

## Report to Partnership Meeting 15 September 2017

### RESEARCH AND STRATEGY DELIVERY

#### Regional Transport Strategy Update

##### **Purpose of Report**

To provide Members with an update on Regional Transport Strategy Refresh and to seek approval for proposed amendments to the draft Strategy following a period public consultation so that a final version of the Strategy, Delivery plan and monitoring plan can be submitted to the Scottish Government Ministers for approval.

##### **Regional Transport Strategy Refresh**

HITRANS Regional Transport Strategy was approved by Scottish Ministers in July 2008. The HITRANS Board agreed to carry out a review and refresh of the RTS to take account of a number of changes in policy and to align with the present conditions across the region for developing transport for the Highlands and Islands. The draft Strategy was approved by Members at the Partnership Meeting in April 2017 and a public consultation was held between 12<sup>th</sup> May and 21<sup>st</sup> July 2017.

A copy of the draft Strategy and supporting documents can be found on the HITRANS website. [https://hitrans.org.uk/Strategy/Regional Transport Strategy](https://hitrans.org.uk/Strategy/Regional_Transport_Strategy)

The draft updated Strategy sets out the key projects and initiatives that had been identified to support the overarching vision of the Strategy which is to deliver better connectivity across the region that enables sustainable economic growth and helps communities actively participate in economic and social activities.

During the consultation period, a total of 105 responses were received either direct to HITRANS or via online survey form.

A copy of the Consultation Report is attached as Appendix 1 to this report. The Consultation Report provides an overview of the consultation responses submitted via the online survey and also a table outlining the detailed responses submitted by all those who responded to the public consultation, together with a recommendation of the actions that Officers intend to make to the draft strategy before it is submitted to Ministers for approval.

Key proposed changes to the Strategy in response to the consultation include the following:

- Emphasising our approach to inclusiveness of promoting 'good transport' right across the region, not just focussed in some areas, through stating this aspect as part of the high-level objectives.
- Highlighting affordability, as well as availability, information and integration as part of the transport objectives and fed through our definition of what we mean by 'good transport'.
- Aligning an environment-based outcome and health and well-being-based outcome with the four transport objectives, giving a total of six key transport objectives for the strategy.
- Recognising the key aspect of affordability in terms of the delivery plan, including supporting the expansion of RET over the Northern Isles services, as well as

supporting consideration of RET on Western Ferries, following the announcement by the Minister of the desire to work with Pentland Ferries in respect to the Pentland Firth crossings.

- Highlight more strongly the importance of digital connectivity across remote and rural areas within the region, including the gaps that exist at present.
- Highlight the importance and value of active travel, walking and cycling, to the economy, and highlight our intentions around active travel in the forthcoming years.

### **Monitoring Plan**

Also attached **Appendix 2** is the proposed revised Monitoring Plan. Regional Transport Partnerships have a duty to provide an annual monitoring report in support of the Regional Transport Strategy.

The main changes set out in the proposed Monitoring Plan are as follows;

- Introduction of Project Monitoring and Evaluation - The framework would be commensurate with the scale and nature of projects.
- Adopt indicators over which the work of the Partnership has direct influence over.
- Adopt indicators where data is preferably available at a local, regional and national level and collected on both a short (annual) and longer term (5year) basis so that different trends can be more easily understood and acted upon.

### **Regional Transport Strategy – Ministerial Approval**

Subject to Members approving the recommendations set out within this report, HITRANS officers will make the changes to the draft strategy as set out in the Consultation Report attached in Appendix 1. The finalised Regional Transport Strategy along with any supporting documents including consultation responses must then be submitted to Scottish Ministers for their approval. Ministers aim to approve or return a submitted RTS within three months.

### **Recommendation**

Members are invited to approve;

1. That the proposed amendments (set out in Appendix 1) are made to the HITRANS Regional Transport Strategy prior to submitting the Strategy and associated Delivery Plan to Scottish Ministers for approval.
2. Approve the proposed changes to the monitoring plan for the updated Regional Transport Strategy.
3. Approve the delegation of responsibility to the Partnership Director and HITRANS Chair to approve any final changes to the document in advance of submitting the Strategy and supporting documents to Ministers.

### RTS Delivery

Impact - Positive

Comment – The work to refresh the Regional Transport Strategy seeks to update the Delivery Plan

### Policy

Impact - Positive

Comment – This work helps set new policies and objectives for HITRANS that are relevant to the framework within which the Partnership now sits.

## Financial

Impact – Positive

Budget line and value – Funding for finalising the Regional Transport Strategy Update has been identified in the HITRANS Business Plan 2017/8.

## Equality

Impact – Positive

Comment – the Strategy includes specific measures to address access inequalities across the region, notably supporting work at a locality level to devise transport solutions, which has been commended by consultees. Furthermore, the strategy identifies measures such as improving the physical access of transport interchanges, quality bus partnerships and lobbying government for the inclusion of community transport, local ferry, air and rail services in the national concessionary travel scheme. These elements would have a very positive impact on equality for residents of the region.

**Report by: Neil MacRae**  
**Designation: Partnership Manager**  
**Date: 5<sup>th</sup> September 2017**

**APPENDIX 1: HITRANS Draft Regional Transport Strategy Update – Consultation Report**

**APPENDIX 2: RTS Refresh – Outline Monitoring Approach**



## APPENDIX 1: HITRANS Draft Regional Transport Strategy Update – Consultation Report

HITRANS published the draft updated Regional Transport Strategy for an 8-week public consultation on the 14th May 2017. Comments were to be received by HITRANS no later than 5pm on the 5<sup>th</sup> July. This was subsequently extended to the 21<sup>st</sup> July to allow further time for responses to be received.

The draft updated Strategy set out the key projects and initiatives that had been identified to support the overarching vision of the Strategy which is to deliver better connectivity across the region that enables sustainable economic growth and helps communities actively participate in economic and social activities.

A survey was designed to systematically capture feedback on the draft updated Strategy from a range of stakeholders, including representative organisations and members of the public. The updated Strategy was made available on the HITRANS website, and was promoted through contact with HITRANS' stakeholder contact list, by direct mail to those that had responded to the consultation on the Main Issues Report previously and through contact with Community Councils around the region, NHS Boards and other Community Planning Partners. Consultees were invited to respond to the consultation via the survey form (available on SurveyMonkey) or direct to HITRANS.

Over the consultation period 86 responses were received direct through surveymonkey, a further six were received in the survey format, but direct to HITRANS, and a final 13 responses were received to HITRANS, but outwith the structure of the survey form. This gives a total of 105 responses to the consultation call. This compares favourably with the 43 responses received as part of the consultation on the Main Issues Report.

This Consultation Report gives an overview of the responses received and then considers the detailed content of the responses, and which will capture the action taken (or otherwise) in finalising the RTS refresh.

### Consultation Overview

The overview comprises those respondents that responded via surveymonkey (or using the surveymonkey form), which equates to 92 respondents in total.

Fifty-one of the respondents reported that they were responding as an individual, the remaining 41 that they were responding on behalf of an organisation.

Thirty-four respondents stated their organisation, which comprises:

Lochaber Disability Access Panel	The Highland Council
Comhairle Nan Eilean Siar	North of Scotland Public Health Network
Chartered Institution of Highways and Transportation (CIHT) – Scottish Policy Forum	South Harris Community Council
Caithness Transport Forum	West Highland CRP
Argyll And Bute Council	Newtonmore & Vicinity Community Council
Highlands and Islands Enterprise	Glenfinnan Community Council
Friends of The West Highland Lines	Ferintosh Community Council
Muirtown Community Council	Inverness Chamber of Commerce
Glendale Community Council	Rail Freight Group

Nigg And Shandwick Community Council  
Carloway Community Council  
Friends of The West Highland Lines  
Scottish Natural Heritage  
Sustrans Scotland  
Lochaber Environmental Group  
Lochaber Transport Forum  
Scottish Association for Public Transport  
Paths For All  
Voluntary Action Lochaber  
Stagecoach North Scotland  
The Scotch Whisky Association  
Orkney Islands Council  
Highland Mainline CRP

## High-level Objectives

From page 30 the RTS Refresh sets out two high-level objectives to support sustainable economic growth and reduce barriers to participation in employment, learning, social, leisure, health and cultural activities. Seventy-six per cent of respondents agreed with the statement that these were both the most relevant outcomes now and for the next 10-20 years. A further 15 respondents (22 per cent) thought that these outcomes were partially relevant, and one respondent that they were not.

For those not fully supportive of the high-level outcomes, when asked as to what high-level objectives HITRANS should be aiming to achieve, the following word analysis highlights the most common words or phrases from respondents in the open-ended question, with environmental being the most frequently stated.

# Key Relevant Inclusion Life Travel strategy Environmental Economy Social Remain Public Transport

Looking at the detail of the comments supplied, they fall into two broad categories:

- Enhancing environmental quality.
- Tackling geographical (access) inequality.

## Transport Objectives

The RTS Refresh sets out four transport objectives to:

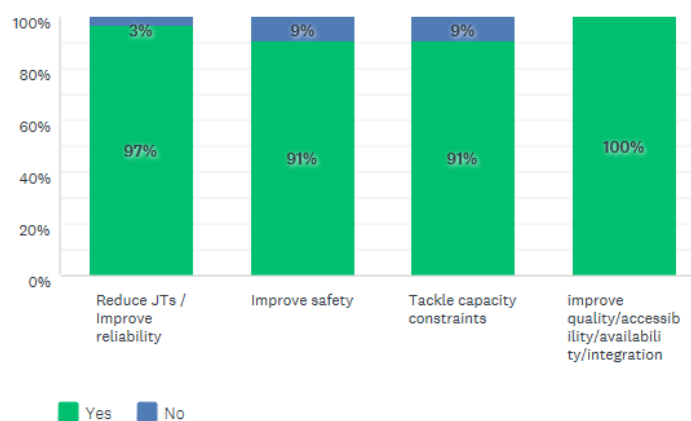
1. reduce journey times and improve reliability
2. improve safety of transport and travel
3. tackle capacity constraints
4. improve quality, accessibility, availability and integration of travel.

