Quality Bus Partnerships and Interchanges:** explore opportunities for BQPs and help and facilitate the implementation of successful partnerships. Bus Quality Partnerships and other policy / actions aimed at reversing the decline in local bus services / patronage, including a programme for improving public transport interchanges, including to remove access barriers.
- **Development of a programme of transport interchange improvement projects**, including for example at Elgin Bus Station, Dingwall, Thurso – improving accessibility and environment, and works progressing through the Ferries Accessibility Fund. Also, Park and Ride and Park and Choose, Car Clubs.
- **Multi-modal ticketing / smart ticketing** – partner with Transport Scotland, local authorities and operators to deliver for the Highlands and Islands fully multi-operator, multi-modal and multi-journey tickets, including the use of smartcard technology.

Case Study: Integration - Caithness

The public transport network in Caithness illustrates some of the barriers and opportunities to providing more integrated services.

Local Buses: A significant element of local bus network is based around contracted services provided by The Highland Council. Often their primary function is to transport school pupils which can limit opportunities to provide other peak time bus services.

Long distance bus and coach services: Services between Caithness and Inverness are operated commercially but face competing demands. On the one hand they serve passengers travelling to and from Orkney – via two ports Scrabster and Gills Bay and on the other they serve the Caithness, Sutherland and Easter Ross markets which have different demands. It would not be possible to commercially serve all these markets.

Ferry: The service from Scrabster to Stromness is operated by Northlink under contract to Transport Scotland while the service between Gills Bay and St Margaret's Hope is operated commercially by Pentland Ferries. A passenger only service also operates between John O' Groats and Burwick on Orkney in the summer.

Rail: Services are provided by Abellio under the ScotRail franchise managed by Transport Scotland. For those wishing to travel to and from Orkney by rail, the two miles between Scrabster and Thurso rail station present both a physical barrier to integration but also a timetabling challenge to provide an integrated journey. For those holding Rail and Sail through tickets, a free taxi is provided.

The above network presents several challenges to integration. HITRANS works with both Councils and all the operators to try and address some of the current barriers through a number of initiatives such as stakeholder groups that enable co-ordinating of timetable changes and also live service information to help passengers make informed decisions. However, some of the challenges can only really be addressed through increased funding in public transport with improvements, such as increased frequencies, reducing the pressure of making the next – often only – connecting service. HITRANS' updated Delivery Plan also identifies a solution through including the provision of connecting coach services in future rail and ferry franchises so as to prevent the situation where supporting an integrated service falls on the neighbouring local authority.

3.4.7 LOW CARBON AND HIGH ACTIVITY

3.4.7.1 The RTS aims to be proactive in setting an approach to reducing carbon associated with transport and travel. An important element of this is also on maximising opportunities and support for travel which is high activity – walking and cycling – while through other measures also maximising opportunities for low carbon motorised travel, and reducing the need to travel.

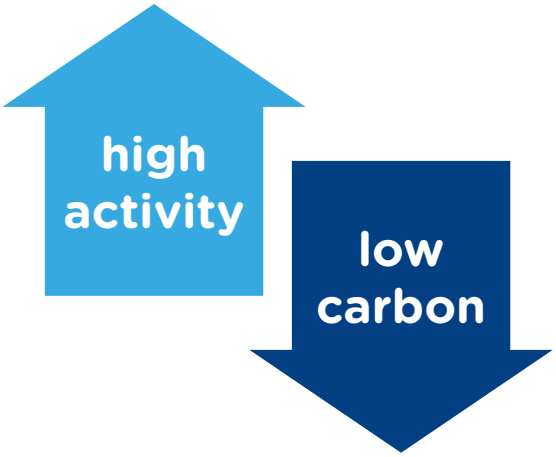
3.4.7.2 The RTS aims to ensure that health and transport provisions are considered in a coordinated manner.

3.4.7.3 The RTS supports more active lifestyles through maximising the opportunities for walking and cycling as a means of access for local journeys. Similarly, everyone in the region should be able to live without exposure to air quality or noise levels that are detrimental to health or a threat to personal safety associated with transport.

3.4.7.4 Integrated health and transport service delivery should enable all patients, staff and visitors to access healthcare sites by convenient, affordable, accessible transport which is appropriate to their needs and locality.

3.4.7.5 The RTS seeks to improve the active travel network across the region, and promoting the most sustainable means of travel. The RTS aims to help deliver the Cycling Action Plan for Scotland (CAPS) and the implementation of the National Walking Strategy (NWS).

3.4.7.6 Travel Planning enables organisations and communities to promote more sustainable travel behaviour and to maximise accessibility for commuting, business travel and access to leisure, health and social destinations. By assessing travel needs at an organisation or community level and providing greater choice, greater use of sustainable means can be achieved along with reduced isolation.



3.4.7.7 Planning and Feasibility

- Implementation of Active Travel Strategy across the region, including:
  - Programme for delivering Active Travel Town Masterplan priorities.
  - Embedding Masterplans and Active Travel Strategy within Local Plans and wider Community Planning policies and objectives.
  - Ensuring HITRANS engages with the development of the Scottish Governments Planning White Paper to support improved outcomes for active travel and public transport.
  - Improving integration of cycling as part of longer public transport journeys.
  - Working with national and Community Planning partners to develop behaviour change programme across region.
  - Working in partnership with Local Authorities to develop networks across the region.
- Implementation of Low Carbon Strategy for the area, including:
  - A strategy for the roll out, support and maintenance of Electric Vehicles and associated infrastructure.
  - Development of a hydrogen project and plan.
  - Development of alternative fuel type on rural rail.
  - Working with NHS colleagues on NHS Carbon Reduction agenda.
  - Development of car clubs at transport hubs, such as airports or ferry terminals, and as part of corridor solutions, such as on the A96.
  - Digital connectivity, and reducing the need to travel.
  - Develop low carbon tourism opportunities in the region: encouraging low carbon visitors, and creating opportunities for those visitors wishing to achieve a low carbon break or holiday.
- Building on the Smart Cities concept (including in Inverness), developing with partners in Scottish Government, Health Boards and Community Planning Partnerships a Smart Rural and Smart Island intervention approach: looking to deliver similar aims of:
  - Reducing CO2 emissions through the innovative use of ICT.
  - Alleviating economic and social isolation through mobility planning.
  - Supporting partners to increase citizen engagement.

