DOOR TO DOOR, STEP BY STEP

HITRANS Active Travel Strategy

Guiding the direction of active travel in the Highlands & Islands



HI TRANS
Highlands and Islands Transport Partnership

hitrans.org.uk

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EXECUTIVE SUMMARY

Executive Summary

We are at a defining moment for the HITRANS region. Over the coming decades, significant investment, demographic change and evolving patterns of living and working will reshape the region economically and socially. At the same time, the need to improve health and wellbeing, reduce inequalities, strengthen communities and support a more sustainable transport system has never been greater.

Active travel has a critical role to play in this transformation. Delivering meaningful change requires a coordinated approach to influence both the systems that shape decision-making and the culture that shapes how people think, feel and behave.
This strategy sets out a long-term vision for how HITRANS will lead that change across the Highlands and Islands.

Developed through engagement with partners, stakeholders and the HITRANS team, the strategy recognises the unique opportunities and challenges of delivering active travel across a large, diverse and predominantly rural region. It reflects the lived realities of communities while responding to the significant opportunities presented by future regional growth and investment.

At the heart of the strategy are two complementary strategic strands that together create the conditions for lasting change:

Structural Innovation – Influencing the System:
focuses on creating the leadership, partnerships, funding models, knowledge and integrated approaches needed to embed active travel within planning, policy, investment and service delivery.

Cultural Influence – Influencing Hearts and Minds:
focuses on changing perceptions and behaviours, strengthening public understanding, building community ownership and creating a culture where walking, wheeling and cycling become natural and valued choices for everyday journeys.

These strands are underpinned by four cross-cutting themes that run throughout the strategy:

The Rural Lens –
ensuring active travel reflects the realities and opportunities of rural and island communities.

Supporting the Economy –
recognising active travel as an enabler of economic participation, regional growth and thriving places.

Improving Health and Wellbeing –
positioning active travel as a contributor to healthier lives, independence and stronger communities.

Normalising Behaviour –
creating the conditions for walking, wheeling and cycling to become everyday choices for people of all ages and abilities.

For each strategic strand, the document sets out:

- A clear Challenge Statement, defining the opportunity the strategy seeks to address.
- A long-term Strategy Statement, describing the ambition HITRANS aims to achieve and how we will deliver change.
- A comprehensive Strategic Action Plan organised around People, Infrastructure and Communication, identifying how HITRANS can establish, accelerate and embed change over the lifetime of the strategy.

Rather than presenting a fixed programme of projects, this strategy provides a flexible framework for long-term transformation. It recognises HITRANS' unique role as a regional leader, trusted partner and convenor: bringing together organisations, communities and expertise to influence decisions, share knowledge, deliver projects and champion active travel across the Highlands and Islands.

Ultimately, this strategy is about more than increasing walking, wheeling and cycling. It is about creating healthier communities, improving access to opportunity, strengthening regional connectivity and ensuring that active travel becomes an integral part of how the Highlands and Islands grow, prosper and thrive in the decades ahead.

Our long-term ambition is for walking, wheeling and cycling to be normal, safe and accessible choices for everyday journeys in the Highlands and Islands.

Context: The region is changing.

Problem: Active travel infrastructure is fragmented & disconnected, funding is short-term and reactive, and urban-focussed not community focussed.

Opportunity: Rural and island regions can lead differently to shape a region fit for the future.

Ambition: Connected movement as everyday, normal activity.

Role of HITRANS: The 'glue': connector, leadership and regional steward.

Outcome: Thriving, healthy, connected communities.

Our region is changing. The decisions made today about how people move, connect and participate in everyday life will influence the region's health, economy, communities and resilience for decades to come. Active travel has an important role to play in that future, not only as a transport choice, but as an enabler of healthier lives and stronger places.



This strategy recognises that achieving lasting change requires more than infrastructure alone. It requires leadership, collaboration and a shared commitment to influencing both the systems that shape decision-making and the hearts and minds that shape everyday behaviour. By combining Structural Innovation and Cultural Influence, HITRANS has the opportunity to create the conditions for active travel to become a natural, valued and accessible part of life in our towns, communities and islands.

The journey ahead will require collaboration across sectors, and with communities and organisations, and it presents a significant opportunity. By championing a rural-first approach, sharing knowledge, influencing policy and inspiring people, HITRANS can help shape a future where more sustainable journeys are possible, communities are better connected, and active travel contributes to a thriving, resilient and prosperous region for generations to come.

1. INTRODUCTION



1.1 Highlands and Islands Transport Partnership (HITRANS)

The Highlands and Islands Transport Partnership (HITRANS) encompasses the council areas of Comhairle nan Eilean Siar, Moray Council, Orkney Islands Council, The Highland Council and much of Argyll and Bute Council (excluding Helensburgh & Loch Lomond).

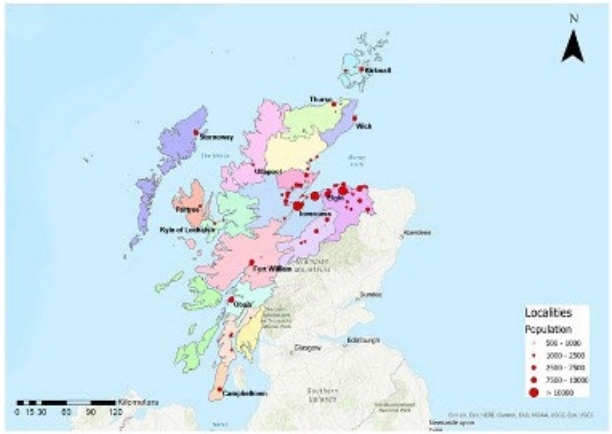


Figure x: HITRANS Region (Source: ONS)

Our original Regional Active Travel Strategy (ReAcTS) was published in 2019, and our work on Active Travel to date has been informed by the aims of this:

- Increase mode share of walking and cycling to work and school across the region;
- Increase the number of people walking and cycling on key routes
- Maintain local, regional and national investment in active travel.

Rates of walking and cycling increased during the Covid-19 pandemic (2020-21) but fell away again when our roads and spaces became dominated by vehicles once more. During 2021-24 when Transport Scotland undertook an Active Travel Transformation review and made changes to the way funding was distributed, there was an expectation of increased prioritisation of, and funding to, active travel (10% of the transport budget or £320M). At the time this injected new energy into the sector, but the increased funding and priority for active travel has not yet been realised. Nevertheless, current developments like the creation of the Inverness & Cromarty Firth Green Freeport in Highland and planned renewables and transmission expansion across the region present opportunities for investment in and improvement of active travel routes which this strategy aims to guide.



1.2 The Need for a Regional Active Travel Strategy

2030 Vision for Active Travel:

Scotland's communities are shaped around people, with walking or cycling the most popular choice for shorter everyday journeys.

Scottish Government; Active Travel Framework 2021

The Active Travel Strategy helps to deliver the HITRANS Regional Transport Strategy (RTS) under the three themes of:

missing link

Transforming our communities and reducing the impact of transport upon them

Connecting our communities

Improving integration with public transport

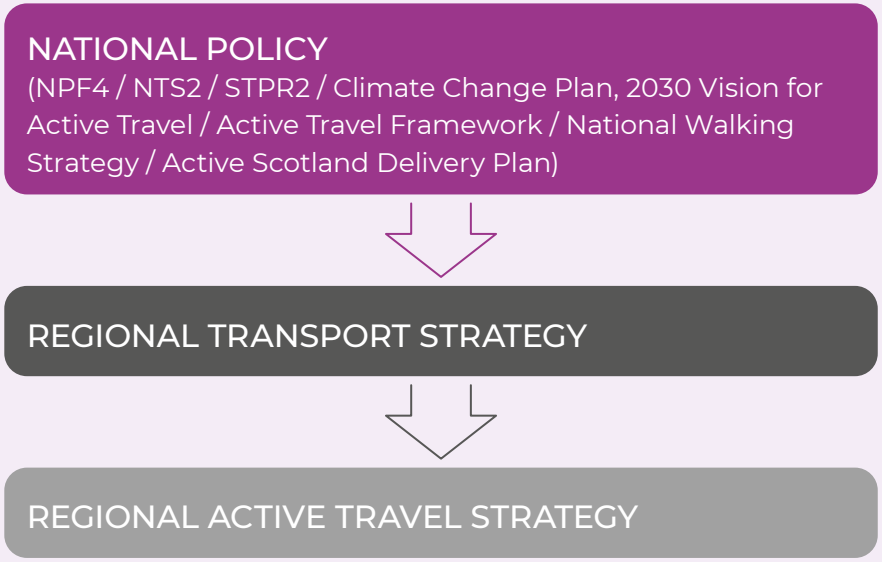
Active Travel is an easy way to incorporate physical activity into our daily routines, and there are well documented benefits to mental and physical health and wellbeing, health-span (living well into older age), reducing car-dominance in our streets and communities, and reducing air and noise pollution and carbon emissions.

What is Active Travel?

Active travel is defined as walking, wheeling or cycling for a purposeful journey. Wheeling includes using a wheelchair or mobility aid as an alternative to walking.

Active Travel is about short, local trips like walking to school, the shop, or to visit friends and neighbours, and walking or cycling to work. Where journeys are too long to walk or cycle, then it's about connecting with other modes of transport, like how you get to the bus stop, ferry or railway station.

POLICY CONTEXT



The Highlands and Islands are entering a defining period of change with projected investment of over £100bn by 2040 which will bring people to live, work and study in the region.
[ref: https://www.highland.gov.uk/news/article/16612/-100bn-potential-of-transformational-projects-in-the-highlands-and-islands]

Demographic shifts, major renewable energy developments, and changing patterns of living and working will reshape the Highlands and Islands economically, socially and physically over the coming decades. The decisions made now about how people move, connect and participate in everyday life will shape whether they choose to stay, work, invest and study here. Those decisions will also influence the success of businesses and organisations across the region who rely on ease of movement of their people and goods.

Funding remains inconsistent, infrastructure fragmented, and many journeys that could be made on foot, by bike, or by public transport are too difficult, uncertain or are simply not made. For people living in the Highlands and Islands, this often means that active travel is not an obvious or convenient option, even when connections with public transport should be possible.

We believe that our region has the chance, and a responsibility, to lead with approaches designed around the realities, strengths and opportunities of rural and island life, rather than importing urban-centric designs.

2031 is the first staging point: securing multi-year funding and establishing the conditions to influence national transport planning on rural terms. 2050 is the horizon. The steps between now and then are as deliberate, and recognised, as the destination.





2. WHERE WE ARE NOW:
Active Travel in the HITRANS Region

2.1 Car Dependence and Motonormativity

Reflecting the rural nature of much of our region, car ownership rates are higher than the Scotland average, implying a high degree of car dependence[1]. This is where car ownership is a necessity rather than a choice, due to the lack of active travel or public transport options and/or the high cost of public transport.

Car based tourism is a major contributor to traffic in the region. The North Coast 500 is a prime example of this, generating large volumes of traffic on narrow roads within rural communities and on connecting routes that could be safe and pleasant routes for cycling or walking with lower traffic volumes.

> *"Motonormativity - Decisions about motor transport, by individuals and policy-makers, show unconscious biases due to cultural assumptions about the role of private cars."*
> Ian Walker, Alan Tapp & Adrian Davis[2]

Motonormativity results in vehicle journeys being given priority over other options, and the subsequent lack of priority or investment given to active travel, means that many journeys are made by car when they could be made by other means. Motonormativity can be seen in the long wait times between pressing the button and being allowed to cross at pedestrian crossings, in the wide junction mouths that allow vehicles to turn in and out without slowing but disrupt pedestrian journeys, and in the narrowness of pavements compared to road space given over to vehicles. The car has become the default option for shorter journeys as well as longer ones, and this strategy sets out to challenge that norm.

Census data shows that 73% of journeys to work or study in the main settlements across the region are less than 5km*, yet 64% of journeys to work are made by car.