Consultation respondents were asked as to whether these were the objectives that HITRANS should be focussing efforts upon, and the responses are shown in the chart below. There was 100 per cent support for objective (4) to improve quality, accessibility, availability and integration of travel, and near complete support for objective (1) to reduce journey times and improve reliability. Six respondents (or nine per cent) did not support objectives (2) and (3), perhaps feeling that these were not the most relevant or highest priority items for the region.

*“protecting the environment and mitigating adverse impacts of transport and travel”*

## The RTS Refresh sets out four transport objectives. Are these four transport objectives what we should be focussing our efforts upon?

Answered: 69 Skipped: 23



Respondents were then asked if there were other objectives that HITRANS should be looking to focus upon. Forty-five responses were given which can be summarised with the following key words:

# Community<sup>Required</sup> Environmental<sup>Support</sup> Rural<sup>Freight</sup> Transport Objectives Remote Areas Improve Levels Reduce<sup>Bus</sup> Public Transport climate Change Active Travel<sup>Reliability</sup> Rail<sup>safety</sup> Opportunities<sup>Promote</sup> Quality

The most common suggested additions to be focussed on, in order of prevalence were:

- Targeting the environmental impact of travel and transport.
- Addressing the geographical variation in accessibility across the region, whereby some areas have little or no public transport available, and using a community-based approach to problem solving in this regard.
- Including affordability of particularly public transport as an objective.

*“To reduce and minimise the need to travel”*

The following section of the consultation survey went on to consider each of the strategic themes, namely:

- Maintaining and Improving Lifeline Transport Networks and Services.
- Promoting Efficient Business Connectivity and Imports/Exports.
- Active and Healthy Communities.

## Maintaining and Improving Lifeline Transport Networks and Services

Seventy-eight per cent of those responding considered that the strategic theme within the RTS of ‘maintaining and improving lifeline transport networks and services’ accurately captured the key issues, challenges and opportunities that the region faces. In terms of other aspects that should be captured under this theme, the following word analysis captures the most commonly stated words and phrases.

# Costs<sup>Means</sup> Region<sup>Impact</sup> Journey<sup>Capacity</sup> Communities Infrastructure Public Transport Requirement Train<sup>Lines</sup> Remote

The most commonly stated aspects that should also be captured under this theme were, in order of prevalence:

- Focussing on geographical equality and fairness in terms of access, particularly recognising the cuts that have been made to bus services, and identifying areas that might be better served with something other than conventional bus services. Cost of providing transport services in remote and rural areas, and the limitation of the concessionary travel scheme, both in terms of the reimbursement rate, and the fact that it does not extend to demand responsive transport, that may be more suitable in many areas across the region.
- Cost of using transport services as a barrier.
- Capacity issues on the transport network – roads, rail, ferries and planes – and the busy, tourist summer season.
- Supporting technology to reduce the need to travel.
- Condition of the roads around the region.

*“As well as being strong, resilient and reliable, services should be available at reasonable cost to users”*

particularly pertaining to

## Promoting Efficient Business Connectivity and Imports/Exports

Eighty-two per cent of respondents considered that the strategic theme within the RTS of ‘promoting efficient business connectivity and imports / exports’ accurately captures the key issues, challenges and opportunities that the region faces. In terms of other aspects that should be captured under this theme, the following word analysis captures the most commonly stated words and phrases.

*“This is not simply ‘social inclusion but a more vital and fundamental requirement”*



# Demand Reliable Investment Inter-connectivity Connectivity

## Frequency Business Difficulties Road Given BUS Peak

### Scotland

There were two key themes in terms of other aspects stated by respondents that should also be captured under this theme, namely:

- The requirement for investment across the region to ensure constraints are addressed and all areas can develop and grow.
- A need to consider equality across the area, and ensure that not all investment and support is focussed on one area, corridor or location.

*“the geographical dispersion of population (heads/area) and long distances (km/person) means that the HITRANS transport network has to work much harder than other regions”*

*“...ensure that a fair and equal allocation is given to the region, and not just the city”*

#### Active and Healthy Communities

Eighty-six per cent of respondents agreed that the strategic theme of ‘supporting active and healthy communities and the environment’ accurately capture the key issues, challenges and opportunities that the region faces within the Strategy. In terms of other aspects that should be captured under this theme, the following word analysis captures the most commonly stated words and phrases.

# Ensuring Rail Environment Buses Road challenges

## Active Travel Coast Services Solutions Theme Trains

The most commonly stated aspects that should also be captured under this theme were, in order of prevalence:

- Identifying and addressing gaps in the public transport network.
- Employing joined up practices in the planning and delivery of services and community facilities.
- Promoting a strategic, region-wide / area-wide, approach to investment (rather than challenge fund approach).

*“All library and leisure services within Wick have been moved to the new East Caithness Community Facility, built as part of the new Wick High School. However, other than school services – many of which are not open to the general public – there is no regular public transport connection to this new facility”*

#### Detailed Strategies

The Strategy and consultation survey then went on to consider the detailed strategies, comprising:

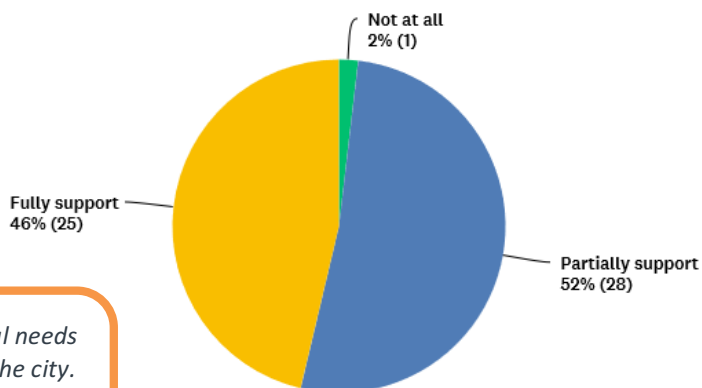
- Committed projects.
- Economy.
- Communities, participation and integration.
- Low carbon, high activity.

Consultation respondents were asked to consider if they supported the measures and projects that were outlined in the RTS.

#### Committed projects

Around half of those responding stated that they fully supported the committed projects and around one half that they partially supported the projects. One respondent stated that they did not support the committed projects.

Consistently, the reason given for only partial support of the committed projects was the view that some areas of the region had been overlooked within the package of committed



*“The money spent on the City Region Deal needs to be allocated more to the region than the city. The city gets enough support at the expense of rural communities – it’s time to redress the balance.”*

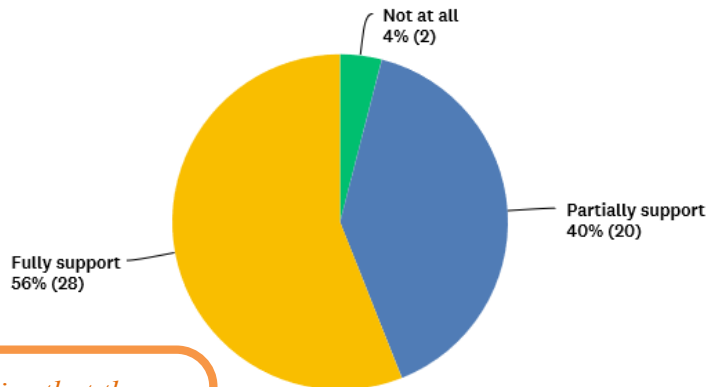
projects. Areas stated that were felt to be excluded from investment were: Lochaber, A82, A85, A83, A87, A890, NC500 route, Fort William, Caithness, and the rural parts of the region more generally. Several respondents highlighted their belief that the City Region Deal meant a benefit for Inverness to the detriment of their own area.

Respondents were also asked for any further comments on the Committed Projects, which included, notably the suggestion to include a 'strategic bus network'.

#### Economy Projects / Measures

A little more than half of respondents at this stage in the consultation survey stated that they fully supported the economy projects and measures presented in the RTS, and 40 per cent of respondents that they partially supported the measures / projects. Two respondents did not support the projects / measures at all. When asked as to the reasons for their support or otherwise, the responses on the whole highlight that respondents felt that package of projects and measures addressed the issues that had been highlighted in the RTS. Other comments can be summarised as follows:

*“These measures / projects recognise that there are still barriers to intra regional transport and that improvements are required to help improve economic performance across the whole of the region”*



- First and foremost a view that some geographical areas are excluded from intervention; the areas being consistent with those highlighted above.
- The strategy should be more ambitious.
- The strategy should have more detail on financing, prioritisation and programming.
- More should be earmarked to spend on

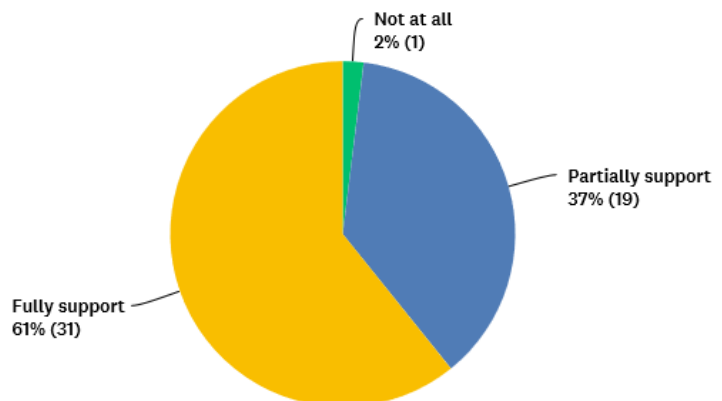
- Air Discount Scheme should be re-applied to business travel for those based in the region.

#### Communities, Participation and Integration Projects / Measures

Nearly two-third of those responding stated that they fully supported the measures / projects presented under the communities, participation and integration section of the RTS. A further one-third of respondents partially supported the measures / projects, and one respondent did not support the projects / measures at all.

In terms of the reasons given for these views, a number of respondents commend the locality-focussed approach presented. Several respondents specifically highlight the importance of good quality public transport information, but also describe the challenges that have been experienced in the past in this area.