- Reducing the need to travel by promoting better health and care, including through use of telecare and telehealth technology services.
- Supporting development and delivery of major projects, such as the new Hospital redesigns in Orkney, Lochaber and Skye & Lochalsh to ensure they are as accessible and connected as possible throughout their catchment area and that transport resources in the area are integrated effectively.

• Working with partners in health and health and social care integration to develop an approach for 'Health Gain'. We will be reflective of the Scottish Health Impact Assessment Network's refresh of the Transport Health Impact Assessment. We will work with Locality Planning teams through Health and Social Care Partnerships to develop a toolkit approach that puts health outcomes at the core of future planning; and designs transport around this. We will think about health with the widest definition, including physical health and mental health and wellbeing.

3.4.7.8 High Quality Infrastructure

3.4.7.8.1 Improved walking and cycling links within the region: making the case for further financial support towards the development of improved walking and cycling links to and within towns and to employment, health, leisure and retail facilities as well as to visitor sites. Support is required for development, implementation and ongoing maintenance to sustain links. This also includes the provision of associated promotional materials, including production of high-quality, consistent mapping of routes.

3.4.7.8.2 Supporting delivery of major sustainable projects that help realise the Cycling Action Plan for Scotland and National Walking Strategy outcomes. These include the active travel and public transport 'North Bridge' at the new Inverness Campus, Soldiers' Bridge in Fort William and the improvement and expansion of both local and national cycle networks in and around all of the region's main settlements.

3.4.7.8.3 Support the provision of improved walking and cycling access at public transport interchanges, such as Inverness Rail Station, and improve the planning for active travel within the development planning process for all development(s).

3.4.7.9 Influencing Travel Behaviour

3.4.7.9.1 Personalised Travel Planning Strategy and Support: the RTS seeks to support improved travel planning across the region, maintaining close working relationships with Scottish Government, local authorities, businesses and stakeholders to share best practice in a Highlands and Islands context and build on recent success of the 'HItravel' Personalised Travel Planning Toolkit which was piloted in Fort William and subsequently used in similar behavioural change projects in Stornoway, Inverness, Nairn and Elgin.

HItravel
Smarter Travel Choices

3.5 WORKING IN PARNERSHIP

3.5.1 The RTS objectives and strategy have helped shape the Partnership's priorities for development and delivery. The RTS is a balanced package of policies, proposals, project opportunities for innovative solutions which support the RTS objectives.

3.5.2 The detailed delivery plans described in the Strategy and set out the interventions that will be required to fulfil the objectives. Neither the RTS nor delivery plans are intended to be fully costed programmes, but rather a framework for determining capital and revenue programmes and for making the case for investment in the region, that may be implemented by the Partnership itself, by its partner Councils, Scottish Government, Transport Scotland, Health Boards, Community Planning Partnerships or other relevant bodies.

3.5.3 The delivery plans will be developed and updated in consultation with our partner local authorities, Transport Scotland, Scottish Government and various operators. The plans identify a range of infrastructure, services and investments that will be required to support the delivery of the RTS, and in turn the Single Outcome Agreements in each of Western Isles, Argyll & Bute, Orkney, Moray and Highland, as well as the National Transport Strategy, National Planning Framework and Infrastructure Plan.

3.5.4 The precise prioritisation and hence implementation plan for individual interventions will be subject to the availability of resources, and further appraisal and evaluation against RTS objectives and where applicable Scottish Transport Appraisal Guidance (STAG).

3.5.5 Delivery

3.5.5.1 Regional Transport Partnerships are statutory Community Planning Agencies with a duty to engage in and support Community Planning and the development and implementation of Single Outcome Agreements.

3.5.5.2 Our RTS objectives have been guided by, and are aligned to, the aims and objectives of our five Community Planning Partnerships, which we welcome being active members of.

Western Isles	Argyll & Bute	Orkney	Moray	Highland
Sustainable **economic** growth	**Economy** is diverse and thriving	Broad range of community-based **employment** opportunities	A growing, diverse and sustainable **economy**	Widen participation in the **labour market**
Participation and **independence; connected** (broadband, travel and renewables)	**Independent** lives	Live **independently, participating** positively	Ensure older peoples' needs are met to sustain **active lives** in the community	For older people to be geographically and socially **connected** and for them not to become isolated
Safer and **healthier**	Active, **healthier, safer** and stronger communities	People enabled to take responsibility for their long terms **health** and **well-being**	**Healthier** citizens; **safer** communities	Reduce **health** inequalities
Improved standard of living through addressing poverty and **inequalities**	Improve how we identify and implement action to address **inequalities**	People participate in community activities that improve access, build inclusiveness and reduce **inequalities**	Do more to protect those most **vulnerable** and at risk	Improve access to service for hard to reach and disadvantaged groups; reduce **inequalities** in early years

3.5.5.3 The RTS objectives are also aligned to the Scottish Government's National Outcomes demonstrating a close fit between the RTS and the Government's strategic aims for Scotland. HITRANS has an opportunity to help shape improvements for the region based on these national priorities and to support integration at a regional level. However, delivery in times of financial constraint is always a challenge and so the time is right to consider different ways of working to deliver the Strategy's high level objectives.

3.5.5.4 HITRANS partner Local Authorities are at different stages in the production / delivery cycle of updating their Local Transport Strategies. The new National Transport Strategy, this refresh of the RTS and the evolving role of Community Planning Partnerships in considering multi-sectoral issues in each area presents an opportunity to consider a more collaborative approach to future planning for the delivery of a safe, accessible, integrated and reliable transport system at local levels through maintaining transport infrastructure, planning and delivering services.

3.5.5.5 For example, there may be opportunities to share resources to maximise efficient and effective delivery of the RTS. Some delivery activities might necessitate

consideration of one partner taking on responsibility for that item, whether that be HITRANS or one of the constituent local authorities and HITRANS is open to adopting best practice models for delivery from a local level, other regions or at a national level.

3.5.5.6 There are several ways in which HITRANS can deliver its strategy:

- **Developing:** HITRANS has experience of taking strategic projects from feasibility, through business case to design and implementation.
- **Delivering:** whereby HITRANS currently undertakes or may take on additional responsibilities to deliver of functions currently undertaken elsewhere...
- **Influencing:** supporting, influencing and persuading other partners to deliver; particularly other funding bodies.
- **Advising:** providing guidance and support to help achieve a consistency of approach across the region and to share best practice.
- **Coordinating:** coordinating partners in the development and implementation of projects and initiatives.