Many of our settlements have high rates of walking and moderately high rates of cycling, despite very little investment across the region to improve cycling routes or to prioritise pedestrian movements (see table below). These figures are comparable to Edinburgh, which has the highest modal share of Scotland's 7 cities, where 20% of journeys to work are walked and 6.5% are cycled. This shows that despite the rural nature of our region and high levels of car dependency, there is a strong appetite for active travel, and people are as likely or more likely to walk or cycle for their commute compared to urban areas. This presents a strong case for increased investment in active travel across the region.

Locations with high modal share of active travel for journeys to work in the HITRANS region

Settlement	Walking %	Cycling %	Active Travel Mode Share %
Aviemore	21	5	26
Campbeltown	25	1	26
Fort William & Caol	17	5	22
Elgin	17	3	20
Inverness & Culloden	17	6	23
Kirkwall	29	3	32
Oban	26	1	27
Stornoway	20	1	22
Stromness	25	5	30

Table x: 2022 census: method of travel to work or study by settlement

*The main service settlements for which active travel masterplans or audits have been completed, 2022 Census]

Scotland's 7 Cities Comparison			
Settlement	**Walking %**	**Cycling %**	**Active Travel Mode Share %**
Aberdeen	18.5	2.5	21
Dundee	14	1.5	15.5
Edinburgh	20	6.5	26.5
Glasgow	13	3	16.5
Inverness	17	6	23
Stirling	13	2	15

Table x: 2022 census: method of travel to work or study by city

2.2 Travel and Health Baseline and Trends

Many journeys within the HITRANS region are short trips of less than 5km, yet a large proportion of people are currently making these journeys by car. These shorter trips present an opportunity for people to switch to active travel, incorporating movement and exercise into their day.

Distance travelled to work in each Local Authority area (%)					
	Mainly WFH	**Less than 2km**	**2 to less than 5km**	**5 to less than 10 km**	**More than 10km**
Argyll & Bute	39	20	10	9	21
Highland	36	15	16	8	25
Moray	32	17	11	11	28
Na h-Eileanan Siar	35	14	12	12	26
Orkney	34	23	11	8	23

Table x: 2022 census: distance travelled to work by Local Authority area

Distance travelled for education or study in each Local Authority area (%)					
	Mainly at home	Less than 2km	2 to less than 5km	5 to less than 10 km	More than 10km
Argyll & Bute	16	38	16	10	21
Highland	16	41	17	8	18
Moray	15	48	14	11	12
Na h-Eileanan Siar	15	25	19	17	24
Orkney	10	40	18	12	21

Table x: 2022 census: distance travelled to education or study by Local Authority area

A journey of a mile / 1.6km would take 15-20 minutes to walk and contribute around 2000 steps to a daily step count, with positive impacts on health outcomes and wellbeing. In our towns and larger settlements, journeys of 1-5km can often be quicker by bike than by car, but a lack of integrated, consistent routes and infrastructure inhibit a change in habits.

Method of travel to work by Local Authority Area				
	Driving	On foot	Bicycle	Public Transport
Argyll & Bute	54	5	0	2
Highland	50	9	2	3
Moray	52	9	2	3
Na h-Eileanan Siar	50	11	1	1
Orkney	48	10	1	4

Table x: 2022 census: method of travel to work by Local Authority area

Higher levels of car ownership and use are linked to lower rates of physical activity, since driving a car is a sedentary activity and displaces time available for physical movement, and this has a negative impact on the health of people in our region[3].

General health

Share of the population (%) · HITRANS region and local authorities

79.7%

of the HITRANS population reports good or very good health



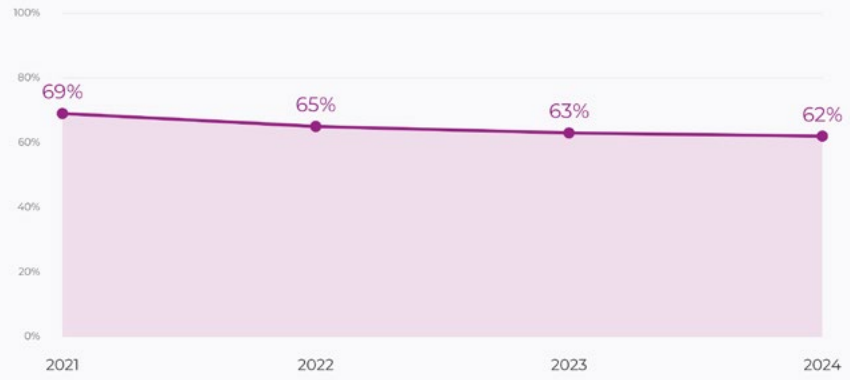
Source: Scotland's Census 2022

Weekly physical activity

Adults meeting recommended weekly activity levels (%) · Scotland

62%

of adults met recommended weekly activity levels in 2024



Source: Scottish Household Survey 2024

Disability & long-term conditions

Share of the population (%) · HITRANS region and local authorities

22%

of the HITRANS population has a long-term illness or condition



Source: Scotland's Census 2022

Adult weight

Obesity, healthy weight and not healthy weight (%) · Scotland



Source: Scottish Household Survey 2024

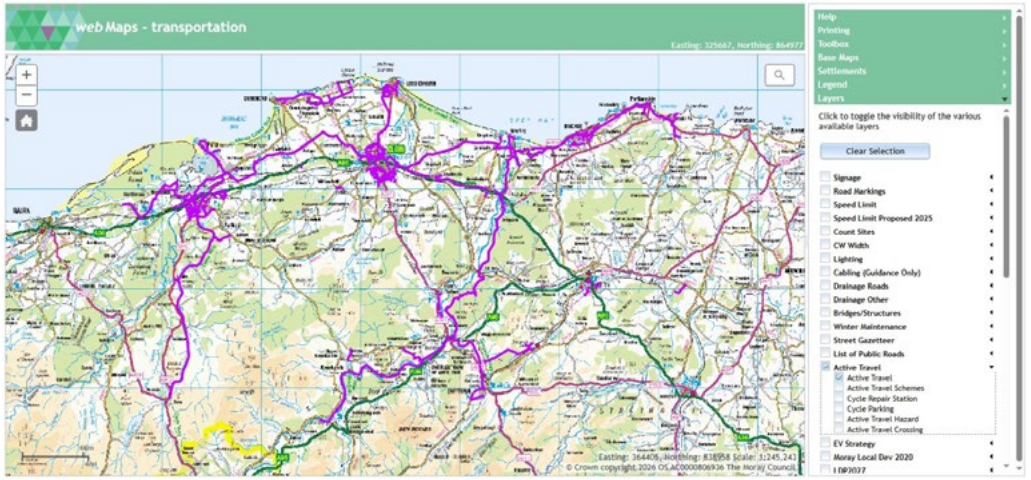
Incorporating walking, wheeling and cycling into everyday routines delivers substantial benefits for individual wellbeing and public health outcomes, including lower levels of disease and premature death, reduced stress and better mental health. Some groups are more at risk of being inactive, for example: those with a disability and/or long-standing poor health; older age groups; women and teenagers.

Active travel is a reliable, efficient and healthy way to travel short distances for everyday journeys. As well as being inclusive – almost everyone has access to active travel in some form – walking, wheeling and cycling deliver a range of benefits from improving health and well-being, helping reach net-zero goals, and reducing the cost of getting from A to B.



2.3 Current Provision for Walking, Wheeling and Cycling

Provision across the region is localised, patchy and incoherent, with some examples of good, place-appropriate infrastructure but disconnected from any safe, attractive network. Moray stands out among the five Local Authorities in the region with a relatively connected, coherent network in some areas, and a clear strategy for extension and improvement.



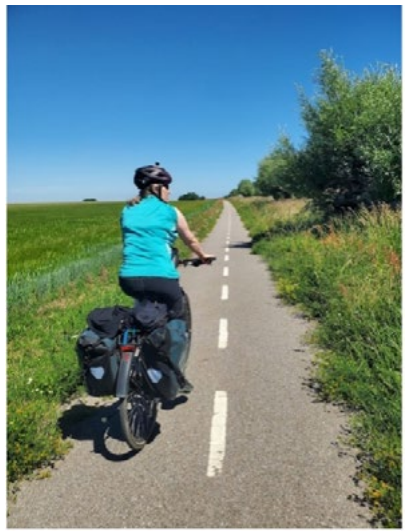
All 5 Local Authorities have Active Travel Strategies either existing or in development, and most of the region's larger settlements now have Active Travel Masterplans (see Local Policy Context <insert page/section>). This Regional Strategy seeks to inspire and guide our Local Authority partners, stimulating ambition and delivery.

2.3.1 Strategic Routes

To follow: Map of NCN / named routes in region highlighting where they intersect with settlements – may need to get this made by someone?

The National Cycle Network (NCN) in Scotland runs through Scotland's two National Parks, and connects all of Scotland's seven major cities. As custodians of the Network, Sustrans' vision is to shape a network of safe, traffic free paths that can be used by a sensible 12-year-old travelling alone; following a UK-wide assessment of the quality of the Network in 2018, around 38% of the NCN in Scotland was reclassified or removed from NCN routes during 2020. Reclassified routes are now promoted as part of dedicated named routes which make use of sections of the Network. There is one NCN route and four named routes in the HITRANS region:

- NCN1 linking Aberdeen and Inverness
- Lochs & Glens Way from Perth to Inverness
- Caledonian Way from Campbeltown to Inverness
- Far North Way from Inverness to John O'Groats
- Hebridean Way from Vatersay to the Butt of Lewis



Sweden's Sydkustleden route

Each of these presents an opportunity for the National Cycle Network to form a strategic backbone of routes similar to Denmark's National Cycle Routes4, connecting rural communities with larger settlements, service centres, and public transport; making walking, cycling and multi-modal journeys incredibly accessible for locals and visitors. There is scope to extend the network to create real Danish-style connectivity by linking from existing routes out to the west coast, re-routing the NCN up the east coast north of Inverness towards Wick, and creating a network of cycle routes on the Isle of Skye and Orkney mainland.

A number of strategic pipeline projects are already underway at various stages of design, led by HITRANS or partners, but progress has largely stalled due to a lack of prioritisation and funding. See Delivery Plan <insert page no / ref>.

2.3.2 HI-BIKE

HI-BIKE is the on-street eBike share scheme which launched in Inverness in 2021, Fort William in 2022 and Elgin in 2026, and is operated by HITRANS. Membership options range from pay per ride to monthly and annual memberships and enable users to access an electric bike without needing to worry about maintenance or storage. Ebikes open up cycling to less able or less confident riders and support longer trips, supporting the goal of reducing car use for local journeys.