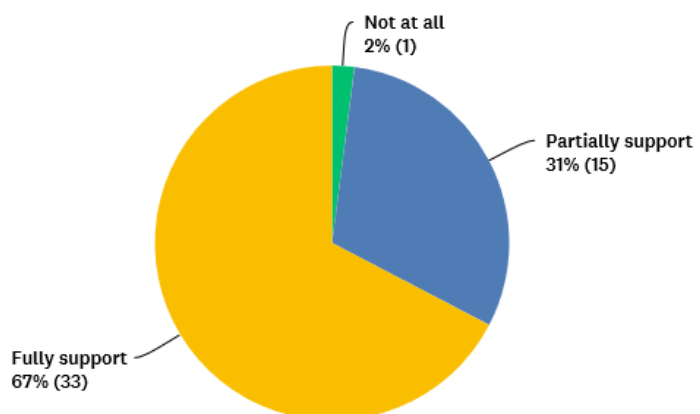
Respondents requested more detail on timescales, costs and priorities.



#### Low Carbon, High Activity Projects / Measures

More than two-thirds of respondents to this section confirmed that they fully supported the measures / projects that are detailed under the Low Carbon, High Activity section in the RTS Refresh. A further 31 per cent recorded that they partially support the projects / measures, and one respondent that they did not support the projects / measures at all.

As to the comments supplied to support these viewpoints there was a general feeling that the measures were required collectively to recognise the particular challenges of a sparsely populated rural region to encouraging behaviour change and addressing the problem of climate change alongside economic vitality. It was also highlighted that in relation to low carbon it is important that the RTS highlights the need



for improvements to Scotland’s rural digital infrastructure.

#### Partnership Working

The RTS sets out HITRANS’ approach to working in partnership with various stakeholders; consultation respondents were asked as to their views on how this should be developed and delivered. Representative organisations were generally of the view that they would support continued close dialogue with HITRANS and supporting a close working relationship and regular forum meetings etc. Community respondents, including from community councils highlighted that they wished to better understand HITRANS’ role; many highlighted that they would be keen to continue to engage with HITRANS, and several suggested that this might be done through area meetings or through establishing an online panel that could be used to feed in from ‘grass roots communities’. A further suggestion was made as to the circulation of an annual review and chance to comment on progress of the RTS.

#### Measuring the Progress of the RTS

Twenty-two respondents provided thoughts on the best approach to measuring the progress of the RTS. Aligned to the prior question, it was suggested that a panel could be asked annually around satisfaction etc. in their local area relating to transport. More broadly, there was general support for the approach stated in the RTS, namely progress monitored against SMART targets and carried out in an objective and quantifiable approach, and with a tailored monitoring framework being employed on identified RTS project or initiatives. Furthermore, several

*“...we discussed the draft strategy with members of the public they were aware of SPT, yet they had never heard of Hi-Trans”*

respondents offer a word of caution in terms of comparing the HITRANS region to other areas in Scotland, highlighting that the distribution and sparsity of population and communities, and the expansive transport networks are not comparable with any other region in Scotland.

Respondents were also asked as to whether there are any indicators that should be captured to monitor progress.

Suggestions included user satisfaction, using surveys and social media, transport mode share, length of off-road cycle lanes, estimated CO<sup>2</sup> from transport.

*“It would assist communities if a report on the major new works and the corresponding financial input into each area indicator was published on a bi-annual basis. If nothing else it would prove that equal consider and actual practical investments are being made across*

#### Respondent Demographics

Respondents were most likely to be male (70 per cent). There was a good distribution of age groups amongst respondents, with almost two-thirds of working age, remainder aged 65 and over. There was equally a good geographical distribution of respondents across the region, as well as those from beyond the region who were typically responding on behalf of a representative organisation.

Thirty-six of the respondents supplied contact detail, and stated that they would be happy to be contacted again in the future regarding the RTS and the work of HITRANS.

## Detailed Responses

The remainder of this report provides a detailed presentation of specific comments that were raised by respondents to the consultation, together with a note of the response to these points and / or action taken within the RTS or beyond the RTS itself as appropriate.

As appropriate, some comments are shown directly, while others have been grouped thematically where multiple respondents have made the same or similar points.

ID	Respondent(s)	Comment	Action
RTS High-Level Objectives			
1	5 respondents	The objectives should specifically describe application equally across the region. Omission of 'all areas' highlights lack of interest / infrastructure / investment in some areas.	The HITRANS approach is to be inclusive across the whole of the area, this is captured in our description of what we mean by 'good transport connections' at 1.3. To emphasise this we will update the high-level objectives to read: "support sustainable economic growth across the whole region" and "reduce barriers to participation in employment, learning, social, leisure, health and cultural activities throughout the region" A map showing projects across the region will be prepared to support the RTS delivery plan.
2	6 respondents	Include specific reference to an environmental quality: reduce car dependence / the environment is more high level than the economy / nationally significant objective of looking after Scotland's environmental assets as well as mitigating the effects of transport and travel.	HITRANS supports the nationally significant objectives to protect environmental assets and mitigate against the harmful effects of transport emissions etc. To this end, we have included a specific objective on this area – see (6) below. In referring to "sustainable economic growth..." in our high-level objectives, this is mindful of the importance of balancing economic and environmental aspects.
Four Transport Objectives			
3	7 respondents	Objectives need to explicitly refer to 'all of the region' / refer to remote, rural, island perspectives / ensure remote areas transport is not eroded by budget cuts / cover the entire region not just the East coast and Skye	See (1) above. We will reference the Islands Bill, published in June 2017, highlighting the opportunity presented with the Bill to island-proof policies, and stressing our belief this principle should also be extended to remote rural areas more broadly.
4	6 respondents	Highlight 'affordability' specifically as part of accessibility	Agreed. We will update the transport objectives to comprise an objective: "to improve the quality and accessibility (availability, affordability, information and integration) of travel." We will also add "affordability" to our definition of 'good transport' at 1.3 in terms of business and for communities and individuals.
5	3 respondents	Refer specifically to transport / travel information and need for it to be improved	This is highlighted at section 3.4.6 of the RTS. See also (4) above.
6	8 respondents	Environmental objectives / climate change impacts	Agreed. We will align the environment-based complimentary outcome with the four transport objectives, creating a new objective to: "Protect the environment and mitigate adverse impacts of transport and travel."
7	Argyll & Bute Council	There is possibly scope to amend or add to these to include reference the relationship between transportation and public health.	Agreed. We will align the health and well-being-based complimentary outcome with the four transport objectives, creating a new objective to: "Increase physical activity and participation to improve health and well-being"
Strategic Theme 1: Maintaining and Improving Lifeline Transport Networks and Services			
8	9 respondents	Equality and fairness of decisions made for services across the region / strategy for the whole of the region not just the busiest bits	At 1.3 we describe what we mean by 'good transport connections' – this is what we would expect to see across the whole of the region, though we recognise at 1.4 that "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." To this end, we have identified an action around our Community Planning role and responsibilities to support a locality planning and empowerment approach with local communities – identifying and progressing with appropriate solutions for different areas.
9	3 respondents	Refer to importance of tourism, and developing infrastructure to cope with increase in tourist traffic across all means of transport	Agreed. In terms of our definition of 'good transport' we will update to include "for moving people and goods". Further, "People (visitors) and goods should

ID	Respondent(s)	Comment	Action
			be able to travel into and from..."
10	3 respondents	Capture issues to do with affordability	See (4) above. Also, the 'good transport' definition for 'business to grow and to thrive' will be updated to read "...should be able to access / be accessed by affordable transport from the Central Belt...". And the 'good transport' definition for 'communities and individuals' should read "...good, affordable access to and around the nearest local centre..."
11	3 respondents	Capture the need for better timetabling and integration, between transport services, and in terms of service delivery planning	Agreed. Highlight also that when there have been new services / service changes provided, there hasn't always been recognition of the need for emphasis on marketing and promotion of the service. Capture under "investment in good transport" at 3.3.1.7.
12a	Argyll & Bute Council	Reliability and resilience of lifeline services is critical as communities are often completely reliant on these to access key services, education and employment opportunities. Lifeline transport services / networks must be reliable, high quality, affordable, flexible and futureproofed.	Agreed. This is captured as part of our objectives.
12b	Argyll & Bute Council	Digital connectivity is critical to the area and limited 3G and 4G mobile coverage continues to be a significant barrier to economic growth in the region. Ultrafast broadband and 4G coverage is essential.	Agreed. We will continue to highlight this through our Community Planning Partnership role.
Strategic Theme 2: Promoting Efficient Business Connectivity and Imports/Exports			
13a	Comhairle nan Eilean Siar	Significant investment still required to upgrade sections of the A865 / A859 Spinal Route.	Agreed. This action is captured within the Economy projects map at page 41 of the RTS and p53.
13b	8 respondents	Challenges of the financial climate, and the much-reduced availability of external funding assistance such as ERDF for "traditional" assets and infrastructure projects, means that historic levels of investment will be very difficult, if not impossible, to maintain.	At para 3.4.5.4 will add the following text to the first bullet: "such improvements were previously support through external funding, such as ERDF. We now require to work in partnership to finding new, sustainable funding solutions to address the poorest links in the network."
14	Individual	Useful to highlight the importance of connectivity and inter-connectivity for businesses when it comes to both retaining existing staff and recruiting new staff.	Agreed. We will make reference to this aspect as part of the introductory section under the economy at 3.4.5.
15	6 respondents	Planned investments in transport infrastructure and transport services must take into account current and future activity in other areas throughout the region, including areas that have not been invested in at all in recent times, or which have seen disinvestment in services. Specific concerns around the City Region deals approach, and whether this is at the expense of rural investment.	HITRANS approach is to support all areas, and our capturing of what we mean by 'good transport connections' supports this approach. We believe there is a need to do further work with communities to address social isolation and access deprivation at a locality-based level. This is captured in our delivery plan under the Communities, Participation and Integration section.
16	Inverness Chamber of Commerce	Promoting is not strong enough! Needs to be TRANSFORMING	HITRANS recognises that we need to be working together across the public and business sectors to transform business connectivity and imports / exports. Will update the title to become "Enabling Efficient Business Connectivity and Imports / Exports" which reflects a key aspect of HITRANS role but also recognises that while we might wish to transform connectivity, it should also reflect funding realities, hence an emphasis on also ensuring existing infrastructure and assets are optimised.
17	Stagecoach North Scotland	There is a strategic aspiration to boost the role of buses and other modes of public transport. However, there is little detail on the bus element specifically. There is a need to be more aspirational for bus based schemes and policy tools that could be developed to assist in driving demand for bus services.	Agreed. We will make reference to the forthcoming Transport Bill. We will highlight under the strategic theme description and also as part of the delivery plan our intention to work with operators to develop QBPs and to pilot innovative public transport models and to develop bus partnerships; and that we will seek to support new ways of managing and delivering services.
Strategic Theme 3: Active and Healthy Communities			