3.5.5.7 RTPs were established by the Transport (Scotland) Act 2005 to deliver transport solutions across their regions. RTPs are partnerships focused on the delivery of integrated, multi-modal, transport solutions and ideally placed to work with both public and private sector partners.

3.5.5.8 Since establishment in 2006, RTPs have successfully delivered projects and initiatives which have made significant transport improvements across Scotland. These include major infrastructure projects, bus improvements, access to healthcare improvements, park and rides, active travel and public transport information improvements. Interventions like these have ensured that RTPs, in partnership with the Scottish Government, constituent Councils, and others have played a key role in delivering solutions that promote sustainable economic growth and development, social inclusion, and address climate change.

3.5.5.9 Building on this, by continuing to seek opportunities to evolve, RTPs can add further value to the transport system in Scotland – for example, through delivering improvements which stimulate public transport passenger growth and modal shift that can assist the Scottish Government to achieve national targets.

3.5.5.10 HTIRANS as a statutory regional body is well placed to provide an integrated forum for the delivery of strategic transport interventions. This could include regionally significant transport infrastructure and sustainable transport projects, or sharing services across transportation functions to ensure economies of scale are achieved without ceding local accountability. They also facilitate forums for national organisations or operators of national franchises to consult the local communities and transport users they serve.

3.5.5.11 In undertaking the root and branch review of the National Transport Strategy, HITRANS looks forward to working with the Scottish Government, COSLA and other RTPs to shape the way RTPs can progress the actions identified in the Develop to Deliver report which was the result of a Joint Working Group of RTP lead officers, CoSLA, Transport Scotland and received Ministerial approval in 2015. The report sets out how the opportunity and role of RTPs can be maximized to deliver the best transportation outcomes and underpin delivery of the Regional Transport Strategies.

3.5.5.12 As community planning partners, HITRANS support the proposed statutory link between land-use and community planning identified within the Scottish Government's People Places and Planning Consultation in advance of new Planning legislation. The proposal would seem to offer a clear opportunity to discuss the infrastructure and service delivery requirements of transport, within an outcome-focused context and approach which could be beneficial to those stakeholders suffering transport connectivity and accessibility inequalities at present. Integration of spatial and community planning would provide a more holistic approach to planning and service delivery that would work towards well-planned developments from a societal perspective. An example of this would be the provision of service centres in locations that have existing transport links to the population being served or where these links can be established from the outset.

Case Study: Integration and Stakeholder Engagement

Case Study: Integration and Stakeholder Engagement
HITRANS facilitates and administers a range of Stakeholder Engagement forums which provide the opportunity for local groups, local authorities, transport operators and national bodies to work together to improve the delivery and integration of services. They also provide a forum whereby senior representatives of operators and organisations responsible for delivering the transport services can consult and be consulted at a local and regional level.

Fergus Ewing announcing the establishment of the Far North Line Review at a Rail Stakeholder Group in Inverness (December 2016)

Active Travel Advisory Group: The Active Travel Advisory Group meets twice per year, and is attended by local authority transport officers, Sustrans, Cycling Scotland, cycle campaigners, access officers, and representatives from the health sector and transport operators. The group has supported the development of Active Travel Town Masterplans and the Regional Active Travel strategy and acts as a forum to share ideas and expertise at a regional level.

Ferry Consultation Arrangements: HITRANS facilitates a number of Ferry User Groups (FUGS) that provide an opportunity for consultation between the operator, users and public agencies for the ferry network serving the Clyde, Hebrides, and Northern Isles.

The first line of consultation is between island groups and the ferry operator (Tier 1), with three second tier committees largely concerned with longer term planning and route development. The arrangements are now well established and the Tier 1 groups meet two to three times per annum.

There are five ferry user groups:

- Clyde (Arran Bute, Cumbrae and Cowal including Kilcreggan)
- Argyll (Mull, Iona, Lismore, Coll and Tiree, Barra and South Uist, Colonsay, Islay and Gigha)
- Hebrides (Barra, the Uists, Lewis and Harris)
- Raasay, Skye and the Small Isles, Ardnamurchan and Mull
- Orkney Transport and Travel Forum

Aviation Stakeholder Group: To help us take forward our strategic aspirations in terms of air services HITRANS has established the Aviation Consultation Group with membership drawn from representatives of our key aviation stakeholders. The Group is chaired by HITRANS Board Member Wilson Metcalfe who brings a wealth of practical real world experience to the group. The group meets twice per year.

Rail Stakeholder Engagement: HITRANS runs three tiers of Rail Forums. The Rail Advisory Group is the working group consisting of representatives from HITRANS, Network Rail, First ScotRail, Passenger Focus, Transport Scotland and local authority transport officers. This body meets 2 times per year and directly informs HITRANS policy and workstreams. The Rail Stakeholder Group acts as the umbrella group for wider industry, public sector, voluntary and heritage interests and features formal presentations from leading industry figures in a conference style format. The Rail Users Group covers the voluntary rail user groups for the rural North Highland and West Highland Lines. Chaired by Robert Samson of Passenger Focus, this forum enables the views of the members of the groups to feed into HITRANS in twice yearly meetings. Their views are then taken by Passenger Focus to the Rail Advisory Group.

Freight Forum: Meeting yearly, the HITRANS Freight Forum draws together local authority representatives, logistics providers and users of freight services. The Forum concentrates on practical freight issues, and has involved visits to new freight infrastructure and terminals. It was involved in the Lorry Parking and Whisky Logistics Studies.

Transport Coordinators Group: The HITRANS Transport Coordinating Officers Group is formed of officers from HITRANS and local authority transport officers and deals with technical issues and shares good practice in relation to the management and delivery of passenger transport coordination across the Highlands and Islands. The group meets two to three times each year.