Source: CoMoUK Key Ingredients for Successful Shared Micromobility

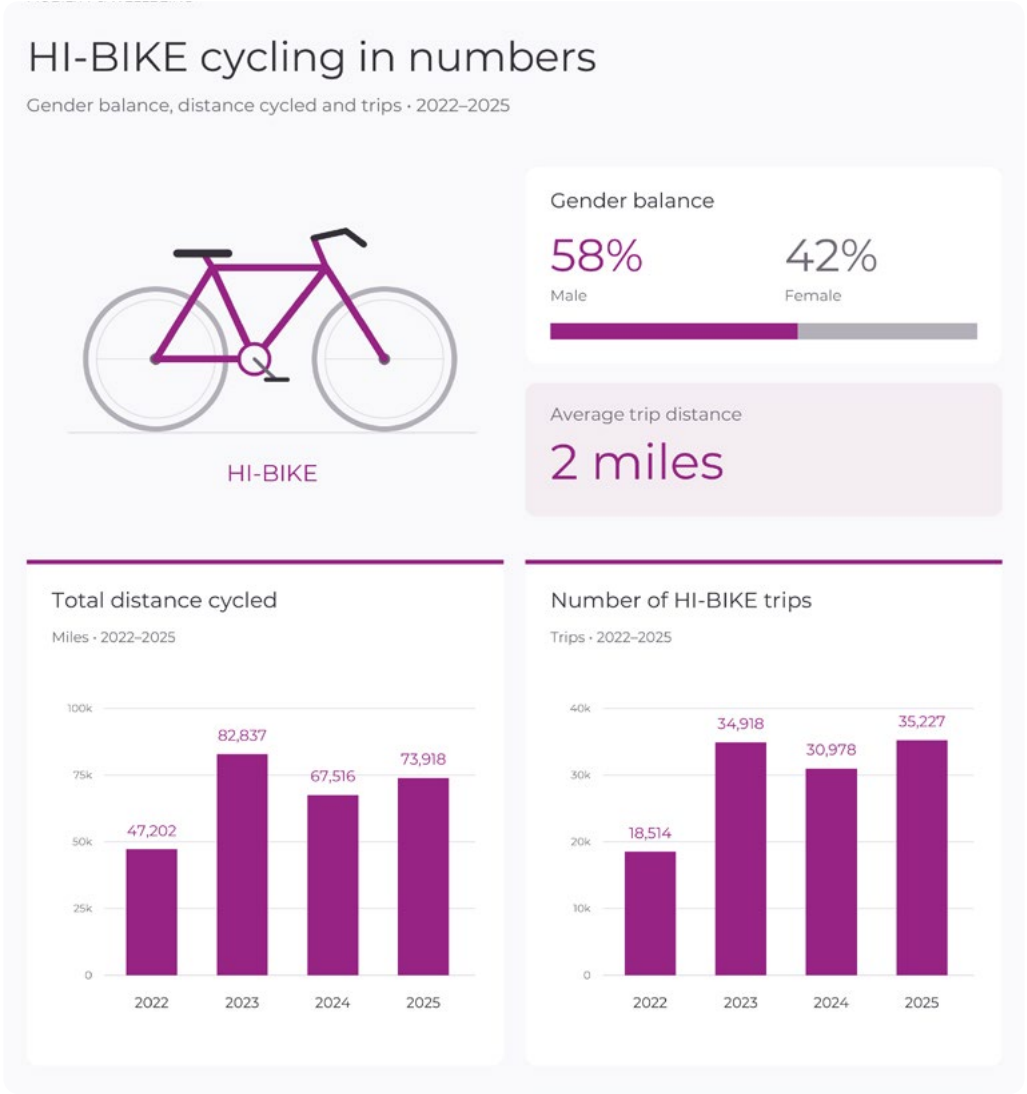
CoMoUK, the national charity for shared transport, has identified several key ingredients5 for a successful bike share scheme. These include:

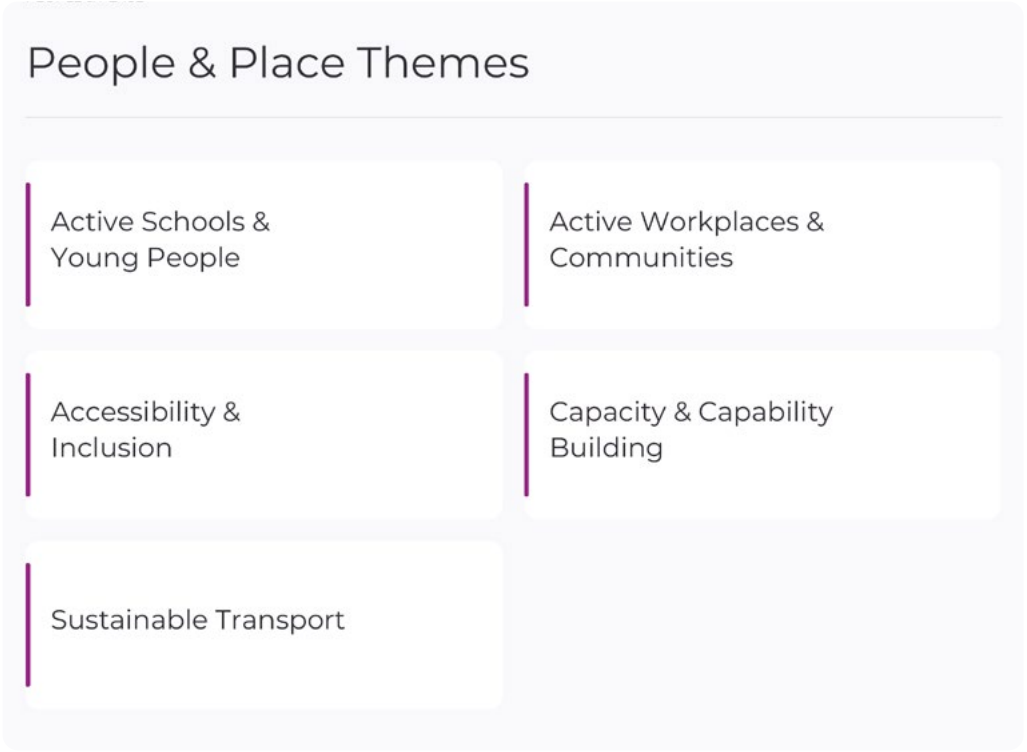
- **Getting the density & parking right**
  - Pick-up points within 200-400m of where people live or want to go
  - Minimise obstructions for pedestrians by locating bikes off the pavement
- **Location**
  - Locations with a high density of residents, workers and tourists as well as a number of trip generators, safe routes and a strong cycling culture will be more financially viable and require less subsidy.
- **Subsidy**
  - Profit margins are generally non-existent or narrow, and subsidy will be required in lower demand areas and those with fewer cycle routes.
- **Partnerships**
  - Developing local partnerships helps boost ridership, manage issues and reduce vandalism.



HI-BIKE at Inverness Campus – © Ewen Weatherspoon

2.4 Behaviour Change Strategy & People and Place Programme





Since 2024 Transport Scotland has simplified the delivery model for active travel behaviour change and access to bikes interventions by distributing funding to the seven Regional Transport Partnerships in the form of the People and Place Programme.

The aim of the Programme is to increase the mode share of local, everyday journeys made by walking, wheeling or cycling rather than by private car, and to increase the number of people using sustainable transport for longer journeys.

To guide delivery of the People & Place Programme, we developed a 5-year Behaviour Change Strategy in 2024/25. This mirrors the outcomes of the Scottish Government's Active Travel Framework:

Short everyday journeys

Increase the number of people choosing walking, wheeling and cycling for short everyday journeys

Multimodal journeys

Increase the number of people taking multimodal journeys (eg. walking to the bus stop/ cycling to the station)

Safer journeys

Make walking, wheeling and cycling safer for all

Access for all

Make walking, wheeling and cycling available to all

Longer journeys

Increase the number of people choosing public transport for longer journeys





3. WHERE WE WANT TO GET TO:

Regional Active Travel Strategy

3.1 Ambition Statement

By 2050, active travel is normal, and connects a thriving region. People no longer need to be told to 'be safe' before walking or cycling. The infrastructure, culture and systems make it the obvious, safe and convenient choice for all.

Walking the first mile, wheeling or cycling the first three miles, and integrated public transport are the obvious, easy choice - regardless of who you are or where you live – that's just how we get around.

By 2050, active travel is no longer at the edges of transport thinking, it is how the journey begins. Connected movement is simpler, safer and more joined-up, and people across the region can access the places, opportunities and connections that matter to them, because the infrastructure and transport networks are inviting and inclusive.

"It can deliver real change to how people get about in their community, and their health"

"To achieve the vision of a healthy, happy and equal society in Scotland"

"To add to something else we're doing in the community historically and culturally"

3.2 Purpose of the Strategy

"It can make you happier, healthier, and wealthier"

This strategy seeks to identify clear direction and action, encouraging alignment between HITRANS and our partners, with an ambitious long-term focus on active travel across the region. We will celebrate and promote every step of progress made, with small steps leading to big leaps towards our 2050 goal.

The strategy's purpose is to unlock more everyday active travel journeys by connecting infrastructure, organisations and modes of transport, making it easier for people to move around locally and regionally. The strategy positions active travel as part of a wider connected system linking walking, wheeling and cycling with buses, ferries, rail and digital infrastructure, creating journeys that feel simpler, safer and more achievable from door to door.

"If exercise was a drug, it would be the panacea – for all ills"

It also recognises that long-term transformation requires more than infrastructure alone. It requires confidence, collaboration, visible progress and a shared belief that change is possible, even in complex and constrained conditions. Therefore, the strategy addresses two challenge areas: cultural and structural. Each strand contains its own strategic actions, but they are intertwined and dependent on each other. In this way, the strategy aims to:

- create a strong shared direction across partners
- support rural-first thinking and innovation
- strengthen integration across active and sustainable travel
- celebrate progress towards our vision
- and help ensure the region is prepared for the next chapter of change and development.

3.3 HITRANS Superpower

HITRANS is the ‘glue’. Our strength lies in our ability to connect people, organisations and ideas that might otherwise remain fragmented.

HITRANS is the ‘glue’. Our strength lies in our ability to connect people, organisations and ideas that might otherwise remain fragmented.

We bring together local authorities, transport operators, government, communities and delivery partners to face shared regional challenges, creating the conditions for collaboration, innovation and practical action across organisational boundaries.

We do not need to control every part of the system to influence it. Our value lies in holding the regional picture that no one organisation can hold alone. Our key strength is knowledge exchange and thought-leadership: connecting local insight with regional opportunity. We identify shared priorities and help ideas move from isolated projects into wider regional progress.

In a complex and often short-term delivery environment, we play an important stewardship role: helping sustain long-term direction, supporting innovation, drawing attention to progress and creating the partnerships needed to turn siloed activity into connected movement.



Image: Iochdar Community Path Opening, South Uist

“It’s not always comfortable or easy for everybody to do in their everyday lives”

What this looks like in practice: when the funding landscape changed, leaving a Western Isles community organisation with no route to fund construction of the infrastructure project they had spent years working on, HITRANS stepped in as Lead Organisation to bid to Transport Scotland’s Active Travel Infrastructure Fund. In this way, working with the Community Council, local authority and Scottish Government, we were able to help a community-led, island-based aspiration become a reality, and learning from the project will help to inform and enable other rural and island projects across the region.

“Life could be so much better, and the strategy shows us how”



Click to play audio file

3.4 Core Strategic Challenge

How do we make connected, healthy and active rural living feel normal, achievable and worth choosing in a region shaped by geography, distance, fragmented transport systems, and urban-inspired design?

The responsibility for creating connected journeys often sits across multiple organisations, funding streams and systems that were not designed around the lived realities of rural and island communities. The result is friction: disconnected journeys, inconsistent infrastructure, uneven investment, and everyday barriers that make movement more difficult than it should be. At the same time, the region is entering a period of transformational change. Economic growth, renewable energy investment, ageing population and climate targets, all of which increase the importance of travel systems that are integrated, accessible and resilient.

This challenge presents an opportunity for HITRANS to initiate a cultural and structural shift in the region:

From	To
Stewardship	Leadership
Isolated projects	Connected collaboration and outcomes
Fragmented, short-term funding	Longer term and new forms of funding
Organisational silos	Joined-up everyday experience
Communication superpower	Proactive narrative leadership
Urban-first approaches	Rural-first design
Measuring journeys made	Measuring value unlocked
Stand-alone partner strategies	Mutually reinforcing strategies

3.5 Strategic Themes

Four clear themes for Active Travel emerged from all the conversations with stakeholders while exploring the challenges, opportunities and vision for the strategy. These themes will underpin each of the two strategic strands.

Representing the Rural Lens	Supporting the Economy	Improving Health and Wellbeing	Normalising Behaviour
The Highlands and Islands are shaped by distinctive geographies, communities and patterns of movement. Solutions designed for urban environments may not always sit well in rural and island settings. A rural lens will be applied throughout the strategy to ensure decisions, innovation, investment and delivery reflect local realities, strengths and opportunities.	Active Travel plays a critical role in enabling people to access employment, education, services and economic opportunities -reducing cost of living and increasing spend across the region. This strategy recognises active travel and integrated transport as important contributors to a resilient, productive and prosperous regional economy.	Movement is fundamental to individual and community wellbeing. Walking, wheeling and cycling are part of healthier lifestyles, improve mental wellbeing, reduce isolation and help people participate more fully in their local area. This strategy seeks to maximise health and wellbeing benefits by reducing car use and increasing physical activity.	This strategy recognises the importance of creating conditions where active and connected travel feel normal, achievable and attractive options for more people across the HITRANS region.