ID	Respondent(s)	Comment	Action
18a	9 respondents	Public transport gaps should be highlighted. There is a need to support all the year round, seven days a week public transport services in areas dependent on tourism. There is significant scope to improve and aspire to greater achievement.	See (17) and (15) above. We will work with Community Planning Partners to help address the reduction in services associated with the decline in funding in recent years in some areas.
18b	3 respondents	There has been a failure to integrate transport planning and investment with other developments throughout the region.	HITRANS recognises its role in ensuring that transport and new development are well integrated. We will also highlight the opportunity to address any shortcomings in forthcoming legislation including the Islands, Planning and Transport Bills.
19a	Argyll & Bute Council / Comhairle nan Eilean Siar	It is suggested that flexibility in terms of the design and specification of infrastructure improvements is required to allow for rural considerations. i.e. step off, or ride off areas could be considered for walking and cycling on rural roads where traffic volumes are low, rather than requiring 2.5m wide cycle lanes to qualify for funding.	Agreed.
19b		There is a risk that over time local active travel infrastructure will deteriorate if not properly maintained and this will do little to encourage increased levels of walking and cycling. As such, we would request that the Scottish Government consider allowing a proportion of grant funding to be spent maintaining existing infrastructure to reduce the pressure on Council budgets.	Agreed. As with road maintenance, local authority budgetary pressures mean that it is difficult to maintain existing assets let alone new infrastructure. HITRANS will support its local authority partners in making the case for additional funding.
19c		General challenge of finding funding for active travel + difficulty competing effectively for the challenge fund structure.	Agreed. We will look to reinforce our support for a more strategic approach to investment including active and sustainable travel.
20	Newtonmore & Vicinity Community Council	While active communities are a good thing and should be promoted, there will be those who are unable to participate in that. Even in our local community, the bus stop is at least 5 mins walk for a fit person from the train station, but there is no signage to help people make an onward connection. Information for the public needs to be improved as part of this.	Agreed. We will consider potential for a small community-led public transport fund to address localised issues / barriers.
21	3 respondents	HITRANS Active Travel Map for the Fort William area: it's disappointing there have been delays and the map is still not available. Been unable to obtain a copy.	HITRANS are seeking to develop active travel maps for over 17 towns in the HITRANS area.
22	2 respondents	Reflect the full title of this theme in the high-level diagram	Agreed.
23	2 respondents	Strategy for carrying bikes on bus and rail. Operator restricts the numbers.	Agreed. HITRANS has implemented several pilots to help encourage operators to carry bikes but recognises the need for a consistent policy across each mode for passengers to have confidence in the service. HITRANS are currently working in partnership with Transport Scotland, Abellio Scotrail and Sustrans to identify demand and opportunities for improving bike carriage on the West Highland line.
Committed Projects			
24	16 respondents	Disappointment that there are significant areas of the region without any committed projects, as highlighted above on page 5. Particular mention of the focus (and significant investment) in the A9 and the City Region Deal. Mentioned also are: Lochaber, A82, A85, A83, A87, A890	The HITRANS approach is to be inclusive across the whole of the area, this is captured in our description of what we mean by 'good transport connections' at 1.3. To emphasise this we will update the high-level objectives to read: "support sustainable economic growth across the whole region" and "reduce barriers to participation in employment, learning, social, leisure, health and cultural activities throughout the region" The 'committed projects' are those already programmed by our partners. We will continue to promote further projects that can address access constraints and barriers in support of the strategic objectives outlined in this document.
25	Scottish Natural Heritage plus	The committed projects are presented largely as individual projects rather than as part of an integrated network. For example, the Scottish	Our approach is multimodal. We have added 'integration' as a specific transport objective for HITRANS; the pursuit of good integration of services

ID	Respondent(s)	Comment	Action
	+ 2 other respondents	Ferries Plan investment relates to other proposals that take users to ferries, whether that is road, rail or active travel infrastructure. More detail should be possible on ERDF proposals.	will continue to be a key aim of HITRANS. We will reflect this in the presentation of our strategy, including in the inclusion of a comprehensive map showing all aspects of our plan, across all modes and areas.
26	3 respondents	An integrated bus and rail station/hub for Inverness needs to be included as a major, additional element of the strategy. The draft's provisions for Inverness bus and rail station reflect plans for little more than a cosmetic upgrade, probably costing around £6 million (£2.5-10m, according to the draft, and no more than £10m; by contrast, Oban's integrated transport hub is scheduled to receive between £5-10m). The current passenger transfer arrangements between Inverness bus and rail stations are disappointing (to say the least!). More details about Inverness Station would help readers to understand if HITRANS is maximising the opportunity presented.	<p>We will separate the Inverness Rail Station Redevelopment and the Network Masterplan element – highlighting which aspects are committed and what further works are required.</p> <p>The £6m station improvement project is committed. HITRANS is encouraging Network Rail to include a wider masterplanning activity in their Route Study. The £6m station project for façade, retail and concourse improvements is under development.</p> <p>HITRANS with THC, have awarded a contract worth £45k to Civic Engineers who are working in partnership with OPEN and Doig+Smith to deliver feasibility, community engagement and detailed design of access improvements for active travel around the three entrances to Inverness Railway Station, linking to the wider active travel network and looking at access for all abilities. This will add value to the work being carried out at the station through Abellio ScotRail and The Highland Council.</p> <p>Work is underway to create new fuelling and CET (toilet tanking) facilities at Rose Street, funded by Hitachi and DfT for the new Virgin Trains East Coast InterCity Express trains (IEP). Further work will entail the provision of shore supplies to the platforms.</p> <p>ScotRail appointed consultants to develop an Inverness Station Travel Plan. A stakeholder meeting was held recently, and a draft STP has been produced.</p> <p>We propose to refresh Platform4Change, the embryonic wider Station Masterplan, mentioned in Network Rail's Scotland Route Study, during the course of this financial year, once the detail of the £6m station upgrade is finalised.</p>
27	Orkney Islands Council	The Scottish Ferries Plan does not include the Orkney Internal Ferries investment - commitment to this should be incorporated.	HITRANS will continue to support and work with our Local Authority colleagues in Orkney, Shetland, Highland and Argyll & Bute Council to formulate a sustainable plan for the provision of local ferry services. We will draw on examples, such as the solutions found for the Kerrera service, and support progress through STAG and business cases with Transport Scotland and Scottish Government. The principle is enshrined within Empowering Scotland's Island Communities that no Council should be left worse off by ensuring their island communities are supported through adequate ferry services is one we endorse.
28	2 respondents	Reservations about the proposed Edinburgh - Thurso rail sleeper service. Focus should be on enhanced day time services.	Feasibility work to establish demand is under way. Interest shown by current Sleeper franchise operator. Daytime enhancements being considered by Far North Line Review Team.
Economy Projects / Measures			
29	9 respondents	As 24 above	The HITRANS approach is to be inclusive across the whole of the area, this is captured in our description of what we mean by 'good transport connections' at 1.3.
30	5 respondents	These measures / projects recognise that there are still barriers to intra-regional transport and that	Agreed.

ID	Respondent(s)	Comment	Action
		improvements are required to help improve economic performance across the whole of the region. These potential improvements will be an important contribution to addressing fragility and inclusion in the remoter parts of the region.	
31	2 respondents	Not ambitious enough – “we have to DEMAND more from Holyrood and Westminster”	There has been limited progress on many aspects but significant funding is required beyond the local settlements. HITRANS could have a role in leading a regional programme should funding be made available
32	Individual respondent	ADS should be expanded to cover business travel again.	Agreed. HITRANS recently undertook research to assess the costs and impacts of extending ADS to isle-based businesses. This was presented to the Islands Transport Forum, and Ministers agreed to consider its recommendations. HITRANS will continue to make the case for re-extending ADS for business travel.
33	Scottish Association for Public Transport	While we support retention of air services to London with international connections, development of smaller air strips around the region would undermine the environmental objectives stated elsewhere in the strategy: focussing on improved rail and bus services should be the priority.	To deliver ‘good transport’ HITRANS recognises the need for a mix of transport solutions across the region. We endorse transport solutions being planned with communities, and a mix of provision gives good access and resilience. The majority of small airstrips within the region provide lifeline services to the communities they serve.
34	Individual respondent	Active travel should be featured in this part of the strategy.	Agreed. We will highlight the importance and value of active travel, walking and cycling, to the economy, and highlight our intentions around active travel in the forthcoming years.
35	Comhairle nan Eilean Siar	The next obvious step would be the consideration of fixed links on the Sounds of Harris and Barra and the Comhairle welcomes the identification of such Fixed Link projects as Strategic Priorities in the draft Regional Transport Strategy. However, given the minimal level of detail provided at Section 3.4.5.6 on Page 38, it is suggested that additional detail on the aims and objectives of such priorities should be included in the finalised Strategy.	Agreed. We will provide more detail in the bullet on page 38 of the strategy. HITRANS supports further examination of both these fixed links.
36	Caithness Transport Forum	More detail on how projects will / could be delivered – e.g. redressing the road maintenance backlog.	A significant challenge for the region (and HITRANS) is in securing the necessary capital and revenue funding that is required to deliver the strategy. Funding is available nationally and through local authorities. HITRANS will continue to promote a strategic and regional approach to project development and delivery.
37	3 respondents	Include reinstatement of passing loops on rural rail lines, e.g. West Highland Line	WHL: There was a proposal to extend loops for freight-but freight on these routes is currently declining. Trains have reliable performance with existing infrastructure.  HITRANS supports the provision of loops on the Far North Line. This is being considered by the Far North Line Review Team which should see an announcement in the Investment Strategy from Transport Scotland this autumn which is the CP5 HLOS in detail. Furthermore, the Programme for Government (published 06/09/17) highlighted that Government will take forward work on service improvements for the line between Inverness and Wick/Thurso.
38	Individual respondent	The draft strategy’s support for the proposed A9/A96 Eastlink needs to be removed. The road would be highly socially and environmentally damaging.	HITRANS fully supports this strategic link which has been developed by Transport Scotland and the Highland Council to encourage more effective use of the road network, to support development east of the A9, to improve safety and to maximise opportunities for active travel and public transport connections arising from the road infrastructure improvements.