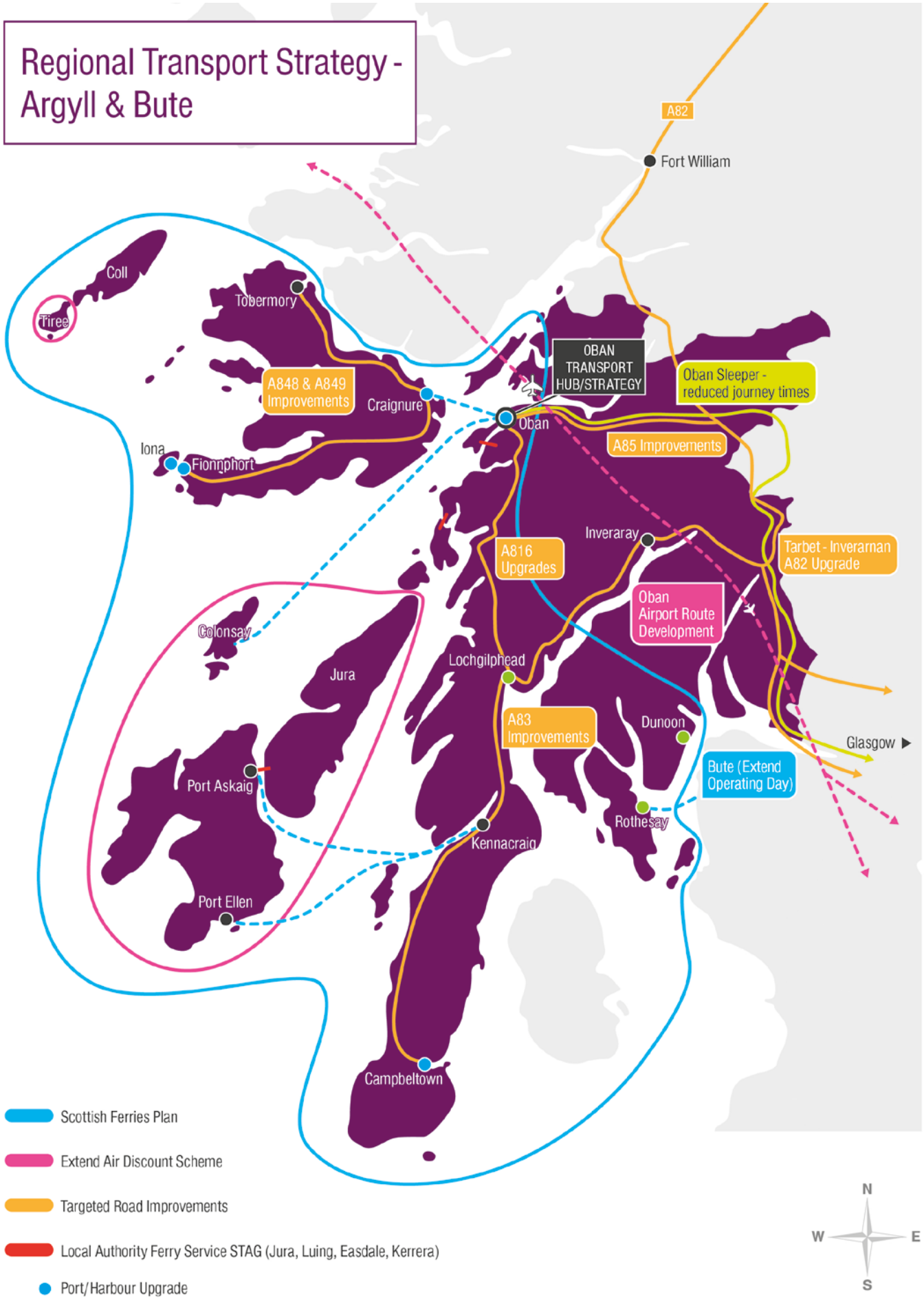
3.5.6 Funding and the Delivery Plan

3.5.6.1 Securing the necessary revenue and capital that is required to deliver this ambitious strategy is an ongoing and significant challenge for the Partnership and its key partners. There is a critical need for the necessary resources to be channelled to the region to make a step change in the resilience of the region's transport network and to ensure the whole of the region can efficiently and rapidly access to/from the rest of Scotland and beyond. Securing the delivery of the RTS will clearly depend on the availability of adequate funding to progress and implement the Delivery Plan as shown in the table below.

Delivery Plan Item	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Costs £ < £2M ££ £2-5M £££ £5M-£10M ££££ >£10M £££££ >£50M
Inverness Rail Station Redevelopment Network and Masterplan	P Redevelopment: Design work underway F Network Masterplan – Pre Feasibility	S-M-L	** ** / ***
Developing an integrated transport Hub in Oban, incorporating bus, rail and ferry; as part of wider Oban Strategic Transport Strategy	F	S-M	***
Advancement of a programme of investment in key regional and trunk road pinch points including A95, A82, A830, A83, A9 (North of Inverness inc. Berriedale Braes) and targeted road safety improvements on sections of other routes with poor alignment and narrow carriageway and structures.	F-P Projects at a range of stages	M	*****
Approach to the road maintenance backlog on the Local Authority road network	D	S-M	*****
Advancement of a coordinated programme of investment in significant local road improvement projects, such as the roads on Mull (A848 & A849), the Western Isles Spinal Route, A890 (Stromeferry Bypass) & A816 Capital expenditure for local roads.	F-P Projects are at a range of stages; some ready to deliver but requiring investment, others requiring design work	S-M	****
Electrification of Highland Main Line and Inverness to Aberdeen; additional capacity and quicker journey times; Seafield Junction improvement.	F	L	*****
Support investigation and development of Sleeper services to/from Caithness and Oban	F	M	** Plus increase in revenue costs
Rail Freight Strategy, including freight terminals – Fort William, Inverness, Georgemas, Keith / Elgin; and Gauge enhancements.	D	S	/
Full implementation of the Scottish Ferries Plan; addressing service gaps, access to ports and harbours and infrastructure improvements / development to address service reliability and to accommodate future vessels.	P	M	*****
Replacement and funding of local authority ferries / services	P Orkney progressed to OBC following STAG F Argyll and Highland at STAG 1 stage	M-L	***** Capital and Revenue
Examine the feasibility and impacts of fixed links to / between fragile islands	F	M	*
Support and strategy required for ports / harbours around the region	P	M	****
Inverness Airport Development Plan	P	**S-L**	***
Securing and improving Inverness air slots to London Heathrow	P	S-L	*
Air Passenger Duty / Air Departure Tax – Support alternative that does not negatively impact on Highlands & Islands Extending Air Discount Scheme to include business use and students	P – D	S	*
Introduction of a Skye Air service and development of Oban airport	P	S – further development work M – delivery	** Plus revenue (£)
Development of an Aviation Strategy for the region, including: Planning for the region's airfields and network.	F	S	*