3.6 Finding the Way: Challenge Statements

One Strategy, Two Linked and Complementary Strands

This strategy has two clear areas of focus around which strategic actions will be framed. The challenges addressed by the strategy are broad and complex, but two clear 'strands' have emerged; intertwined and interconnected like strands of DNA running through the strategy.

Structural Innovation Changing the system	**Cultural Influence** Changing the culture
Addressing the systems, structures and partnerships needed to make connected movement easier to plan, deliver and sustain across the Highlands and Islands.	Addressing the attitudes, behaviours and perceptions that shape how people engage with active travel and connected movement in everyday life.
Innovation for lasting change	***Influencing hearts and minds***

Each strategic strand is anchored in its own clear challenge area:
[Represent this visually as a strand of DNA]

Structural Innovation:
Challenge Statement Cultural Influence:
Challenge Statement

The challenge and opportunity we are rising to is creating a more connected system for active travel across the HITRANS region, removing barriers to make progress possible.
The challenge and opportunity we are rising to is making active travel feel like it belongs in the HITRANS region.
Responsibility for active travel is often spread across multiple organisations, funding streams, strategies and delivery programmes, resulting in fragmented activity rather than a connected movement system. Short-term

Structural Innovation:
Challenge Statement

The challenge and opportunity we are rising to is creating a more connected system for active travel across the HITRANS region, removing barriers to make progress possible.

Responsibility for active travel is often spread across multiple organisations, funding streams, strategies and delivery programmes, resulting in fragmented activity rather than a connected movement system. Short-term funding cycles can make long-term planning difficult, while approaches designed for an urban context do not always reflect the social, community and connectivity benefits that active travel can deliver in rural and island communities. By strengthening collaboration, aligning priorities and providing leadership across partners, we have an opportunity to create the conditions for more integrated investment, better connected infrastructure and simpler everyday journeys that support thriving communities across the region.



Cultural Influence:
Challenge Statement

The challenge and opportunity we are rising to is making active travel feel like it belongs in the HITRANS region.

Active travel can be perceived as something only for urban areas, or viewed solely through the lens of transport, missing the health, community and social benefits. This can limit engagement, reinforce sectoral boundaries and overlook the wider contribution active travel can make to health, wellbeing, community connection and economic participation. By reframing active travel as a contributor to healthier lives, stronger communities and improved wellbeing, and by influencing hearts and minds through leadership, storytelling and visible action, we have an opportunity to make active travel a natural, valued and visible part of everyday life across rural and island communities.

"To share that excitement about how good it can be"

3.7 Finding the Way: Strategy Statements

Our strategy timescales reflect national targets for reducing child poverty and carbon emissions, and improving health. 2030 was the original target of reducing car kilometers by 20%, and Scotland's Tackling Child Poverty Delivery Plan runs from 2026-2031. The Second Carbon Budget covers the period 2031-2035, requiring a 69% reduction in greenhouse gas emissions compared to 1990 levels. Health targets focus on increasing life expectancy, halving the rate of obesity, and closing the health equality gap between our poorest communities and the national average, by 2035.

Structural Innovation:
Strategy Statement

We aim to make active travel a genuine priority in planning, policy, public bodies, transport networks and funding decisions across the region, ensuring that active travel is routinely considered as part of how communities are planned, services are delivered and investment decisions are made.

By 2031

Using our superior capability to take a regional view, connect organisations, influence decision-making and provide long-term leadership and stewardship. Drawing on decades of knowledge, experience and practical delivery across diverse geographies, communities and transport networks, we will help ensure that what works in one part of the region can inform and accelerate progress in another. This includes not only the physical and organisational infrastructure needed to support active travel, but also digital knowledge and infrastructure that captures, curates and shares learning from across the Highlands and Islands, transforming practical experience into scalable regional assets, helping partners and communities build on what works.

We will champion new approaches to funding, delivery and partnership working, helping to remove barriers, unlock opportunities and shape investment models that better reflect the realities and ambitions of rural and island communities.

Addressing the growing need for urgent and coordinated action to create better connectivity, more integrated transport systems and greater freedom of choice in how people move. Many journeys in the Highlands and Islands are simply not made because they are too difficult or too expensive. As the region enters a defining period of change with significant investment, demographic shifts and major economic transformation; creating connected movement systems will be critical to ensuring people can access the places, opportunities and services that matter to them, and that communities, businesses and organisations can thrive in the decades ahead.



Cultural Influence:
Strategy Statement

We aim to make walking, wheeling and cycling normal choices for everyday journeys across the region, ensuring that active travel is increasingly understood, valued and embraced as part of healthy, connected and prosperous island, rural and urban life.

By 2035

Using our superior capability to provide stewardship, shape the narrative around active travel and influence perceptions, behaviours and decision-making through communication, storytelling and leadership. By championing success, sharing experiences and bringing partners together around a common vision, we will help build confidence in active travel, challenge assumptions and strengthen its relevance to people, communities and organisations across the region.

Addressing the growing need for improved health and wellbeing, healthy ageing, affordable travel choices and stronger communities. As the region experiences significant social, economic and demographic change, changing habits will be just as important as delivering infrastructure. By helping people and organisations to see active travel not simply as a transport choice, but as a contributor to independence, opportunity, community connection, economic participation and quality of life, we can create the conditions for positive change and thriving communities.



4. HOW WE WILL GET THERE:
Delivering Our Active Travel Strategy

4.1 Overview

The Regional Active Travel Strategy seeks to inspire and knit together the strategies and aspirations of our five partner Local Authorities and the Cairngorm National Park Authority, and sets out a strategic approach to plan infrastructure and behavioural interventions to support active travel across the region. In the same way that the strategy contains intertwined strands of infrastructure and culture, delivery will rely on interconnected working between HITRANS, our partner local authorities and the National Park, Transport Scotland, local delivery partners, and transport industry partners.

The strategy aims to bring about a culture shift in how people choose to travel for local everyday journeys, with walking, wheeling and cycling becoming part of the identity of those living in or visiting the Highlands and Islands.

The 5-year Behaviour Change Strategy, which guides our Transport Scotland funded People and Place Programme, informs the behaviour change measures which are a core part of the active travel strategy. The annual delivery plan for this programme will provide the practical outputs for encouraging and enabling active travel journeys.

Delivery of the Regional Active Travel Strategy will be guided by a Delivery Plan and a Monitoring and Evaluation Plan.

The strategy was created through a series of workshops held internally, with local authority partners, and with health and transport partner; facilitated by Strategy Story. From these workshops emerged the two core strands and four strategic themes outlined in Part 3. The draft strategy was then circulated widely among partners and interested parties, and the resulting feedback will be incorporated into the final strategy document.

4.2 Strategic Delivery Plan

The following strategic actions, separated into Structural and Cultural strands, are further divided into People, Infrastructure and Communication. They demonstrate how HITRANS will build the foundations for change in the short term, accelerate progress over the medium term, and influence long-term transformation across the region. This will help embed active travel as a normal part of living, working and travelling in the Highlands and Islands. Delivery timescales are defined as short, medium and long-term:

Timescale	Duration	Description
Short Term	In the next 1-3 years	Lower cost actions or projects which are straightforward to deliver and lay the foundation for progress towards the vision for active travel.
Medium Term	Over the next 5 years	Actions or projects that require mid-level investment, are more complex to deliver, and provide clear progression towards the vision for active travel.
Long Term	Over the next 10 years	Actions or projects at the strategic or high-end investment level, require multi-year funding, are complex to deliver, and have a high impact on progression towards the vision for active travel.

4.2.1 Structural Innovation

Influencing the System for long-term change

Delivering the ambition of the Structural Innovation strand requires leadership, collaboration and the ability to influence how decisions are made across organisations, sectors and funding systems. As the region enters a period of economic, demographic and environmental change, HITRANS will play a leadership role in shaping the conditions that enable active travel to become an integral part of how communities are planned, services are delivered and investment decisions are made.



People

1. Build Regional Leadership and Capability

Develop a connected network of practitioners, planners, community leaders and delivery partners, strengthening leadership, professional capability and collaboration across the Highlands and Islands.

Short Term

- Continue investing in professional development and knowledge exchange across planning, transport and place-making.
- Provide HITRANS team with training in media, strategic communications, storytelling and marketing.
- Develop a regional network of practitioners and partners to share learning and strengthen leadership.
- Support communities to develop local active travel champions.

Medium Term

- Expand the network into an established community of practice with mentoring, peer learning and cross-sector collaboration.
- Develop specialist training programmes that build capability across public, private and community sectors.

Long Term

- Create a self-sustaining regional leadership ecosystem where knowledge, mentoring and innovation continue to strengthen active travel delivery across the region.

2. Strengthen Regional Intelligence, Data and Evidence

Develop a deeper understanding of communities, places and behaviours to ensure investment and support are targeted where they can have the greatest impact.

Short Term

- Identify communities, sectors and audiences not currently engaging with active travel.
- Build a stronger evidence base to demonstrate regional opportunities and barriers, including a rural investment business case evidencing rural value (as opposed to urban head count models).
- Create case studies of international comparison and exemplars to benchmark and demonstrate alternative approaches.

Medium Term

- Use regional intelligence to influence investment priorities and planning decisions.
- Share insight across partners to improve consistency of delivery.

Long Term

- Establish an adaptive regional intelligence function that continually informs planning, investment and decision-making.

People

3. Sustain and Strengthen the HITRANS Active Travel Team
Recognise that delivering long-term system change depends on maintaining a motivated, resilient and continually developing team, supported by strong leadership, shared learning and a culture that celebrates progress.

Short Term
- Establish a team development framework that encourages reflection, recognises achievements and celebrates both quick wins and longer-term progress.
- Create regular opportunities for the team to share learning, innovation and experience, ensuring success and challenges are openly discussed.
- Embed wellbeing, resilience and continuous professional development within team management and performance conversations.

Medium Term
- Develop leadership pathways, mentoring and succession planning to strengthen organisational resilience and retain expertise.
- Foster a culture of innovation where new ideas are encouraged, tested and shared across the organisation.

Long Term
- Build a resilient, high-performing organisation where continuous learning, collaboration and recognition are embedded within the culture, ensuring HITRANS remains an influential, adaptable and rewarding place to work throughout the lifetime of the strategy.

Infrastructure

1. Transform Regional Investment
Influence funding and investment approaches that support long-term transformation rather than short-term delivery.

Short Term
- Build the evidence and partnerships needed to make an irresistible case for multi-year funding.
- Work with national funding bodies to influence funding models that better reflect rural and island realities.
- Demonstrate the wider economic, social and community value of active travel investment.

Medium Term
- Pilot more flexible, outcome-focused funding approaches with national and regional partners.
- Embed active travel within wider investment programmes linked to housing, energy, economic development and public services.

Long Term
- Help establish long-term investment frameworks that provide greater certainty for delivery partners and support transformational change across the HITRANS region.



Infrastructure

2. Build Connected Infrastructure and Knowledge

Strengthen the physical, organisational and digital infrastructure needed to support connected movement across the region.

Short Term

- Identify priority areas for knowledge transfer and create training materials to support activity.
- Strengthen partnerships with third-sector organisations and community groups to increase local delivery capacity.
- Begin developing a digital knowledge infrastructure that captures and shares practical learning from across the region.

Medium Term

- Expand the digital knowledge infrastructure into a regional knowledge ecosystem with case studies, design guidance, evaluation and practical resources.
- Develop training programmes and digital tools that enable partners to apply good practice more consistently.

Long Term

- Establish the HITRANS region as a recognised centre of excellence for rural active travel knowledge, ensuring learning, innovation and practical experience continue to evolve and be shared across the region and beyond.

3. Embed Continuous Learning

Create a culture where evidence, evaluation and innovation continually improve the way active travel is planned and delivered.

Short Term

- Introduce a consistent regional approach to monitoring and evaluation.
- Capture learning from projects to inform future delivery.