Communities, Participation and Integration Projects / Measures



ID	Respondent(s)	Comment	Action
39	6 respondents	The Strategy states it supports the aim of people with accessible needs to travel and play an active role in their community. Yet there is no recognition of the difficulties the elderly and disabled travellers face when attempting to travel in the HITRANS area. The majority of the public service vehicles in rural and remote areas are not accessible, yet according to the current legislation they are. "Top level is great, but the most fragile communities seem to be the ones where there is no provision at all in this plan."	We agree that there is much to do to improve accessibility across the region; this is reflected in our high-level objective to "reduce barriers to participation in employment, learning, social, leisure, health and cultural activities". Many of the projects that we have identified will specifically target access improvements which will particularly benefit people who are older or who are disabled. We agree however that this is not necessarily clear in the strategy, and so we will include a specific statement in this regard highlighting the most relevant projects.
40	3 respondents	Recognition should be made of the poor level quality of digital connectivity across remote and rural areas within the region,	Agreed.  Digital connectivity is essential to reducing the need to travel, and to supporting good, timely information of travel options. We will make this clear in the Strategy.
41	4 respondents	We welcome the emphasis on a locality-focused approach; ensure alignment with Community Empowerment Bill and recognise Health and Social Care Implementation Plan; Islands Bill now published; greater scope for community involvement and participation. Further emphasis on community initiatives, including joint provision across education/public service/health related transport needs should be emphasised.	Agreed. HITRANS is in a good position as a statutory Community Planning partner to help deliver progress in this area. We have a proven track record in the partnership approach delivering change and improvement. We will highlight the opportunity for joint provision across sectors within the Locality Planning and Empowerment Approach which is set out in the delivery plan.
42	Stagecoach North Scotland	It is questionable whether the RTS needs to include such a focus on providing information through HITRANS - The industry is improving information that is available and support needs to be given to Traveline that is readily established to improve the information that it is able to provide and host for other modes.	HITRANS will continue to support the development of Traveline Scotland. We will also continue to work with all partners to ensure that travel information is provided in the most usable, accurate and available format across the region. The wide mix of travel modes and means across the region is particularly challenging. Stakeholders and communities that have been involved in the refresh of the strategy highlighted their concerns and challenges with travel information, and so it felt appropriate to respond to that within the Strategy.
43	Individual	The smaller business parks like the one in Dingwall need a much more commuter friendly timetable for people who work there.	We recognise in the Strategy the need to work at a locality level to design appropriate more flexible public transport solutions. We also set out that we will develop and expand the H-Travel brand and initiatives under our Personalised Travel Planning and Behavioural Change activity.
Low Carbon, High Activity Projects / Measures			
44	2 respondents	Improved digital connectivity has a key role to play in reducing CO2 emissions from transport by negating the requirement to travel however, poor 3G and 4G coverage is a key barrier in Argyll and the Scottish and UK Governments must do more to encourage mobile operators to address this.	Agreed – see No. 40 above.
45	Argyll & Bute Council	We would also agree that as electric vehicles become more popular there will be a requirement to develop a consistent national and/or regional strategy regarding the responsibility to provide and maintain vehicle charging infrastructure. At present the Council meet the costs associated with electricity and after 3 years will meet all maintenance costs. This is considered to be unsustainable given existing pressure on local authority budgets. Argyll and Bute Council are keen to encourage increased levels of low carbon tourism in the area however, this will require an integrated approach with funding partners and	Agreed. HITRANS have recently commissioned an Electric Vehicle / Low Carbon Strategy which will consider these aspects as part of its remit.

ID	Respondent(s)	Comment	Action
		public transport operators to ensure that there are adequate facilities for tourists wishing to travel to the area without a car e.g. ability to carry bikes on public transport, adequate promotion of routes.	
46	2 respondents	There needs to be explicit support for electric vehicle charging - the current network is inadequate and unreliable	See No. 45 above.
47	Individual	If low carbon, then you should include airline emissions. Excluding airline pollution merely puts the onus on reducing carbon emissions on other modes of transport.	We recognise that transport and transport services can be significant contributors to emissions. We are also clear that there is a balance to be struck in achieving our economic and environmental objectives. Nevertheless, we have recognised the significance of carbon reduction by aligning the environment-based complimentary outcome in the draft strategy with the four transport objectives, creating a new objective to: "Protect the environment and mitigate adverse impacts of transport and travel."
48	3 respondents	Address popular visitor spots, where the high volume of cars / buses is having an adverse impact on local community and environment.	Agreed. Within the delivery plan HITRANS sets out the intention to work with Local Authorities and other partners to develop new approaches and identify funding solutions including consideration of a travel planning / demand management approach at major sites including Neolithic Orkney, Iona and Skye etc.
<b>Working in Partnership</b>			
49	5 respondents	Engage directly with the public. Would like to better understand what HITRANS is and what it does. Local meetings, communication with communities. "Perhaps this is highlighted when we discussed the draft strategy with members of the public they were aware of the SPT, yet they had never heard of Hi-Trans"	We will reflect on this and ask our Partnership Members to reflect on how we communicate as an organisation in the future.
50	13 respondents	Transport Forums – area-level or mode-specific. Establish focus groups / ideas panel / online contact with a large online panel. Through community councils.	HITRANS currently administer a number of mode specific and multi modal forums and user groups as outlined in the case study on page 49. However we will consider potential for other forums including online forums. One such area currently being considered is for Electric Vehicle users, operators and providers.
51	Comhairle nan Eilean Siar	There are many competing priorities within the remit of HITRANS and the risk of priorities and investment becoming mainland-focussed or even Inverness-centric is of considerable concern to the Comhairle. It is essential therefore that island authorities such as the Comhairle and Orkney Islands Council, particularly in the context of challenging financial pressures and competing priorities within the public sector, continue to have "their place at the table" and be able to continue realising those benefits.	Agreed. We recognise what has been achieved through partnership working in the past, and will continue to build on this into the future by ensuring that the Strategy reflects the priorities across the Highlands and Islands.
52	8 respondents	Focus in terms of partnership should be on engaging with and creating solutions with local communities.	Agreed. A key element of the delivering plan is by working through Community Planning with other statutory Community Planning Partners to develop more integrated approach to transport network, services and delivery.
53	3 respondents	Involvement and commitment of Transport Scotland to particular issues in the Highlands and Islands.	Agreed. HITRANS will continue to work with Transport Scotland colleagues to make the case for investment in the region.
54	Comhairle nan Eilean Siar	The establishment and governance by HITRANS of multi-agency forums such as the Clyde and Hebrides Ferry Services (CHFS) Ferry User Groups (FUGs), the Aviation Stakeholder Group and the Transport Coordinators Group have proved successful and realised real and meaningful	Agreed. We will look to work with our Partnership Advisors to identify any opportunities to develop this collaboration further.

ID	Respondent(s)	Comment	Action
		benefits to the Comhairle. The inclusion of external bodies such as Highlands and Islands Enterprise (HIE) and a representative from the NHS boards on the RTP's Partnership Advisors' Group has proved valuable in the past. The inclusion of HITRANS in the membership of the relevant Community Planning Partnerships is also an important development. Given the likely challenges facing the region and its constituent authorities and, perhaps, more importantly, the need for innovation and, in some cases, transformational change, within the region's public sector, this level of participation and collaboration must be encouraged to develop further.	
55	2 respondents	Negate the Scottish Government's obsession with centralisation. Transport Scotland involvement, including appropriate financial support to enable strategy delivery is crucial.	See No. 53 above.
<b>Monitoring Progress</b>			
56	Chartered Institution of Highways and Transportation (CIHT) – Scottish Policy Forum and 2 other respondents	A "state of the region" annual report card could be a simple method of a regular update / annual report, following consultation, to all consultees.	Agreed, this would be a useful position statement and aligns well with our refreshed approach to monitoring progress.
57	6 respondents	Important to capture information not just at a regional level, but at a local one. Where possible, indicators should be consistent with those monitored at a national level, by other RTP's, member Local Authorities and key stakeholders to support collaboration and enable benchmarking.	Agreed. This is reflected in our refreshed approach to monitoring.
58	Individual	Sample some routes for reliability and the communities involved to see how much confidence the public has in using these services.	This could be a useful tool to use on a project-level basis, as described in the refreshed approach to monitoring.
59	6 respondents	Indicators that measure "outcomes" based around stated RTS (SMART) objectives. Delivery of public transport services. Punctuality, cancellations, accurate timetable information. Public transport modal share. Estimated CO2 emission from transport year by year.	Agreed.
60	2 respondents	Use Surveys and social media.	Agreed. HITRANS have regularly used social media and surveys to help communicate and consult in recent years. This has helped engage with a much wider demographic than traditional forms have enabled.
<b>Any Further Comments</b>			
61	Chartered Institution of Highways and Transportation (CIHT) – Scottish Policy Forum	Overall, it is an excellent RTS document being well-framed with good, logical content. Perhaps the quality of some diagrams (e.g. schematic maps) do not do justice to the essential content.	We will provide an overriding map to show the whole makeup of the RTS and review how some of the key priorities are spatially displayed.
62	Caithness Transport Forum	We simply wish to emphasise the need to look at innovative solutions across all forms of transport, and across both passenger and freight services. Public sector budgets are continuing to shrink, and it is clear that in many places the traditional models of transport delivery are no longer working for the communities they are supposed to serve.	Agreed.
63	Friends of the West Highland Lines	The strategy is lacking in specific projects and initiatives to achieve its high-level objectives. The disastrous HITRANS performance re. the meaningless bus shelter timetables in Fort William suggests that specific local issues are not being	A next stage in the evolution of the RTS will be its application at a local level, which could pick up specific localised problems or challenges. The RTS endorses using a locality-based approach to address local issues, and with a multi-disciplinary team through a