Delivery Plan Item	Stage: Feasibility Planning Delivery Evaluation	Timescale: Short Medium Long	Costs £ < £2M ££ £2-5M £££ £5M-£10M ££££ >£10M £££££ >£50M
Capturing Transport in Community Planning Locality Planning and Empowerment Approach; public and community transport planning; capturing the value of transport investment	F	S-M	£
Strategy to consider approaches to sustainable access to popular tourist sites around the region, including for example at the Heart of Neolithic Orkney sites, Skye and on Iona.	F	S-M	£
Develop strategy for establishing transport routes / corridors as visitor attractions including NC500, Hebridean Way and Whisky Trail	F	S	/
Freight Quality Partnership	F	S	/
Affordable and consistent passenger, vehicle and freight fares across ferry networks and passenger fares on air services	F	F	££
To reverse the decline on the Far North Line, including journey time improvements, capacity enhancements, Evanton rail station, signalling upgrade and frequency improvements	P / D	S-M	£££
To maximise the potential of the Highland Rural Rail Routes, including journey time reductions, increased frequency and better rolling stock	F / P	S-M	££
Concessionary Fares – to include community transport services, and local ferry, air and rail services where appropriate	F	S	££
Comprehensive public transport information and mapping	D	S-L	£
Quality Bus Partnerships and Interchanges	P	S-M	££
Development of a programme of transport interchange improvement projects, including for example at Elgin Bus Station, Dingwall, Thurso – improving accessibility and environment, and works progressing through the Ferries Accessibility Fund. Also Park and Ride and Park and Choose, Car Clubs.	F / P / D	S-L	££
Multi-modal ticketing / smart ticketing	P	S-M	££
Implementation of Low Carbon Strategy	F / P	S-M	££
Building on the Smart Cities concept (including in Inverness), developing with partners in Scottish Government, Health Boards and Community Planning Partnerships a Smart Rural and Smart Island intervention approach	F	S	/
Develop approach for 'Health Gain'	F	S-M	£
Implementation of Regional Active Travel Strategy and Active Travel Town Masterplans	P	S-L	££££
Personalised Travel Planning and Behavioural Change	F	S-L	£

3.5.6.2 The following Strategy maps capture many of the key elements of the Delivery Plan as they relate to each of our partner Local Authority areas – Argyll and Bute, Eilean Siar, Highland, Moray and Orkney Islands.