Medium Term

- Use evaluation to influence regional and national policy and investment.
- Replicate successful approaches across different places and communities.

Long Term

- Create a continuous learning system where evidence, innovation and regional experience drive long-term improvement.

Communication

1. Influence Decision-Making

Use communication, evidence and advocacy to strengthen understanding of the value of active travel across organisations, sectors and communities.

Short Term

- Develop a coordinated strategic communications programme that supports delivery of the strategy.
- Build the case for active travel through evidence, case studies and impact stories.
- Share learning and celebrate both local and regional successes.

Medium Term

- Position exemplar projects, including initiatives such as HI-BIKE, as regional demonstration programmes that inspire confidence and encourage wider adoption.
- Strengthen communication with partners, funders and decision-makers to influence future policy and investment.

Long Term

- Position the Highlands and Islands as a recognised leader in rural active travel, influencing national policy, sharing international best practice and championing connected movement.



4.2.2 Cultural Influence

Influencing hearts and minds for lasting change

Creating a culture where walking, wheeling and cycling are seen as natural, accessible and valued choices for everyday journeys requires changing perceptions and influencing behaviours. As the region experiences significant economic, social and demographic change, HITRANS has an opportunity to lead the conversation, inspire communities and build the partnerships that will help active travel become part of everyday life.



People

1. Build Community Champions and Partnerships

Create a growing network of organisations, communities and individuals who champion active travel, extending the reach and influence of HITRANS across the Highlands and Islands.

Short Term

- Engage a wider range of partners, organisations and community groups in delivering the Active Travel Strategy.
- Support and resource community-led active travel initiatives that reflect local priorities.
- Develop a network of local active travel champions across towns, islands and communities.

Medium Term

- Establish a regional network of trainers, ambassadors and champions who can share knowledge, mentor others and create a cascading effect across communities.
- Strengthen collaboration across sectors including health, education, tourism, planning and community development.

Long Term

- Create a self-sustaining regional movement where communities increasingly lead and champion active travel, supported by an enduring network of advocates across the Highlands and Islands.

2. Develop Behaviour Change Capability

Build the knowledge, skills and partnerships needed to influence behaviour at every stage of life.

Short Term

- Identify priority audiences and life stages where behaviour change interventions will have the greatest impact.
- Develop behaviour change programmes linked to schools, young people, workplaces and key life transitions.

Medium Term

- Expand programmes through schools, colleges, universities, workplaces and community organisations.
- Develop a coordinated regional behaviour change programme that supports active travel throughout people's lives.

Long Term

- Create a lifelong behaviour change pipeline where walking, wheeling and cycling become normal choices across generations.

People

3. Strengthen HITRANS' Influence and Capability
Equip the HITRANS team with the skills and confidence to lead conversations, influence decision-makers and inspire change across the region.

Short Term
- Invest in training and development in storytelling, strategic communication, media engagement and public speaking.
- Build confidence in communicating the wider value of active travel beyond transport, including health, wellbeing, community resilience and economic development.
- Celebrate quick wins and share success stories internally to build confidence and momentum.

Medium Term
- Develop the team as recognised facilitators/trainers, communicators and trusted advisers who influence partners and shape regional conversations.
- Embed knowledge sharing, communication and influence as core organisational capabilities.

Long Term
- Position HITRANS as a confident, outward-facing organisation recognised not only for technical expertise but also for leadership, influence and its ability to inspire change across the Highlands and Islands.

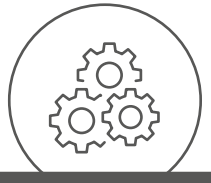
Infrastructure

1. Design Places that Enable Active Travel
Ensure planning, infrastructure and behaviour change programmes are designed together to create lasting change.

Short Term
- Integrate active travel into planning and place-making from the outset, taking a whole-settlement view and not ending at the development boundary.
- Identify infrastructure improvements that unlock behaviour change.
- Improve access to cycles, adapted bikes and supporting facilities.

Medium Term
- Expand successful initiatives including cycle parking, bike access schemes and community facilities.
- Ensure infrastructure is maintained to build confidence and encourage continued use.
- Link infrastructure investment with behaviour change programmes.

Long Term
- Create places where walking, wheeling and cycling are safe, attractive and expected choices for everyday journeys.



Infrastructure

2. Demonstrate What Good Looks Like
Use exemplar projects, practical learning and visible success to inspire confidence and encourage wider adoption.

Short Term
- Identify successful projects across the region and capture practical learning and case studies.
- Develop a Regional Design Standard to be adopted by Local Authorities and to provide a national exemplar for good practice in rural design.

Medium Term
- Build a regional library of case studies and good practice that supports communities and partners to replicate successful approaches, and forms the basis of a digital knowledge exchange.
- Progress pipeline infrastructure projects in partnership with communities, local authorities and Transport Scotland.
- Use demonstration projects to influence investment and inspire further innovation.

Long Term
- Establish the Highlands and Islands as a recognised leader in rural active travel innovation and community-led delivery.



Communication

1. Lead the Conversation
Use strategic communication and storytelling to influence perceptions of active travel, and position it as a vital contributor to healthier lives, stronger communities and regional prosperity.

Short Term
- Develop a strategic communications plan aligned to the vision of the Active Travel Strategy.
- Identify trusted partners, community voices and influencers who can help amplify key messages.
- Tell compelling stories that celebrate local success and demonstrate the impact of active travel on people's everyday lives.

Medium Term
- Deliver coordinated campaigns that normalise walking, wheeling and cycling across different audiences and life stages.
- Showcase successful initiatives that influence partners, funders and decision-makers as well as the public.
- Regularly communicate progress, celebrating both small wins and long-term achievements to maintain momentum.

Long Term
- Create a lasting regional narrative where active travel is widely understood as a normal, accessible and valued part of everyday life, helping to shape healthier communities at the heart of regional transformation and influencing national thinking on rural active travel.

4.3 Local and Regional Networks

We will work with Local Authority partners and the Cairngorms National Park to develop coherent active travel networks. Outside of our main settlements, it could look like the Moray active travel network (see Part xx) In an urban context, this might look like the active travel network in Fort William:



Image: Fort William Active Travel Network

placeholder for case studies

4.4 Infrastructure Pipeline

We will work with partners from community organisations, our five partner local authorities, Cairngorm National Park Authority and Transport Scotland to deliver pipeline strategic routes and connections. We will focus on projects outwith settlements covered by Active Travel Masterplans, as these are covered by our partner's delivery plans. We will develop a decision matrix for prioritizing community and partner-led requests for infrastructure, as staff and financial resources are constrained in the early years of our strategy.

We are well positioned to create three-way partnerships connecting community ambition and aspiration with funding mechanisms and roads authority delivery partners. We will create guidance and business case templates for grassroots requests for assistance, and will publish an annual report on the progress of projects within our infrastructure pipeline.

The pipeline is a living document which will change as projects progress through to completion and new projects are added.





HITRANS Infrastructure Projects Pipeline				
Community-Led Projects				
Project	**Partner**	**Description**	**Length**	**Status**
Skye Cycle Way: Bridge to Broadford	Broadford & Strath Community Company, Highland Council	Create a cycle route from the Skye Bridge to Broadford, forming the first part of the wider Skye Cycle Network.	10.5km	Stage 4 Technical design for Phase 1 Bridge to Breakish in progress 2026-27.
Lochbroom Links	Lochbroom & Ullapool Community Trust	Create a cycle route connecting settlements along Loch Broom from Ardmair to Braemore Junction. This project was initiated under the Sustrans Places for Everyone funding.	24.5km	Stage 1 Feasibility in progress 2026-27.
Route to the Isles – Fort William to Glenfinnan	West Highland Community Rail Partnership, National Trust for Scotland	Create a cycle route connecting settlements along A830 between Corpach and Glenfinnan, utilising sections of old road and adjacent to trunk road.	18km	• Concept design for Glenfinnan section prepared by NTS. • Options appraisal completed & preferred route identified.
Roy Bridge to Spean Bridge to Fort William	Connecting Spean Roy Area SCIO	Create a cycle route connecting Roy Bridge with Spean Bridge adjacent to trunk road, with an onward connection to existing route to Nevis Range and Fort William via Leanachan Crossroads.	4.5km and 1km	• TS comissioned options appraisal 2025 and concluded route “too hard” to deliver. • SCIO completed feasibility study 2021.
Barra Herring Walk	Barra & Vatersay Community Company (CBAB)	Create shared use route through Castlebay, linking ferry terminal to proposed community campus and residential areas.	c.0.8km	• Project supported by Sustrans Places for Everyone up to completion of Stage 3 Developed Design & HITRANS support for Stage 4 design of bridge section. • Project stalled following dissolution of PfE & no clear route to funding construction phase.

Partner-Led Projects				
Project	**Partner**	**Description**	**Length**	**Status**
Glencoe Greenway Extension	National Trust for Scotland, Walk, Wheel, Cycle Trust	Extend shared use route into Glencoe from Clachaig road end to Glencoe Mountain Resort and upgrade route from Visitor Centre to Glencoe village in order to provide alternative to trunk road; led by NTS & supported by WWCT.	15km	• Need to identify route to funding for design stages. • Clachaig to Devil's Staircase is priority section for NTS. • Glencoe Mountain Resort to Devil's Staircase may be included in Resort development.
Dulnain Bridge to Grantown on Spey	CNPA	Create a cycle route connecting the villages of Dulnain Bridge and Grantown on Spey. Originally a Sustrans Places for Everyone Project led by the local community, now taken on by CNPA as part of the Heritage Horizons programme.	4km	Construction funding granted by TS in 2023 but delivery stalled due to lack of capacity in CNPA.
Aviemore to Carrbridge	Transport Scotland	Create an NMU route between Aviemore and Carrbridge.	10km	• Planning application submitted March 2025 – called in by CNPA April 2025 & still pending decision. • Consultation and design completed 2021-24.
Strategic Routes				
Project	**Partner**	**Description**	**Length**	**Status**
Skye Cycle Network	Skye Connect, Highland Council, Community Partners	Our flagship project, to connect up abandoned sections of old road with new connecting sections to form a comprehensive cycle network across Skye.	182km	• ·Broadford – Bridge section awaiting Stage 4 funding. • Edinbane link section awaiting construction funding – THC led. • Discussion ongoing with SSEN over sections linked to transmission line route. • Improvements to Old Sleat Road section completed by THC in 2026. • Improvements to Moll Road section completed by THC in 2026.
NCN Realignment North of Inverness	Walk, Wheel, Cycle Trust, Highland Council, Transport Scotland	Create a new cycle route North from Inverness, connecting up settlements along the A9 including Culbokie, Evanton, Alness, Invergordon, Tain, Dornoch, Golspie, Brora, Helmsdale, Wick.	170km	Not started

4.5 Behaviour Change Strategy

Our Active and Sustainable Travel Behaviour Change Strategy runs from 2025 to 2030 and guides delivery of our People & Place Programme, funded by the Scottish Government through Transport Scotland.

The strategy prioritises activity in alignment with:
1. Planned and implemented infrastructure improvements
2. Towns with active travel masterplans and travel to work areas
3. Service settlements with higher populations
4. Areas of multiple deprivation
5. Integrating active and sustainable travel in smaller settlements
6. Improving safety for active travel in rural areas and smaller settlements

Future iterations of the behaviour change strategy will become the cultural strand of our active travel strategy.

https://hitrans.org.uk/travel/active-travel-and-sustainable-transport-behaviour-change-strategy/

4.6 Governance

Successful delivery of the Regional Active Travel Strategy will depend heavily on partnership working. Since governance arrangements for delivering active travel projects sit with various stakeholders, interventions may need to be developed, funded and delivered by several stakeholders. Active travel operates at a micro, place-level, so interventions will reflect the needs of the local area and the wider community and no one project will be the same.

We will utilise the long-running Active Travel Advisory Group to provide governance for delivery of the strategy. This group meets twice a year and includes representation from our five local authority partners and the Cairngorms National Park, as well as from health, transport and the third sector. We will also report to the HITRANS board annually on progress on the delivery plan and annual action plan. The Action Plan can be found at Appendix A.