ID	Respondent(s)	Comment	Action
		sufficiently seriously addressed.	Community Planning approach rather than focussing purely on transport as a single element.
64	Scottish Natural Heritage	Overall, there is good strategic work on active travel in the HITRANS area. However, we note that while most of the area strategies refer to active travel, this information is missing for Argyll & Bute. We take this opportunity to query whether this work is already planned or delivered. At present this is a gap in an otherwise comprehensive approach to this issue.	HITRANS has recently completed a parallel active travel strategy to reflect the importance within our future priorities. We will ensure that consistent detail on activity is presented across all areas by amending the key in the Strategy map for Argyll and Bute on page 52.
65	Lochaber Environmental Group	Supporting the provision of reliable, affordable and fast internet broadband across the whole region is one obvious area. Others include encouraging and possibly subsidising the provision of mobile services (whether in local venues or a vehicle) such as GPs' surgeries, shops, banking and so on. Existing examples include the mobile cinema (Screen machine) and the commercial operation run by Spec Savers. Such initiatives not only help to fulfil the objective of improving the quality and accessibility to services but also relieve the pressure on transport capacities and reduce the carbon footprint.	Agreed, see No. 40 above. We will also add specific detail on the need to pursue reliable, affordable and fast internet access across the whole of the region – an aspect that many areas in our region do not have at present.
66	Individual	Sections 2.5.2.18/19 about deliveries and extra costs for businesses is not addressed with a strategy. Also almost no mention of rail to Fort William and Mallaig and lack of freight infrastructure. There should be significant investment to improve freight usage of this line	See No. 37 above.
67	Orkney Islands Council	Support to translate the RTS into LTS would be appreciated.	Agreed that this would be useful, and could be related through also a Community Planning approach. See point 3.5.5.4 onwards in the RTS which captures the opportunities.
Comments from direct responses to HITRANS (not in the surveymonkey format)			
68	Bob Barnes-Watts	References to First ScotRail and Passenger Focus in the Case Study on page 49	✓
69	Moray Council Officer	Spelling of "North" needs to be corrected on 2.3.14	✓
70	Conservator Highland & Islands Forestry Commission Scotland	Keen to see a commitment to support sea transport of timber. This includes supporting the infrastructure of several small piers and supporting innovative solutions for temporary piers and shipping	HITRANS will continue to support opportunities for sustainable freight movement and support key sectors including forestry. We will work with partners in the Highland Timber Transport Group and the Forestry Commission to this end.
71	Cllr Finlay Cunningham, Cllr Paul Finnegan, Cllr John Mitchell Harris and South Lochs (Western Isles)	Extremely disappointed with the negligible attention given to the need for the completion of this spinal route between Tarbert and Leverburgh in the Western Isles. Of the 35 Delivery Plan Items, we note that this critical completion of our main spinal road appears in Item 5 squeezed in between work required on roads on Mull and the Stromeferry bypass. We are further perplexed to see that, not only is progress limited through lack of funding, but that it is not even identified as a national project. "Every effort has to be made to access and deliver funding to allow this road to be completed to a satisfactory level by whatever means is possible. This desire for a more acute focus on this situation should be highlighted to a much greater extent than is at present in any future Transport Strategy Document published by Hitrans."	Initial response already provided: "We note your concerns at the prominence given to the Spinal Route and will consider how we present this. The Spinal route is a key priority for HITRANS and we have worked with colleagues in the Comhairle to help fund the design of new sections in recent years and will continue to work with you to secure funding in the future where the absence of the ERDF funding which has supported previous upgrades represents a significant challenge."
72	Cllr Finlay Cunningham, Cllr Paul Finnegan, Cllr John Mitchell	Ferry studies in Orkney, Highland, A&B areas, but not in the Western Isles. Problems of acute capacity constraints at weekends in the summer months. "Bring together the statistics of weekend	Initial response already provided: "While welcoming the economic benefits that RET has brought to many of the communities on the CHFS network, we are acutely aware of the severe capacity issues on certain routes having helped fund the data gathering of online

ID	Respondent(s)	Comment	Action
	Harris and South Lochs (Western Isles)	availability to and from the Islands into any future Hitrans Strategy Document and then apply pressure on Cal Mac to make an extra ferry available at those peak times.”	ferry availability by Outer Hebrides Tourism in last 5 years. As you may be aware, Transport Scotland have committed to undertaking a STAG appraisal of all the Western Isles ferry routes with the work scheduled to commence later this year. This is a key opportunity to influence the strategic planning for ferry service provision and we look forward to working with the Comhairle and other local stakeholders to input into this process.”
73	Cllr Finlay Cunningham, Cllr Paul Finnegan, Cllr John Mitchell Harris and South Lochs (Western Isles)	Air services – issue of no apparent discounting available for booking well in advance. Limited flights SYY-INV at the weekend for onward connections.	Initial response already provided: “I note your comment re the timing of the weekend service between Stornoway and Inverness and will raise this with Loganair when we next meet them. In terms of reducing the cost of air travel, HISTRANS recently commissioned work to support the business case for including all business travel within ADS. A copy of the report is attached. While the Government has stated that it is not something they are able to fund at present we will continue to make representations in support of this extension to ADS. I appreciate that this doesn’t directly address your point of around the cost of advance fares but is a viable means of reducing fares for important sectors of the economy on commercially operated services.”
74	Loganair	Page 18 text box to RHS – typo on the second line – Loganair	✓
75	Loganair	In the same text box, the aircraft has only 19 seats (not 28) but can only carry 13 passengers per flight to Barra due to weight restrictions arising from the need to carry roundtrip fuel.	✓
76	Loganair	Comment in 2.7.2 on page 23 about fare levels: domestic fare levels in general are escalating very rapidly	Agreed. HISTRANS recently undertook an economic exercise to consider the impacts of extending the Air Discount Scheme to business travel for those based in the region. The Communities perceive fare levels to be high on the non-PSO routes.
77	Moray Council	Without diminishing the importance of safety in relation to travel and transport, it is not clear from the delivery plan that this objective has the same primacy as the journey time reduction, capacity constraints and accessibility/integration objectives.	Safety is one of the key transport objectives for HISTRANS. Many of the aspects in the delivery plan will have a positive impact on safety, and so we will reflect on how this is presented within the document to capture these positive aspects.
78	Moray Council	In relation to lifeline transport it may be worth noting that the current cost implications of transport provision can also act as a barrier to movement and access. There may well be a form of transport, but if members of the public cannot afford the provision, or businesses justify the cost, then it makes the link redundant for a percentage of our communities. This then further threatens the sustainability of that transport link.	Agreed. Affordability is a key aspect. We have also now captured this in our transport objectives – see No. 4 above – and we will add an affordability dimension to our definition of ‘good transport’ in the strategy. These actions will ensure that the affordability dimension is consistently considered in future planning, prioritisation and monitoring etc. Specific examples of where delivery plan action focusses on affordability includes promotion of extending ADS to include business travel, expansion of the concessionary travel scheme to cover community transport, air, ferry and rail where this is the relevant local transport service (rather than bus), and HISTRANS support for the expansion of RET over Northern Isles services, which has recently been announced, as well as support for considering RET on Western Ferries following the announcement by the Minister of the desire to work with Pentland Ferries in respect to the Pentland Firth crossings.
79	Moray Council	The way in which the wider HISTRANS Board members and advisers work together in partnership should be commended as the nature of the relationships and ways of working are particularly effective in both influencing outcomes and directly delivering projects. There is potential	Agreed. This aspect could be added to the list at 3.5.5.6 in the strategy which sets out the several ways in which HISTRANS can deliver its strategy.

ID	Respondent(s)	Comment	Action
		to grow the role of the non-council members and advisers in working more closely with the constituent local authorities.	
80	Highland Council Officer	Wording of HI-travel case study doesn't make sense.	✓
81	Highland Council Officer	<p>Bullets on pg 25 require tidied up.</p> <p>Page 26 – photo of the traffic Scotland website... not sure it is the right place for this image as it doesn't relate to what is being discussed!</p> <p>Page 27 – 2.9.6.2 missing full stop at the end of bullet point 4</p> <p>Page 31 – should there be 2 arrows going from the middle strategic theme to sustainable economic growth??</p> <p>Page 34 – where is the photo from at the bottom? Could do with a label on the photo</p> <p>Page 37 – 3rd bullet point mention West Link crossing Caledonian Canal?</p> <p>Page 37 – Is LCTT a committed project? Could also add in Community Links and Community Links PLUS and Safe Routes to School. Also is it worth mentioning the 20mph projects? Smarter Choices Smarter Places not mentioned at all in document (3.4.7.9 maybe)?</p> <p>Page 43 – 6th bullet point on the right hand side... is it Quality Bus Partnership or Bus Quality Partnership?</p> <p>Page 45 – only mention in whole document of CAPS?</p>	✓
82	Nestrans	In relation to the dualling of the A96, Nestrans would welcome reference to the benefits that this project will have for public transport and active travel users as well as car travel – as is the case for the A9 dualling referenced above. Similarly, references to the Aberdeen to Inverness rail improvements should be referenced in similar detail to the Highland Mainline improvements in terms of the benefits this significant improvement is anticipated to bring.	<p>Agreed.</p> <p>The Aberdeen-Inverness hourly (sub 2-hr journey) will be referenced.</p>
83	ScotRail	There could be slightly more explicit reference to the role of the rail franchisee and the investment it is making in the region, and how that could be exploited to bring in further funding. For example is there any opportunity to use ScotRail investments which are committed anyway, as match with other sources?	<p>Initial response provided:</p> <p>"We've tried to exploit committed funding to bring in ERDF or other match recently on a couple of fronts but I agree that we should all be doing this across the board more effectively. There are currently a couple of further opportunities we are exploring under the Smart Cities ERDF stream so it would be good to follow this up soon with you to see where else we might be able coordinate existing commitments to bring in more match."</p>
84	Highland Council Officer	Require major emphasis on the upgrading of the A82, including Rannoch Moor, Fort William, around Corran and Loch Ness-side.	Agreed. The 'committed projects' are those already programmed by our partners. We will continue to promote further projects to address access constraints and barriers in the pursuit of our objectives.
85	SAPT	Key strategic themes: Given the significant contribution of tourism to the Highlands and Islands economy, and increasingly serious problems caused by the resulting congestion and overcrowding, a fourth strategic theme could be added: "Improving transport provision to handle growing numbers of tourist visitors in addition to serving the needs of the indigenous population"	Agreed – see points 3, 34 and 48.
86	SAPT	Electrification of Highland Main Line and Inverness-Aberdeen: While electrification remains a long-term aspiration (not helped by the current UK-wide electrification problems), this should be preceded by identifying opportunities to upgrade rail infrastructure to improve journey times and reliability. The HST trains planned from 2019 will be	Agreed. Transport Scotland policy with existing infrastructure (signalling works at Aviemore and Pitlochry) delivers the required STPR/HLOS outputs.