Regional Transport Strategy - Argyll & Bute
A82
Fort William
Coll
Tiree
Tobermory
A848 & A849 Improvements
Craignure
OBAN TRANSPORT HUB/STRATEGY
Oban Sleeper - reduced journey times
Oban
A85 Improvements
Iona
Fionnphort
Inveraray
A816 Upgrades
Tarbet - Inverarnan A82 Upgrade
Oban Airport Route Development
Colonsay
Jura
Lochgilphead
A83 Improvements
Dunoon
Glasgow
Bute (Extend Operating Day)
Port Askaig
Rothesay
Kennacraig
Port Ellen
Campbeltown
Scottish Ferries Plan
Extend Air Discount Scheme
Targeted Road Improvements
Local Authority Ferry Service STAG (Jura, Luing, Easdale, Kerrera)
Port/Harbour Upgrade
N
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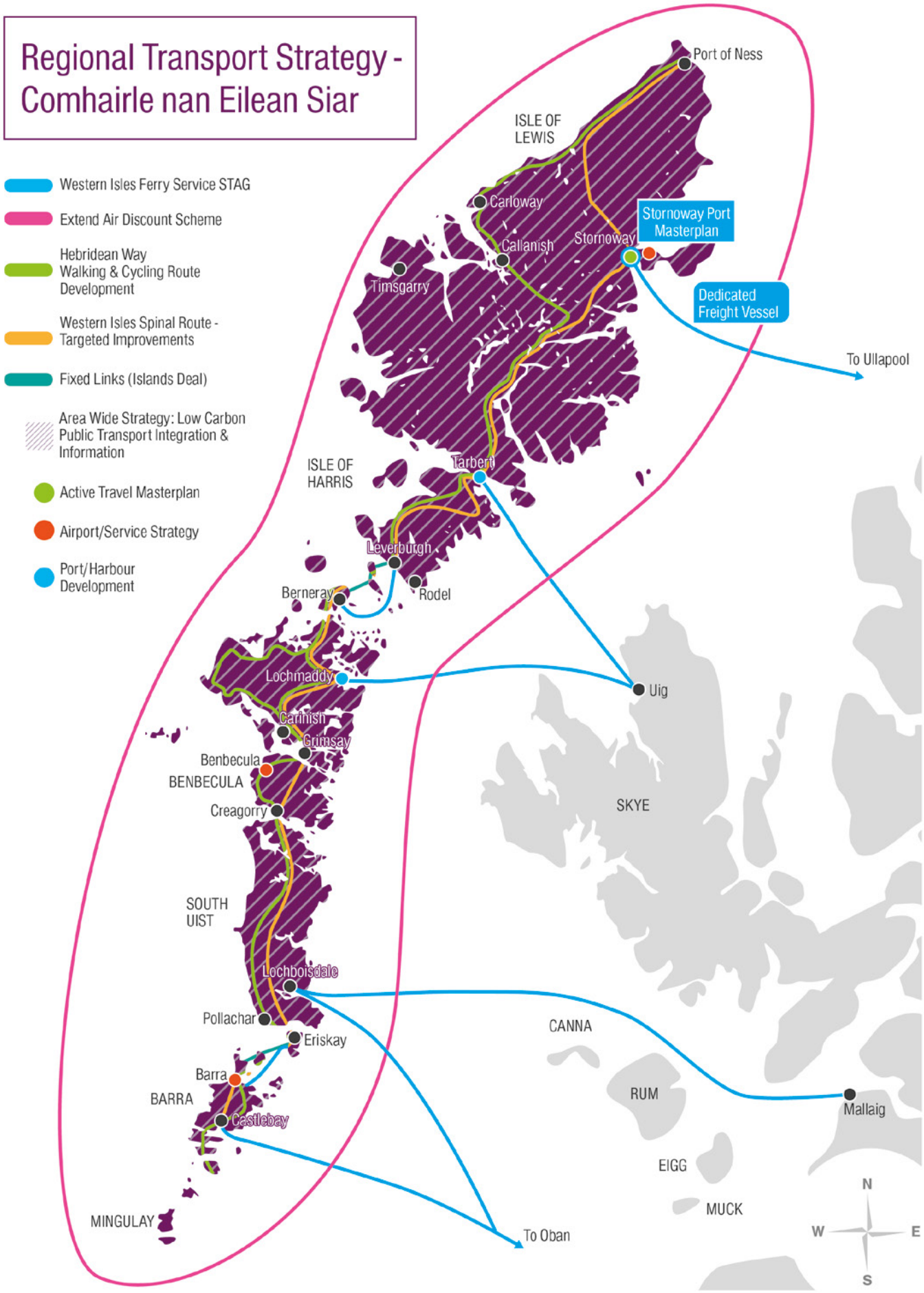
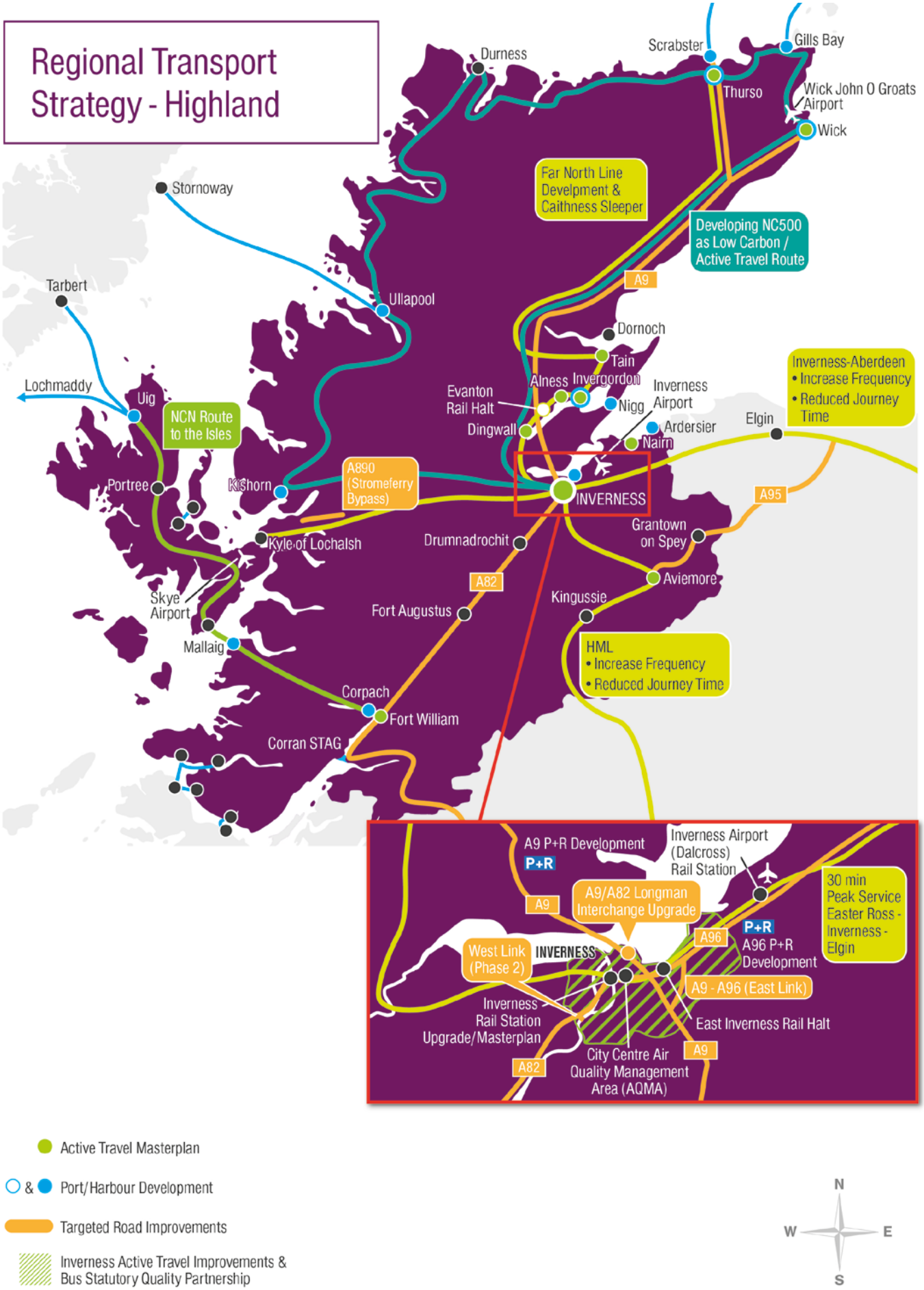
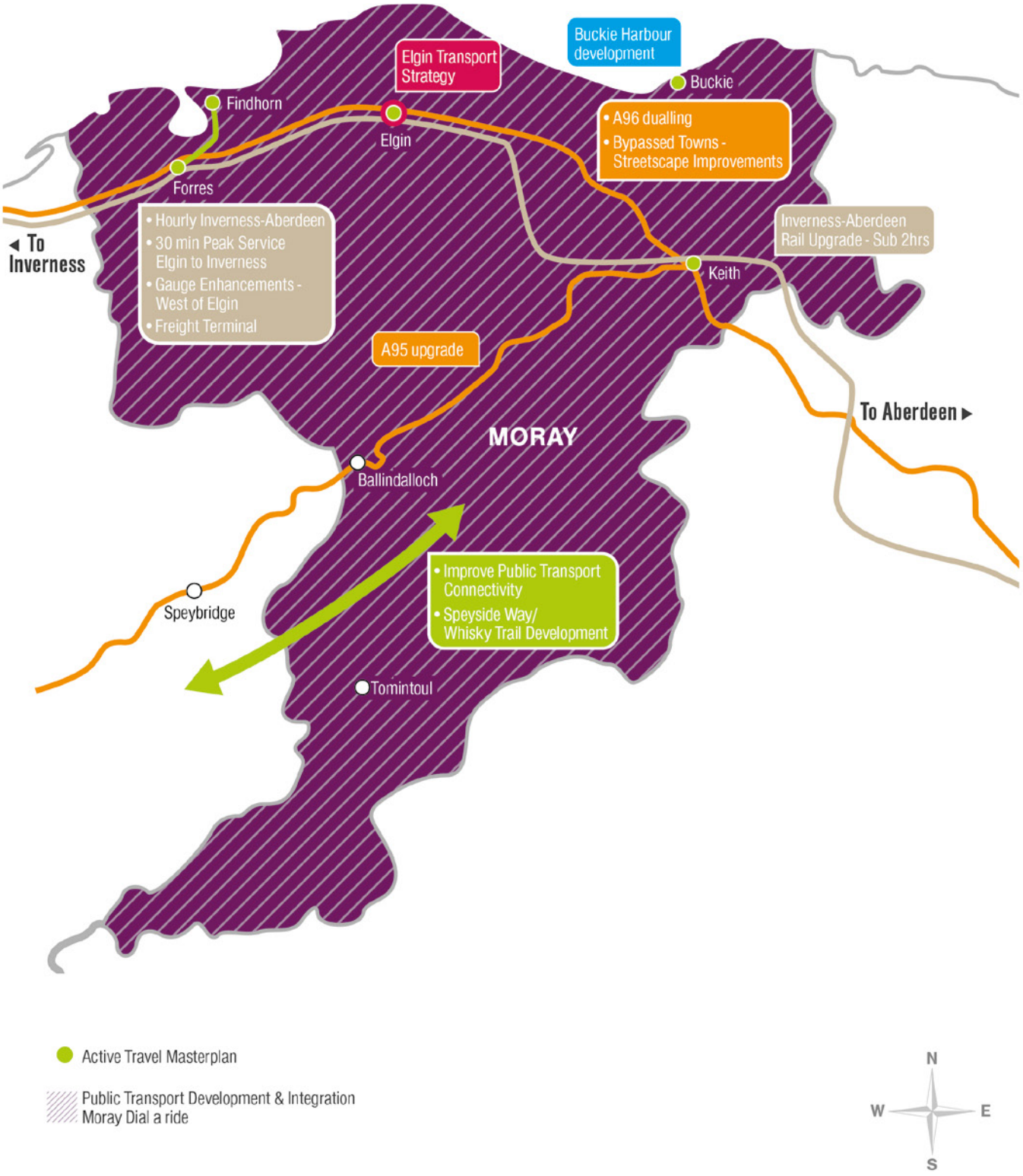
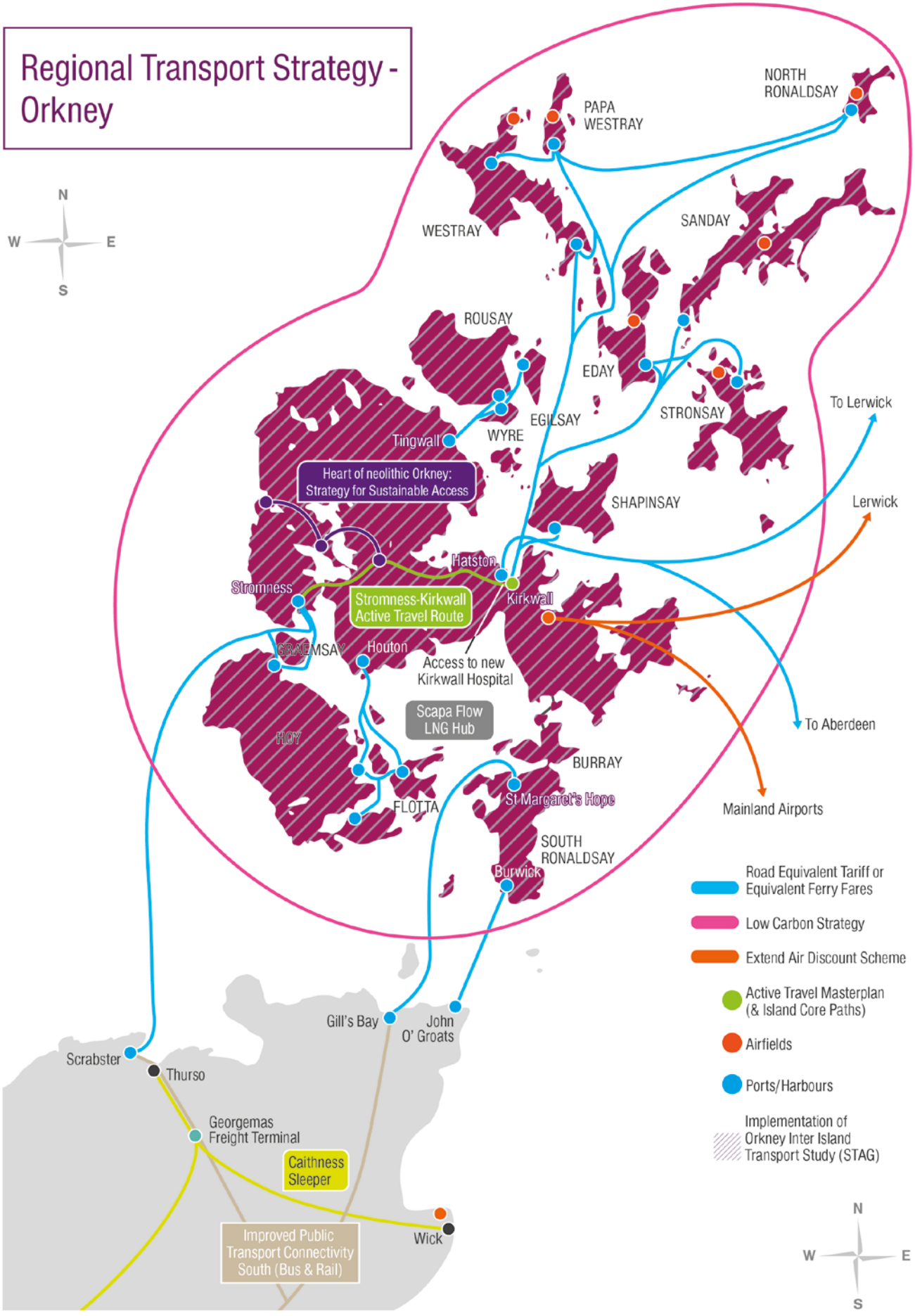