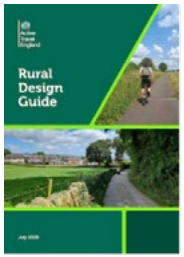
5. REGIONAL DESIGN STANDARDS

5.1 Existing Standards for Active Travel Routes

Design standards ensure that our active travel infrastructure is free from barriers to access and use, and provides an inclusive environment and an attractive mode of transport. There is a wealth of existing information and guidance for active travel infrastructure, including:







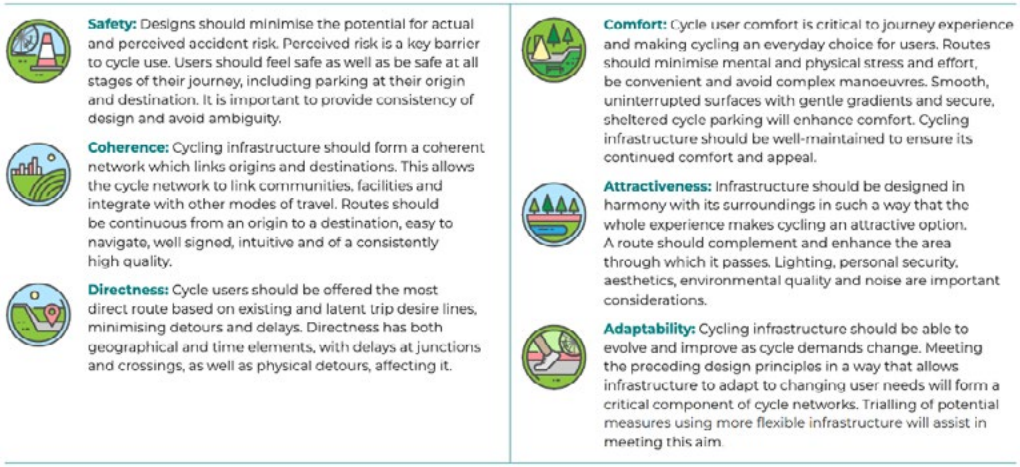
- **Cycling By Design** (Transport Scotland, 2026)[6] https://www.transport.gov.scot/media/un3px2bj/cycling-by-design-2026.pdf
- **Inclusive Mobility** (DfT, 2021)[7] https://assets.publishing.service.gov.uk/media/61d32bb7d3bf7f1f72b5ffd2/inclusive-mobility-a-guide-to-best-practice-on-access-to-pedestrian-and-transport-infrastructure.pdf
- **Guidance on the Use of Tactile Paving** (DfT, 2021)[8] https://assets.publishing.service.gov.uk/media/61df0c91e90e07037794fe90/guidance-on-the-use-of-tactile-paving-surfaces.pdf
- **DMRB GG 142 Walking, Cycling & Horse Riding Assessment & Review**[9] https://www.standardsforhighways.co.uk/tses/attachments/by-attachment-id/e3c5f85d-f7cf-4a29-88fe-c8af45b2be42
- **Rural Design Standards** (Active Travel England, 2026)[10] https://www.gov.uk/government/publications/designing-accessible-rural-active-travel

5.1.1 Cycling by Design

Cycling by Design provides guidance for permanent cycling infrastructure design on all roads, streets and paths in Scotland, with the aim of ensuring that cycling is a practical and attractive choice for all. Despite the inclusion of a Design Review Process, it has been criticised for being too urban-centric, and our partner Local Authorities have expressed a desire for design guidance with a more rural focus.

Core Design Principles

Six core design principles represent what users need in a cycle route:



Level of Service

The Level of Service (LOS) indicators help designers to identify the strengths and weaknesses of their design and identify aspects to be improved in aiming for consistently high LOS. A high level of service will be suitable for most users, including those new to cycling or less confident. A low level of service on all six principles will be unsuitable for many users and will do little to increase the number of people cycling.

Principle	●●● High level of service	●● Medium level of service	● Low level of service
 Safety	Cycle users are always protected from motor traffic when required by the conditions set in Table 3.2 in Chapter 3.	In some cases, cycle users are expected to mix with motor traffic in higher speed or volume conditions that are set out in Table 3.2 in Chapter 3.	In some cases, cycle users are expected to mix with motor traffic in significantly higher speed or volume conditions that are set out in Table 3.2 in Chapter 3.
 Coherence	Cycle routes are continuous and fully joined-up. They allow cycle users to maintain consistent speed, are well-signed and intuitive.	Cycle routes contribute to a network, but users experience some disruption when connecting between routes, and navigation may be difficult.	Cycle users must dismount or are 'abandoned' at the end of a route.
 Directness	Cycle route is at least as direct as the equivalent motor traffic journey, with minimal need to stop or give-way. Delay for cycle users at junctions is less than for motor traffic.	Cycle route is up to 20% less direct than the equivalent motor traffic journey, with some need to stop or give-way. Delay for cycle users at junctions is equal to motor traffic delay.	Cycle route is more than 20% less direct than the equivalent motor traffic journey, with frequent need to stop or give-way. Delay for cycle users at junctions is greater than for motor traffic.
 Comfort	Cycle route surfaces are machine laid, smooth and well-maintained (at least as regularly as the road network). Desirable minimum widths and gradients are fully achieved.	Sections of route are hand-laid with frequent joints. Route is maintained less frequently than the road network. Desirable minimum widths or gradients are not achieved for some of the route.	Sections of the route are unbound, bumpy, not regularly maintained or otherwise hazardous. Desirable minimum widths or gradients are not achieved for the majority of the route.
 Attractiveness	Cycle route and parking areas are well lit, overlooked and do not create any personal security issues for users. The cycle route adds to the sense of place in the area, encouraging people to spend time there.	Some sections of the route are infrequently lit or not overlooked. Parking areas are secure but not overlooked or are insufficient in number.	The majority of the route is infrequently lit or not overlooked. Parking areas are not secure or are insufficient in number.
 Adaptability	Cycle route and parking areas have the flexibility to expand, evolve or adapt to changing demands.	Only some of the cycle route or parking areas has the flexibility to expand, evolve or adapt to changing demands.	No scope to amend cycling infrastructure once installed.

Dimensions for Cycle Tracks

The document provides guidance for recommended widths of cycle tracks, according to the type of track and peak hourly flows. This section is seen as problematic for partners seeking to deliver rural routes where peak cycle flows will be significantly below 300 per hour and where there is an expectation that pedestrians will also use the route. The guidance specifies 4m width as the desirable minimum to provide a high Level of Service, but in some locations, particularly on islands and in rural areas, the path will be constructed next to a carriageway which is itself only 4-5m wide.

Cycle track types		Footway width	Separation	Cycle track width* – One-way, less than 300 cycles per hour peak	Cycle track width* – One-way, more than 300 cycles per hour peak	Cycle track width* – Two-way, less than 300 cycles per hour peak (per direction)	Cycle track width* – Two-way, more than 300 cycles per hour peak (per direction)
Remote Cycle Tracks Separated from Pedestrians	Desirable minimum	2.0 m	Varies with Facility	2.0 m	2.5 m	3.0 m	4.0 m
	Absolute minimum	1.5 m	Varies with Facility	1.5 m	2.0 m	2.0 m	3.0 m
Remote Cycle Tracks Shared with Pedestrians	Desirable minimum	N.A.	N.A.	Not Recommended	Not Recommended	4.0 m	Not Recommended
	Absolute minimum	N.A.	N.A.	Not Recommended	Not Recommended	2.5 m	Not Recommended
Cycle Tracks adjacent to Carriageway Separated from Pedestrians	Desirable minimum	2.0 m	Varies with Facility	2.0 m	2.5 m	3.0 m	4.0 m
	Absolute minimum	1.5 m	Varies with Facility	1.5 m	2.0 m	2.0 m	3.0 m
Cycle Tracks adjacent to Carriageway Shared with Pedestrians	Desirable minimum	N.A.	N.A.	Not Recommended	Not Recommended	4.0 m	Not Recommended
	Absolute minimum	N.A.	N.A.	Not Recommended	Not Recommended	2.5 m	Not Recommended

Design Review Process
The Design Review enables designers to show how their design has been optimised, meets the objectives of the scheme, and provides the highest attainable Level of Service within the particular constraints of the scheme, even when a High Level of Service cannot be achieved across all 6 core principles along the whole length of the route.

The document notes that guidance is provided on the review and assessment of cycling infrastructure in DMRB GG 142 Walking, Cycling and Horse-Riding Assessment and Review. This is a requirement for trunk road schemes, and the principles of DMRB GG 142 can be applied to the Design Review of local projects. A Design Review template is provided within Cycling by Design.

5.1.2 Rural Design Standards

Active Travel England have published a rural design standards document9 which provides technical guidance on planning and designing walking, wheeling and cycling routes and facilities in rural areas.

The guidance covers designing to sensitively suit the characteristics of places, which is particularly important in rural areas; ensuring that walking, wheeling and cycling routes are as inclusive as possible to meet statutory duties and maximise their use; protection from motor traffic; separation and sharing of active travel routes; personal safety; quiet mixed traffic lanes and streets; and traffic-free routes.

The guidance recommends a minimum of 3m width for routes shared by cycles and pedestrians; this allows someone on a bike to comfortably pass two people walking side by side.

The Scottish Government's National Islands Plan recognises the distinct challenges faced by those living on our islands, including geographic isolation, higher cost of living, and constrained employment opportunities which intersect to shape patterns of inequality. While islands are generally less deprived than other parts of the country when measured by the Scottish Index of Multiple Deprivation (SIMD), detecting pockets of deprivation in more sparsely populated areas requires a more nuanced approach. A fairer assessment of rural poverty can be made by considering island areas separately, reflecting their unique cost of living pressures and patterns of hardship which may be obscured in broader regional and national data. Deprivation on islands is often less visible but can be deeply felt; the percentage of respondents to the Scottish Island Survey 2023 reporting that their household is managing well financially is lower than that of Scotland as a whole, with younger people more likely to report financial pressures.

The Report on Human Rights, Equalities and Access to Services in Rural Areas of Scotland (2026)11 noted the Scottish Government's recognition of the "additional and unique cost of living pressures" in rural areas. The report recognises the challenges in providing public transport services, particularly for smaller, more isolated communities where revenue from fares is less likely to cover costs. Investing in good quality active travel routes in rural areas and islands provides more options and alternatives to using the car to connect with service centres and facilities, contributing to a reduction in travel costs and associated poverty, and enabling healthy, active lifestyles.

5.2 Design Standards in the HITRANS Region

To achieve a shift in cultural norms to walking, wheeling and cycling for short local journeys, active travel routes must meet 6 core design principles:

- **Safety**
- **Comfort**
- **Coherence**
- **Attractiveness**
- **Directness**
- **Adaptability**

5.2.1 Develop Regional Design Standards

In the first year of the delivery plan we will work with partner Local Authorities to review existing guidance and produce a Regional Design Standard, based on the Active Travel England guidance, which is acceptable to funders, users and delivery partners. This will allow infrastructure development to happen at pace across the region, moving towards the 2035 target for normalising active travel.

Design standards for rural parts of the HITRANS region will ensure a high standard of active travel infrastructure accessible to all, and support Local Authorities and other partners to deliver high-quality schemes that enable more people to walk, wheel or cycle for everyday trips.

The guidance will cover:



Urban vs Rural Context
Shared use - avoid where pedestrian users dominate but suitable for routes with low daily flows eg. connecting rural settlements



Geometric Requirements

Minimum widths – a desirable minimum of 3m and absolute minimum of 2m for shared use paths; this allows people to walk two abreast, enables cycles and pedestrians to comfortably pass each other, or a parent and child to ride side by side.

Level of Service

- Achieving a High Level of Service for the full length of a route should be a priority, but if Medium or Low levels of service mean that a route is usable, is an improvement on the current situation, and has potential for modal shift; then this is preferable to no route at all.
- The Design Review Process should be used to document where a High Level of Service cannot be achieved, the reasons for this, and any mitigation.