ID	Respondent(s)	Comment	Action
		capable of more than 100 mph if track could be realigned in suitable geographic locations. The next generation of rolling stock should also be specified for a maximum speed above 100 mph.	
87	SAPT	A coordinated bus/rail/ferry access strategy is a high priority to avoid creating further instances of road congestion exemplified by the NC500 initiative	<p>Coordination and integration of services is critical to our focus on achieving 'good transport'. We have set out elsewhere our approach to considering this on a locality-basis with Community Planning partners.</p> <p>We are also supporting work focusing on the management of volume tourism, and specifically mitigating its impacts and recognising its importance to the region's economy.</p>
88	SAPT	The reduction in funding for subsidised bus services is a cause for concern. The HITRANS Regional Transport Strategy, having recognised the problems, should include a strategy and delivery plan for improving the situation.	<p>Agreed.</p> <p>As highlighted in the strategy: 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 made available 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. All partners need to work together to ensure the best and efficient and effective services can be provided to achieve the most for our communities.</p>
89	SAPT	Highland Main Line: It should be possible, and highly beneficial, to introduce an hourly frequency by 2019 (not 2025 as stated), when the HST fleet is due to be introduced. A fast hourly rail service is essential to increase rail's modal share and provide an alternative to A9 disruption during the road works, and subsequently.	✓
90	SAPT	Aberdeen to Inverness Rail Improvements: Following completion of work at Forres and Elgin and between Aberdeen and Inverurie, priority should be given to enabling an hourly service between Aberdeen and Inverness, indisputably the worst InterCity rail connection in Scotland. This depends on the single line between Huntly and Elgin being capable of accommodating an hourly frequency. An extended dynamic loop westwards from Huntly may be the most effective solution (the route from Huntly westwards to Keith Junction was formerly double track with few road bridges so costs should be containable). This project has been discussed for well over 20 years. Urgency should be injected into Transport Scotland to complete it.	This is for Control Period 6 2019-2024 – we await the Transport Scotland Investment Strategy autumn 2017. It is yet to be decided where / what infrastructure will be provided.
91	SAPT	HITRANS should seek to optimise public transport links with ferry services to facilitate active travel without a car. This would alleviate vehicle capacity problems on the ferry routes. Some timetables spectacularly fail to make connections, for instance the Lochboisdale ferry arrives at Mallaig at 10.30, narrowly missing the 10.10 train to Glasgow (the next train is six hours later!). In the opposite direction, the ferry leaves Mallaig at 17.30 while the train from Glasgow arrives at 17.43.	HITRANS will work with local authorities and transport providers (particularly the Integration Managers at CFL and ScotRail) to improve transport integration and multi modal connectivity and reduce the level of these poor examples of timetable planning.
92	SAPT	Far North, Kyle and West Highland Lines: The objectives for the Far North line are welcome. More detailed objectives needs to be specified for the West Highland Line to Fort William. With only three ScotRail trains per day, the timetable falls short of expectations. Journey times are excessively slow, worsened by the lengthy 15minute stop at Crianlarich for joining or splitting trains. Seating capacity on some Oban and Fort William trains is	<p>Agreed. West Highland Line frequency needs to be looked at 3/day ScotRail to Fort William (plus the Sleeper) is the poorest service level in Scotland. Crianlarich may need separate work, but the new Oban independents since 2013 (i.e. not splitting) produce faster journey times.</p>

ID	Respondent(s)	Comment	Action
		inadequate at times of peak demand. If the ScotRail “tourism and trains” initiative is to succeed in attracting more travellers to rail, a revamp of the West Highland timetable and train deployment is needed.	
93	SAPT	Air Services: Retention of air links between Inverness and London is essential, together with improving connections from key worldwide locations. However, widespread development of small air strips around the region would undermine surface public transport improvements and negate attempts to reduce greenhouse gas emissions referred to elsewhere in the HITRANS strategy (eg 3.4.7 “Low Carbon and High Activity”).	HITRANS recognises the importance of air strips that serve many remote and island communities around the region. These are essential for the social, health, economic and educational sustainability of these communities. The strategy highlights the importance of maintaining these facilities.  Furthermore, the strategy supports the introduction of a Skye Air service to address poor connectivity for this part of the region,
94	Highland Council	Local authority specific maps: it would be useful if further work was carried out on this section of the RTS, to ensure that targeted improvements on the A9 north (for example at Tomich Junction or Munloch junction) are also reflected. Given the recent work being undertaken on the back of the major investment at the smelter in Fort William, there would also be merit in ensuring that an inset is included to identify all of the various transport interventions that may be required (across all modes of transport).	Agreed.
95	Highland Council	Chapter 2 of the document sets out the key trends in transport between 2008 and 2016, and clearly demonstrates the issues that have led to the refresh of the RTS. It may be appropriate now to move this part of the document to an appendix so that the main focus is on the strategy and the transport priorities contained within it.	It is felt this section provides necessary context for those coming fresh to the strategy. A summary document however will be made available from the completed strategy comprising summary, delivery table and the maps showing the delivery plan elements.
96	Highland Council	The role of HITRANS as a community planning partner is highlighted within the strategy, and the Council would welcome continued and further input into partnership activity around Active Travel and Development Planning. The role of active travel in promoting healthy lifestyles should be a key element of this.	Agreed and welcome.
97	Orkney Islands Council	Amendments to Orkney Strategy Map on page 56 including adding Stones of Stenness to Neolithic Orkney sites; Graemsay pier and a Low Carbon Hub opportunity for Scapa Flow.	These amendments will be reflected in the final version of the map.
98	SUSTRANS	HITRANS includes a large area of rural Scotland, and the distances and terrain can make walking and cycling harder to promote. It is, therefore, especially welcome that the plan acknowledges a focus on targeting the easiest journeys, those under 5 miles (3.3.3.3), and also targeting infrastructure in population centres using the Active Travel Town Masterplans. Consider inclusion of: <ul style="list-style-type: none"> <li>• bike parking situated at rural bus stops.</li> <li>• provision of bike carriage on buses to make bus travel a more accessible option.</li> <li>• We would like to see the strategy recognise walking and cycling routes as lifelines (such as the Alness – Invergordon path).</li> </ul>	Agreed. See point 23 above especially. It is also highlighted that the strategy is supported by the recently completed Active Travel strategy for the region.
99	SUSTRANS	Sustrans recently published a Leisure Cycle Tourism Guide which indicated that the value of leisure cycling on the National Cycle Network in Scotland was £345 million <sup>1</sup> . The impact of tourism is	Agreed. See No. 34 specifically.

<sup>1</sup> <http://www.sustrans.org.uk/news/new-research-reveals-cycle-tourism-worth-%C2%A3345-million-scottish-economy>



ID	Respondent(s)	Comment	Action
		<p>therefore potentially underplayed. Though it is welcome to see the importance of cycle tourism recognised (3.3.3.4), no measures are set out to promote it. Regional transport partnerships, and especially in desirable areas such as the Highlands and Islands, have a role to play coordinating long-distance cycle routes and ensuring connectivity between different local authorities. Section 2.5.1.11 identifies transport routes as attractions in themselves, and this should include walking and cycling routes. For example, the “Route to the Isles” is not discussed within the strategy. Reference tourism in the economy section, and include walking and cycling tourism.</p>	
100	SUSTRANS	<p>The table on page 47 indicating how each area within HITRANS is working towards certain policy outcomes is an example of good practice that we would like to see replicated across Regional Transport Partnerships. It is welcome that the high level objectives and strategic outcomes of the National Transport Strategy (2016) are acknowledged, and, broadly speaking, reflected in the strategy. Where it could be improved is by greater reference to the health benefits of active travel and more specific activities related to the promotion of active travel for reasons of public health.</p> <p>The strategy should show how changes since 2008, which include the National Walking Strategy and Cycling Action Plan (CAPS 2017) have been integrated in the plan.</p>	<p>Agreed. We will update references to CAPS 2017 and set out how these have been integrated into the plan.</p> <p>Furthermore, following consultation we have aligned the health and well-being-based complimentary outcome with the four transport objectives, creating a new objective to:  “Increase physical activity and participation to improve health and well-being”</p>

## APPENDIX 2: RTS Refresh – Outline Monitoring Approach

The draft RTS referred to prior year and future *RTS Monitoring* as follows:

### 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.

These proposals reflect feedback from the HITRANS Board Members and a review of the approach that has been undertaken as part of the RTS Refresh exercise.

In the past the monitoring has used a Red-Amber-Green (RAG) approach to (subjectively) make an assessment against a number of indicators. The subjective approach gives rise to differing approaches to scoring, while the RAG system can be considered overly simplistic, particularly that it focuses the reader to concentrate on the 'reds', rather than considering for any given indicator whether any movement or variation is because of common or special cause variation. A more progressive approach to monitoring will enable the reader, and those charged with governance, to consider the data and context to better understand what is at play.

A first stage in developing an updated approach to monitoring is to consider the updated objectives and the delivery plan elements within the RTS Refresh document. The context then is to consider what data may be available to capture progress towards delivery and objective outcomes. The objectives are in the process of being updated following consultation on the draft RTS update.

### **Delivery Plan**

Focus on the Transport Objectives – if we deliver these we know we will contribute positively towards our high-level and transport objectives.