Regional Transport Strategy - Comhairle nan Eilean Siar
Western Isles Ferry Service STAG
Extend Air Discount Scheme
Hebridean Way Walking & Cycling Route Development
Western Isles Spinal Route - Targeted Improvements
Fixed Links (Islands Deal)
Area Wide Strategy: Low Carbon Public Transport Integration & Information
Active Travel Masterplan
Airport/Service Strategy
Port/Harbour Development
Port of Ness
ISLE OF LEWIS
Carloway
Callanish
Stornoway
Stornoway Port Masterplan
Timsgarry
Dedicated Freight Vessel
To Ullapool
ISLE OF HARRIS
Tarbert
Leverburgh
Rodel
Berneray
Lochmaddy
Uig
Carinish
Grimsay
Benbecula
BENBECULA
Creagorry
SKYE
SOUTH UIST
Lochboisdale
Pollachar
Eriskay
CANNA
Barra
BARRA
RUM
Mallaig
Castlebay
EIGG
MUCK
MINGULAY
To Oban
N
W
E
S


Regional Transport Strategy - Highland
Durness
Scrabster
Gills Bay
Thurso
Wick John O Groats Airport
Wick
Stornoway
Far North Line Development & Caithness Sleeper
Developing NC500 as Low Carbon / Active Travel Route
Tarbert
Ullapool
A9
Dornoch
Tain
Lochmaddy
Uig
NCN Route to the Isles
Evanton Rail Halt
Alness
Invergordon
Nigg
Inverness Airport
Dingwall
Ardersier
Nairn
Elgin
Inverness-Aberdeen
• Increase Frequency
• Reduced Journey Time
Portree
Kishorn
A890 (Stromeferry Bypass)
INVERNESS
A95
Kyle of Lochalsh
Drumnadrochit
Grantown on Spey
A82
Aviemore
Skye Airport
Fort Augustus
Kingussie
Mallaig
HML
• Increase Frequency
• Reduced Journey Time
Corpach
Fort William
Corran STAG
A9 P+R Development
P+R
Inverness Airport (Dalcross) Rail Station
A9
A9/A82 Longman Interchange Upgrade
30 min Peak Service Easter Ross - Inverness - Elgin
A96
P+R
A96 P+R Development
West Link (Phase 2)
INVERNESS
A9 - A96 (East Link)
Inverness Rail Station Upgrade/Masterplan
East Inverness Rail Halt
City Centre Air Quality Management Area (AQMA)
A82
A9
Active Travel Masterplan
& Port/Harbour Development
Targeted Road Improvements
Inverness Active Travel Improvements & Bus Statutory Quality Partnership
N
W
E
S

Regional Transport Strategy – Moray




Regional Transport Strategy - Orkney
N
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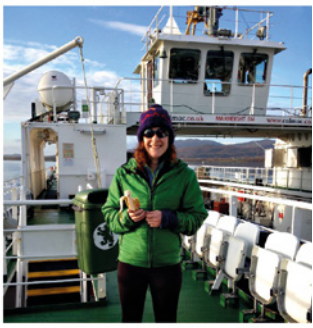
NORTH RONALDSAY
PAPA WESTRAY
WESTRAY
SANDAY
ROUSAY
EDAY
STRONSAY
EGILSAY
WYRE
Tingwall
Heart of neolithic Orkney: Strategy for Sustainable Access
SHAPINSAY
To Lerwick
Lerwick
Hatston
Stromness
Stromness-Kirkwall Active Travel Route
Kirkwall
GRAEMSAY
Houton
Access to new Kirkwall Hospital
Scapa Flow LNG Hub
To Aberdeen
HOY
BURRAY
FLOTTA
St Margaret's Hope
Mainland Airports
SOUTH RONALDSAY
Burwick
Road Equivalent Tariff or Equivalent Ferry Fares
Low Carbon Strategy
Extend Air Discount Scheme
Active Travel Masterplan (& Island Core Paths)
Airfields
Ports/Harbours
Implementation of Orkney Inter Island Transport Study (STAG)
Gill's Bay
John O' Groats
Scrabster
Thurso
Georgemas Freight Terminal
Caithness Sleeper
Improved Public Transport Connectivity South (Bus & Rail)
Wick

GLOSSARY

A&BC	Argyll and Bute Council
ADS	Air Discount Scheme
BID	Business Improvement District
CalMac	Caledonian MacBrayne Ferries
CAPS	Cycling Action Plan for Scotland
CMAL	Caledonian Maritime Assets Limited
COSLA	Convention of Scottish Local Authorities
CPPs	Community Planning Partnerships
CRP	Community Rail Partnerships
DMOs	Destination Marketing Organisations
ERDF	European Regional Development Fund
FSB	Federation of Small Businesses
FTA	Freight Transport Association
GVA	Gross Value Added
HBs	Health Boards
HES	Historic Environment Scotland
HIAL	Highlands and Islands Airports
HIE	Highlands and Islands Enterprise
IABP	Inverness Airport Business Park
ICT	Information and Communications Technology
KSI	Killed or Seriously Injured
LAs	Local Authorities
LH	London Heathrow
MC	Moray Council
MIR	Main Issues Report
NR	Network Rail
NTS	National Transport Strategy
NWS	National Walking Strategy
OIC	Orkney Islands Council
ORR	Office of the Rail Regulator
PTP	Personalised Travel Planning
RET	Road Equivalent Tariff
RFS	Rail Freight Strategy
RHA	Road Haulage Association
RTP	Regional Transport Partnership
RTS	Regional Transport Strategy
SAS	Scottish Ambulance Service
SCA	Scottish Cities Alliance
SG	Scottish Government
SMART	Smart, Measurable, Achievable, Realistic and Time-bound
SPARA	Smart Peripheral and Remote Airports
SIC	Shetland Islands Council
SR	ScotRail
STAG	Scottish Transport Appraisal Guidance
STPR	Scottish Transport Projects Review
STPR	Strategic Transport Projects Review
THC	The Highland Council
TS	Transport Scotland
VS	Visit Scotland
WIC	Western Isles Council



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