Quiet Routes

- Type of road suitable
- Traffic speed & flow
- Case study: Glencoe Quiet Route



Network Components

- Primary routes: link to key trip attractors, attract the highest demand for cycling and will often be used for commuting trips. Can form active freeways in our urban centres.
- Secondary routes: link to local centres.
- Local access routes: connect from primary and secondary routes into local neighbourhoods and streets at the beginning and end of journeys.
- Long distance routes: may form primary and secondary routes, linking settlements. Also important for the tourism economy across the region.

Case Study Examples of Good Practice

For example:

- Lossie-Elgin route (Moray): primary route / local access routes
- Dingwall - N Kessock (Highland): Long distance / primary route
- Newtonmore – Kingussie (Highland): secondary route
- Glencoe Greenway (Highland): secondary route
- Weyland Bay (Orkney): secondary route
- Speyside Way Craigellachie – Aberlour (Moray): long distance / primary route
- Bowmore - Bridgend (Argyll & Bute): secondary route

Constraints

Recognition that installing additional active travel infrastructure within the existing road boundary will not always be possible, especially when installing a High LOS design.

The Primary and Secondary route network across the region is likely to follow the existing road network to achieve direct links between settlements, so whether a project can progress will depend on landowner consent or compulsion.

Evaluating land ownership and determining what land is required to meet the highest achievable LOS design standards must be done in the early stages of a project.

Constraints may include geographical or topographical constraints which prevent a High LOS from being achieved; the guidance should take a pragmatic approach where a lower LOS is acceptable for sections of the route if enables a dedicated route to be constructed where there currently is none.

Likely constraints will include:

- Trunk road
- Railway
- Rivers
- Inclines
- Vehicle speed & volumes

Cross Boundary Routes

While cross-boundary travel for everyday journeys less likely in the HITRANS region given the distances involved, there will be cross-boundary travel between Highland and Moray and between Highland and Argyll and Bute on the long-distance routes NCN1 and NCN78 / Caledonian way.

Connections to ferry ports and transport interchanges will facilitate multi-modal travel within and between local authority areas, and are important for the region's cycle tourism economy. The guidance should identify key interchanges linking with long distance routes, any gaps, and how connections can be improved to provide a high level of service.



Image: Stirling Station – Credit: Sustrans 2023

Maintenance

- Construction to a standard that will minimise need for maintenance
- Refer to CBD for basic construction depths and materials
- Work with LA's & CNPA to develop and fund maintenance programmes, including winter gritting of primary routes



6. MONITORING & EVALUATION

6.1 Overview

Monitoring and periodic evaluation of the Regional Active Travel Strategy is crucial to measure progress towards our Strategy Statements. We will link monitoring and evaluation of the ATS to that of the Regional Transport Strategy. A set of KPIs have been developed for the HITRANS Regional Transport Strategy (RTS) which closely reflect those developed for monitoring the National Transport Strategy 2, and the Active Travel Framework.

Monitoring reports will be produced on a five-yearly basis in line with the RTS reporting, setting out active travel trends against the KPIs.

The census provides comprehensive data across the region to measure long-term trends, but is only published every ten years. The Scottish Household Survey (SHS) publishes a range of statistics annually, but sample sizes are typically small within our region which means they may not be representative. HITRANS has committed to undertaking its own Travel and Transport Survey every five years to supplement the SHS and monitor the main trends in travel across the region, views on different transport modes and the causal mechanisms which may drive changes in behaviour. We will utilise this data to monitor progress on the Active Travel Strategy.

6.2 Key Performance Indicators

The Scottish Government's Active Travel Framework seeks to achieve the following:

1. Increase the number of people who choose walking and cycling in Scotland
2. High quality walking and cycling infrastructure is available to everyone
3. Walking, cycling and wheeling is safer for all
4. Delivery of walking, cycling and wheeling is promoted & supported by a range of partners
5. Walking, cycling and wheeling is available to all

The KPIs from the Regional Transport Strategy relevant to the Active Travel Strategy link to these aims:

Strategy Objective 2: To transform and provide safe and accessible connections between and within our city, towns and villages, to enable walking, wheeling and cycling for all.

- Number of bicycles available for private use by households (SHS)
- Adults (16+) – frequency of walking in previous seven days (SHS)
- Main mode of travel – walking (SHS)
- Main mode of travel – bicycle (SHS)
- Cycling mode share (SHS)
- Percentage of pupils cycling to primary school (WWCT Hands-Up survey)
- Percentage of pupils cycling to secondary school (WWCT Hands-Up survey)
- Level of, barriers to, and attitude to walking, wheeling and cycling (HTTS)

6.3 Monitoring & Evaluation Framework

Objective	Indicator	Baseline	Data Source
Increase no. people walking, cycling & wheeling	Proportion of adults who walk as a means of transport at least once a week	24% (HITRANS region	Scottish Household Survey (2024)
	Proportion of adults who do not walk as a means of transport at least once a week	38% (HITRANS region)	Scottish Household Survey (2024)
	Proportion of adults who walk at least 1 day a week for leisure or to keep fit	20% (HITRANS region)	Scottish Household Survey (2024)
	Proportion of adults who do not walk at least 1 day a week for leisure or to keep fit	36% (HITRANS region)	Scottish Household Survey (2024)
	Proportion of journeys 5 miles or less made by walking or cycling	40% (HITRANS region)	Scottish Household Survey (2024)
	Proportion of journeys under 1 mile made by car	42% (HITRANS region)	Scottish Household Survey (2024)
	Main mode of travel (HITRANS Region)	Walk: 27% Cycle: 1% Bus: 2% Rail: 0% Driver: 58% Passenger: 11% Other: 1%	Scottish Household Survey (2024)

Objective	Indicator	Baseline	Data Source
Increase no. people walking, cycling & wheeling	Modal share of journeys to work (HITRANS Region)	Walk: 15% Cycle: 2% Bus: 1% Rail: 2% Driver: 72% Passenger: 5% Other: 3%	Scottish Household Survey Travel Diary (2024)
	Modal share of journeys to school (HITRANS Region)	Walk: 45% Cycle: 3% Bus: 26% Car/van: 25% Other: 0	Scottish Household Survey Travel Diary (2023)
	% pupils cycling to primary school	Awaiting data	WWCT Hands Up Scotland Survey
	% pupils cycling to secondary school	Awaiting data	WWCT Hands Up Scotland Survey
High quality walking and cycling infrastructure is available to everyone	No. of km of high quality route created or improved in HITRANS region annually	Awaiting data	HITRANS and partner project data
	No. infrastructure projects completed by HITRANS or partner LA's annually	Awaiting data	HITRANS and partner project data

Objective	Indicator	Baseline	Data Source
Walking, cycling and wheeling is safer for all	Number and severity of reported pedestrian and cycle casualties	Request data for region / breakdown by LA? Pedestrian / pedal cycle: slight / serious / killed	Reported Road Casualties Scotland
Delivery is promoted & supported by a range of partners	No. partners involved in delivery or promotion of HITRANS-led AT projects in region	**2025-26** ATIF – 3 P&P – 18	ATIF project partners P&P project partners Other AT project partners
		2024-25 ATIF - 0 P&P - 3	
Walking, cycling and wheeling is available to all	Proportion of households with at least 1 bike available for use	20% (HITRANS region)	Scottish Household Survey (2024)
	Proportion of households with no access to a bike	53% (HITRANS region)	Scottish Household Survey (2024)
	Level of, barriers to, and attitude to walking, wheeling and cycling	Data source tbc	Data source tbc

APPENDICES



Appendix A: About the HITRANS Region

Overview

A map of our region is shown below with the main settlements or service centres, divided into 18 'travel-to-work areas' (TTWAs):

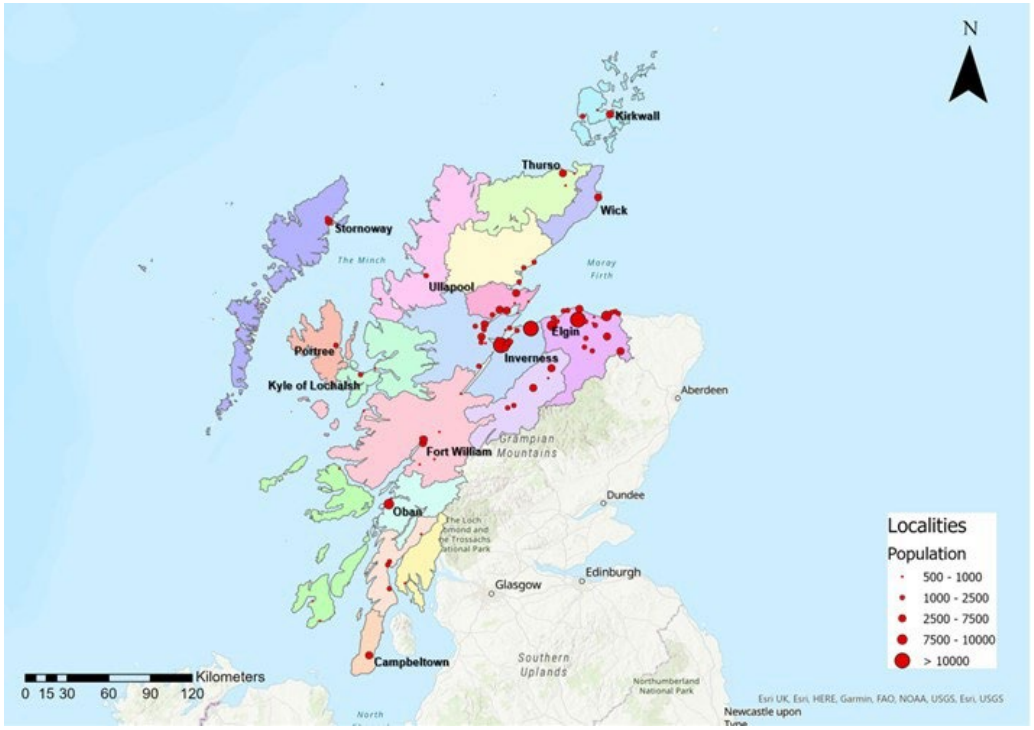


Figure x: Our geographic coverage – TTWAs and localities populations (Source: Office for National Statistics)

The largest settlements are concentrated around the Inner Moray and Cromarty Firths, and the only localities with a population greater than 10,000 (2020 data) are Inverness, Elgin, Fort William and Nairn.

Our region is large, accounting for around half of Scotland's land mass, and includes major administrative centres, island 'capitals' such as Kirkwall and Stornoway, larger islands with their own service centre (e.g., Mull) and remote islands with populations of fewer than 100 people.

A large proportion of the workforce in our region work from home or travel relatively short distances to work in the main administrative centres across the region (see Part 2). This presents opportunities for promoting active and sustainable travel, and indeed we see high rates of walking to work and education across the region, particularly in locations remote from larger population centres.

Demographic and spatial characteristics of our region

The HITRANS region contains a mixture of island, rural and urban areas. The figure below shows the distribution of population across our partner Local Authorities in 2021:

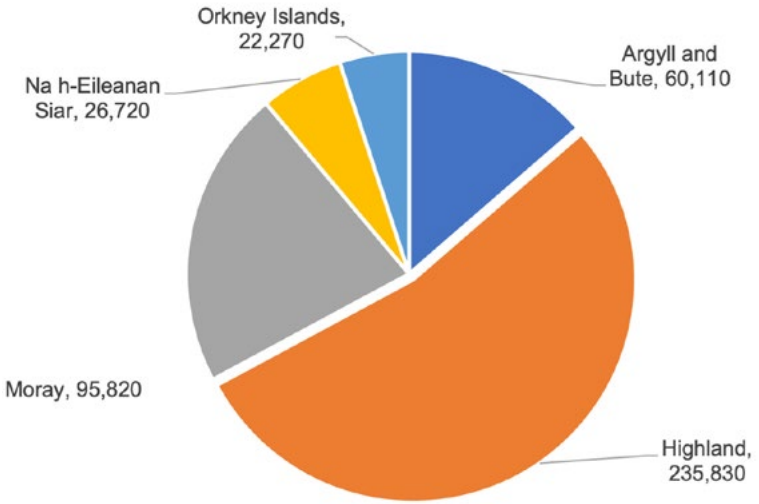


Figure x: HITRANS local authorities' populations (Source: NRS mid-year population estimates)

Our region is home to 8% of the Scottish population, with an estimated total of 440,750 in 2021. There is a heavy concentration of people living in the Inverness and Elgin travel to work areas, accounting for over 50% of the total population of the region.