Delivery Plan Item:	Reduce JTs and improve reliability and resilience	Improve safety of transport and travel	Tackle capacity constraints	Improve the quality and accessibility (availability, affordability, information & integration) of travel	Protect the environment and mitigate adverse impacts of transport and travel	Increase physical activity and participation to improve health and well-being
Inverness Rail Station Redevelopment and Masterplan	✓	✓	✓	✓	✓	✓
Developing an integrated transport Hub in Oban	✓	✓	✓	✓	✓	✓
Advancement of a programme of investment in key regional and trunk road pinch points including A9 (North of Inverness, eg. Berriedale Braes, A82, A95, A83	✓	✓	✓			✓
Approach to the road maintenance backlog on the Local Authority road network	✓	✓				✓
Advancement of a coordinated programme of investment in significant local road improvement projects	✓	✓				✓
Capital expenditure for local roads.						
Electrification of Highland Main Line and Inverness to Aberdeen; additional capacity and quicker journey times; Seafeld Junction improvement.	✓			✓	✓	
Support investigation and development of Sleeper services to/from Caithness and Oban	✓			✓	✓	
Rail Freight Strategy, including freight terminals – Fort William, Inverness, Georgemas, Keith and Elgin; and gauge enhancements	✓	✓			✓	
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.	✓		✓	✓	✓	✓
Replacement and funding of local authority ferries / services	✓		✓	✓	✓	✓
Examine the feasibility and impacts of fixed links to / between fragile islands	✓		✓	✓		✓
Support and strategy, including investment required, in ports around the region			✓	✓		
Inverness Airport Development Plan			✓	✓		
Securing and improving Inverness air slots to London Heathrow	✓			✓		
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				✓		
Introduction of a Skye Air service and development of Oban airport	✓			✓		
Development of an Aviation Strategy for the region, including: Planning for the region's airfields and networks.				✓		
Capturing Transport in Community Planning				✓	✓	✓
Locality Planning and Empowerment Approach; public and community transport planning; capturing the value of transport investment				✓	✓	✓
Strategy to consider approaches to sustainable access to popular tourist sites around the region, including consideration of a Travel Planning / demand management approaches at sites, including for example at the Heart of Neolithic Orkney sites and on Iona.		✓		✓	✓	✓
Develop strategy for establishing transport routes / corridors as visitor attractions		✓		✓	✓	
Freight Quality Partnership	✓	✓			✓	
Affordable and consistent passenger, vehicle and freight fares across ferry networks and passenger fares on air services				✓		✓
To reverse the decline on the Far North Line, including journey time improvements, capacity enhancements, Evanton, signalling upgrade and frequency improvements	✓	✓		✓	✓	✓
To maximise the potential of the Highland Rural Routes, including journey time reductions, increased frequency and better rolling stock	✓	✓		✓	✓	✓
Concessionary Fares – to include community transport services, and local ferry, air and rail services where appropriate				✓	✓	✓
Comprehensive public transport information and mapping				✓	✓	✓
Quality Bus Partnerships and Interchanges	✓			✓	✓	
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				✓	✓	✓
Implementation of Low Carbon Strategy	✓	✓		✓	✓	✓
Building on the Smart Cities concept (including in Inverness), developing with partners in Scottish Government, Health Boards and Community Planning				✓	✓	✓

Delivery Plan Item:	Reduce JTs and improve reliability and resilience	Improve safety of transport and travel	Tackle capacity constraints	Improve the quality and accessibility (availability, affordability, information & integration) of travel	Protect the environment and mitigate adverse impacts of transport and travel	Increase physical activity and participation to improve health and well-being
Partnerships a <i>Smart Rural and Smart Island</i> intervention approach						
Develop approach for 'Health Gain'		✓		✓	✓	✓
Implementation of Regional Active Travel Strategy and Active Travel Town Masterplans				✓	✓	✓
Personalised Travel Planning and Behavioural Change				✓	✓	✓

The above table gives a high level indication of where certain items will make some contribution to the transport objectives. A further step in the process, and including to assist with any prioritisation will be to further assess these items, using a qualitative assessment on the seven-point-scale, considering the relative size and scale of their impacts.

Transport is the core of HITRANS' business, and several transport indicators, which are already collected should be the focus of monitoring efforts. These, in alignment with our six transport objectives, should give us the context and understanding of whether progress is being made or otherwise.

From the draft RTS consultation there was general support for the approach stated in the RTS, namely progress monitored against SMART targets and carried out in an objective and quantifiable approach, and with a tailored monitoring framework being employed on identified RTS project or initiatives. Furthermore, several respondents offered a word of caution in terms of comparing the HITRANS region to other areas in Scotland, highlighting that the distribution and sparsity of population and communities, and the expansive transport networks are not comparable with any other region in Scotland.

Respondents were also asked as to whether there are any indicators that should be captured to monitor progress.

Suggestions included user satisfaction, using surveys and social media, transport mode share, length of off-road cycle lanes, estimated CO2 from transport. From the consultation on the draft RTS, consideration should be given specifically to:

- Production of an annual 'state of the region' report card that can be shared with partners and stakeholders.
- Use of community perception surveys.
- Establishment of an on-line consultation panel, and use of social media.

### Possible indicators:

Focus on those transport indicators that are readily and regularly available, and those that are available at local/regional plus national level, as well as allowing a comparison with other local authority or RTPs. This will allow us to present progress or otherwise in the HITRANS area in context.

Indicator	Source	Availability	Geographical areas available for			Comments / notes	What should the target be?
			LA	RTP	Scotland		
<b>ACTIVE TRAVEL</b>							
1	The proportion of travel to work journeys by active travel modes						
2	The proportion of children travelling actively to school						
3	Number of cyclists recorded at key sites (where monitoring equipment is in position?)						
4	Sustrans Hands Up Scotland Survey						
<b>BUS TRAVEL</b>							
5	<i>The number of people using buses</i> To increase the number of bus passenger journeys by X% between 2017 and 20XX						
6	The percentage of residents who find public transport convenient						
7	Punctuality and reliability of buses						
8	Bus journey times over selection of journeys across region						
9	Uptake of national concessionary travel passes						
<b>RAIL TRAVEL</b>							
10	Number of passengers per year through region's rail stations						
11	Proportion of Scotland's rail carryings						
12	<i>Reduce rail journey times</i> (To have shorter rail journey times to key destinations, reduce by X% by 20XX; Inverness-Edinburgh < Xhrs; Inverness-Aberdeen < Xhrs)						
13	Cross border rail passenger journeys						
14	Rail passenger journeys within Scotland						
15	Passenger journeys to and from the main stations in Scotland						
16	Rail punctuality						
<b>ROAD</b>							
17	<i>Distance travelled by vehicles in the region</i> (Maintain traffic at or below existing levels per year through to 20XX)						
18	<i>Journey times over selection of journeys across region's roads</i> (To have quicker journey times between key destinations, reduce by X% by 20XX; Inverness-Perth < Xhrs, Inverness-Elgin < Xhrs etc.)						
19	Local Authority Road Network Condition	Scottish Road Maintenance Condition Survey					
20	Traffic on major roads	DfT					

Indicator	Source	Availability	Geographical areas available for			Comments / notes	What should the target be?
			LA	RTP	Scotland		
21	Petrol and diesel consumption of road vehicles						
<b>AIR TRAVEL</b>							
22	<i>Number of passengers through region's airports</i> (To increase the number of passengers through the region's Airports by an average of X% per year between 2017 and 20XX.)	CAA	Annually	Available for each individual airport			
23	Proportion of passengers through airports using bus/rail to access						
24	Increase the number of destinations served direct from Inverness Airport to XX by XX.						
<b>FERRY TRAVEL / PORTS</b>							
25	Total passengers and vehicles carried by operator						
26	Foreign and domestic freight traffic by port: bulk fuel and all other traffic						
27	Shipping services (Operators on subsidised routes) – revenue from users / subsidy						
28	<i>Indicator measuring completeness of RSM</i> Proportion of communities receiving a 7 day per week service (of those that were determined to require one through the Ferries Review RSM)						
<b>ROAD SAFETY</b>							
28	The number of casualties in road traffic collisions						
29	The number of deaths in road traffic collisions						
<b>FREIGHT</b>							
30	Average Freight lifted by UK HGVs per year						
<b>COMMUNITY TRANSPORT</b>							
31	Proportion of wheelchair accessible taxis across the region Increase proportion of accessible taxis in the region from 4% (2015) to 10% (20XX)						

### Indicators and Objectives

Here is where the six transport objectives would be re-stated, together with the targets that will be used to monitor performance against each indicator.

<b>1. Reduce JTs and improve reliability and resilience</b>									
Make the movement of people and goods within and to/from the region quicker and more reliable					Reduce journey times on key transport links/services				
Monitored by indicators:									
7	8	12	18	Etc.					

<b>2. Improve safety of transport and travel</b>									
Monitored by indicators:									

<b>3. Tackle capacity constraints</b>									
Monitored by indicators:									

<b>4. Improve the quality and accessibility (availability, affordability, information &amp; integration) of travel</b>									
Monitored by indicators:									

<b>5. Protect the environment and mitigate adverse impacts of transport and travel</b>									
Monitored by indicators:									

<b>6. Increase physical activity and participation to improve health and well-being</b>									
Monitored by indicators:									

It is suggested that targets should be used to help assess performance, and monitoring will consider whether progress is being made towards that target or otherwise. Importantly, consideration should be given to the wider context of each target, such that it will be assessed as to whether movement is the result of common or special cause variation, in other words, whether interventions have led to change.

### **Project Monitoring and Evaluation**

To fully capture HITRANS' work, much of which is through specific projects, research and other interventions, there is a need for a tailored framework approach to be used on an ongoing basis. The framework would be commensurate with the scale and nature of projects, and might include aspects such as:

1. Overview - What difference will/has your project made to the people, organisations or communities of the region?
2. What did you spend any project finance on?
3. How much change has happened? Explain how much progress has been made towards project outcomes. Consider if any indicators are relevant/available.
4. What have you learned? Any achievements or unexpected outcomes. Any problems you faced and how you've tackled them. How you'll share what you've learned. Any changes that you'll make to your project because of what you've learned.

At the outset of any project or initiative, it would be appropriate for the project lead or sponsor to set out the intended outcomes of the work, which could then be tested through the project and at completion. The above four aspects could be developed into a standard template to accompany projects and which could be reported to the Board to give oversight and assurance, and to set out future learnings.