While Inverness is the primary employment, retail and service centre for much of the region, there are regionally important service centres in each Local Authority area, including Lochgilphead, Kirkwall, Elgin and Stornoway.

In line with national trends, the HITRANS region has an aging population. Public Health Scotland has reported12 that Healthy Life Expectancy (the age to which we can expect to be in good health) has been on a downward trend in Scotland. Currently we spend around 75% of our total lives in good general health; the lowest rate of all UK nations. Healthy life expectancy at birth is an average of 59.1 years for males and 59.4 years for females, with those in rural and island areas typically enjoying longer healthspans: in Orkney the healthspan is 72.9 years, one of the highest in the UK.

Improving active travel infrastructure can increase levels of physical activity, and contribute towards the Scottish Government's aim of ensuring that the social, economic and physical environments in which we are born, grow up, live, work and age in help to create improved health and wellbeing.

Socio-economic characteristics of our region

The HITRANS region has fewer extremes of wealth and deprivation than other parts of Scotland, but still contains pockets of multiple deprivation in Dunoon, Rothesay, Alness, Balintore, Inverness, Oban and Wick. Deprivation in rural areas is more dispersed compared to urban areas, and frequently hidden, in that the standard indices often do not fully capture the impact of the higher cost of living and geographic isolation of these communities.

Even prior to the pandemic, working from home was more common in our region compared to the rest of the country. Our travel to work areas generally show high degrees of self-containment, with people tending to live close to where they work. Inverness sees the most in-commuting, with around 12,000 living outside the area travelling to work there.

The Environment and Transport Emissions

Figures from 2021 show that road transport was responsible for 21% of all greenhouse gas emissions in Scotland (Transport Scotland (2023) Scottish Transport Statistics[13]). Environmental baseline data also shows that transportation is the biggest source of unwanted noise in Scotland, with the noise created from the engines of motor vehicles whilst moving and sitting idle. Air and noise pollution have knock-on effects to the health of local people and can have a disproportionate impact on more vulnerable population groups and urban communities.

Appendix B – Policy Context

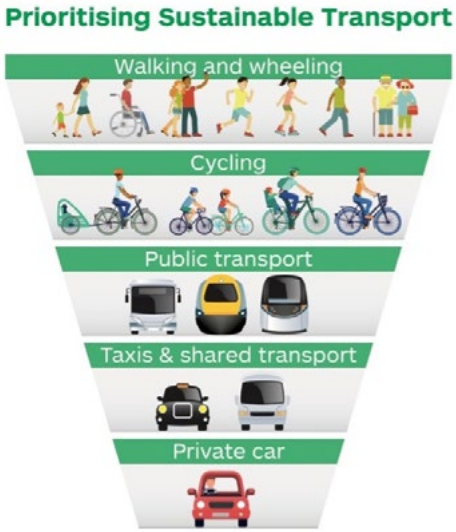
Overview

The Scottish Government's Active Travel Framework brings together the key policy approaches to improving the uptake of walking and cycling in Scotland for Travel. Its ambition is that by 2030, Scotland's communities are shaped around people and place, enabling walking and cycling to be the most popular mode of travel for short, everyday journeys. National, regional and local policies and strategies draw from this to achieve a range of policy objectives, including social, environmental, economic and health outcomes.

Active Travel Framework Outcomes

Increase the number of people choosing walking, cycling and wheeling in Scotland	High quality walking, cycling and wheeling infrastructure is available to all	Walking, cycling and wheeling is safer for all	Walking, cycling and wheeling is available to all	Delivery of walking, cycling and wheeling is promoted and supported by a range of partners

National Context



National Transport Strategy

- Reduce inequalities
- Take climate action
- Help Deliver Inclusive Economic Growth
- Improve Health & Wellbeing

Active travel plays an important role in the delivery of each priority as the most accessible, low carbon and physically active way to travel.

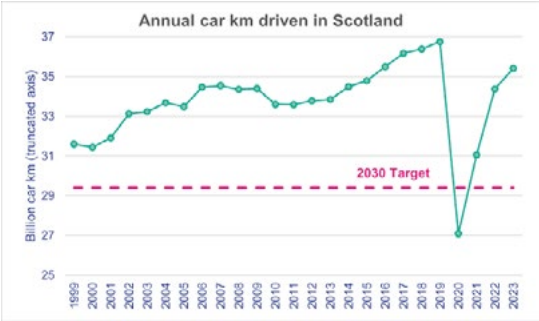
Land Use Policy: National Planning Framework 4

- Living Well Locally (everyday services, work and recreation can be reached easily by walking or cycling)
- National walking, cycling and wheeling network
- Active travel prioritised in new developments
- Connected and healthy places



Climate Change Plan Update

Improved health outcomes through increased levels of exercise and road safety, reduced noise pollution and congestion



Achieving Car Use Reduction in Scotland Policy Statement

- Reduce the need to travel
- Living well locally
- Switching modes
- Combining or sharing car trips



Population Health Framework

"Good physical and mental health and wellbeing enables us to lead purposeful lives, to build and maintain relationships with others, to contribute meaningfully to society and create a strong and sustainable economy."

Prioritise creating and maintaining good health and preventing ill health

Focus support on the people and communities who need it the most

Change systems and environments to support individuals to stay healthy

Deliver through a whole system approach – nationally and locally



Active Scotland Delivery Plan

"A Scotland where more people are more active, more often"

Outcome 1: We encourage and enable the inactive to be more active

Outcome 2: We encourage and enable the active to stay active throughout life

Outcome 4: We improve our active infrastructure – people and places



National Walking Strategy: Let's Get Scotland Walking

Aims:

- Creating a culture of walking
- Safe and accessible walking environments
- Integrating walking into policy, health, transport, and education systems

Benefits:

- Reduce physical inactivity
- Cut NHS and public health costs
- Boost local business footfall
- Lower carbon emissions.



Cycling Framework for Active Travel

Communities are shaped around people rather than cars

Core Themes:

1. Safe cycling infrastructure
2. Effective funding
3. Fair access to cycling
4. Cycle training & education
5. Network planning
6. Monitoring



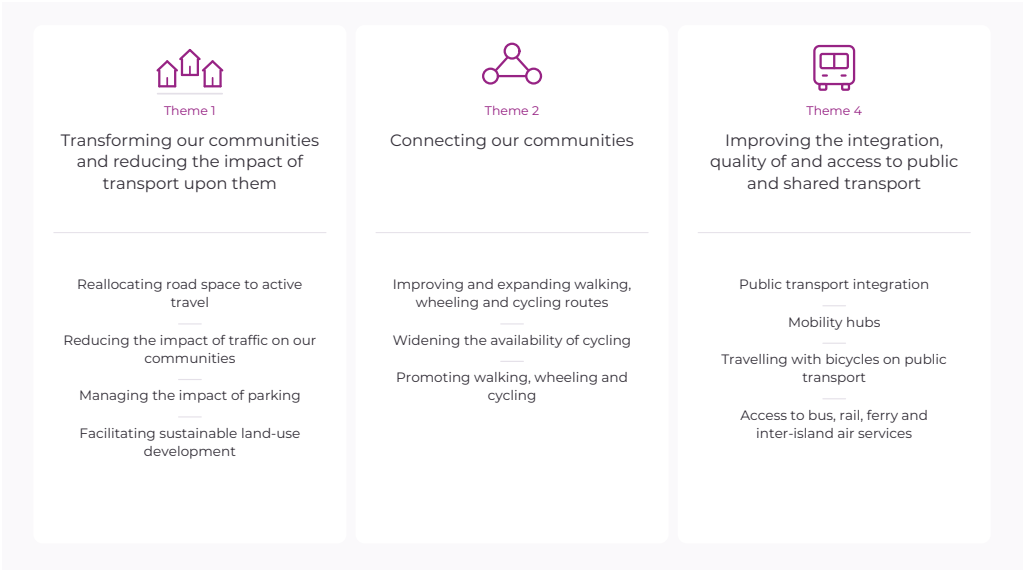
Active Travel Framework & Delivery Plan Infographic

By 2030, Scotland's communities are shaped around people & place, making walking, wheeling & cycling the most popular choice for short, everyday journeys

Regional Transport Strategy

Our Regional Transport Strategy (2025) provides the strategic framework for the development of transport in our region for the next 20 years. The Strategy highlights that even in most rural areas, the majority of trips are within walking or cycling distance. Our region has the highest cycle to work rates of any region in Scotland, and individual settlements such as Elgin and Inverness have the highest levels for any large town or city in Scotland respectively.

The following Regional Transport Strategy themes relate to active travel:



The Regional Active Travel Strategy (ATS) expands on the themes identified in the HITRANS Regional Transport Strategy which relate to communities, place, and integrated transport. The Regional ATS sets out a strategic approach to plan active travel infrastructure and behavioural interventions to deliver a shift in travel habits from the private car to more active and sustainable modes of transport.

As a bridge between national and local active travel policy and strategy, our Active Travel Strategy aligns with national government priorities and indicate how these fit within our regional and local contexts.

Each of our Local Authorities also has a Local Transport Strategy, which will include Active Travel, and some have an Active Travel Strategy.

The Highland Council Active Travel Strategy

Make active travel an attractive and realistic choice for more people in the Highlands, more often, for more everyday journeys.

Key themes



Connecting the Highlands



Active Travel in Rural & Semi-Rural Areas



Ensuring Accessibility



Making the Most of Our Public Spaces



Active Travel and the Local Economy



Partnership Working



Maintenance



Tourism & Leisure

Moray Council Active Travel Strategy 2022-2027

Create a culture and environment where active travel is the number one choice for short everyday journeys to school, work and leisure, by providing excellent active travel connections and accessibility through a safe, integrated, accessible network that supports economic development and the needs of local communities.



Infrastructure

Increase provision of active travel infrastructure



Journeys to work

Increase number of walking and cycling journeys to work



Journeys to education

Increase number of walking and cycling journeys to education

Outer Hebrides Active Travel Strategy

Healthier journey choices

Promotion of Active Travel opportunities can support, promote and facilitate healthier journey choices and reduce number of car journeys.

Supporting local plans

Supports delivery of

Local Development Plan
Local Outcomes Improvement Plan
Activity Strategy
Local Transport Strategy

A place-based approach

Takes a place-based approach to improving active travel infrastructure within communities

Connected, safer routes

Develop a network of routes between communities and improve safety of Hebridean Way cycle route

Argyll & Bute Active Travel Strategy

Active travel will lead the way as the easiest, safest, and smartest choice for everyday journeys—uniting vibrant communities, boosting economic growth, and driving healthier, greener futures.

Key themes

- Active living
- Sustainable economic growth
- Climate action
- Settlement behaviour change plans
- Settlement masterplans
- Infrastructure
- Supporting community led projects

Orkney Active Travel Strategy Infographic
<hold space – to follow>

Cairngorms National Park
Cairngorms 2030

Striving to become the UK's first net-zero national park

Active communities

Changing travel behaviours

Cycle friendly Cairngorms

Appendix C: Delivery Plan

Following the finalisation of the strategy and approval by the HITRANS board, we will work with our governance group to develop a Delivery Plan, which we will then review annually.

The Delivery Plan will cover both strands of our strategy focus; infrastructure and culture. The infrastructure Delivery Plan will include prioritisation of our Pipeline Projects and an overview of activity within the Delivery Plans of our Partner Local Authorities and the Cairngorms National Park Authority. Our Behaviour Change Strategy and annual Delivery Plan will cover the cultural strand of the strategy.

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