

Agenda Item	10
Report No	ECI/07/26

The Highland Council

Committee: **Economy and Infrastructure**

Date: **12 February 2026**

Report Title: **Local Transport Strategy Delivery Plan**

Report By: **Assistant Chief Executive - Place**

1 Purpose/Executive Summary

- 1.1 This report provides Members with the draft Delivery Plan and Progress Update Template for the [Local Transport Strategy \(LTS\)](#) which was approved by this Committee on 13 February 2025.
- 1.2 The LTS Delivery Plan will facilitate the implementation of the Local Transport Strategy which sets out the future direction and policy focus for transport in Highland between 2025-2035. The Progress Update Report provides a template for future annual committee updates.

2 Recommendations

- 2.1 Members are asked to **Approve**:-

- i. the Local Transport Strategy 2025 – 2035 Delivery Plan; and
- ii. the Local Transport Strategy 2025 – 2035 Progress Update Template, which includes the Monitoring and Evaluation programme from the LTS

3 Implications

- 3.1 **Resource** – The development of the LTS Delivery plan was led by the Sustainable Transport Team with cross-department input and a shared ownership model, with overall governance by the Steering Group.

Consultants Pell Frishmann were appointed to support the Highland Council with the development of the Draft Delivery Plan and Monitoring & Evaluation Plan.

3.2 **Legal** – There is no statutory requirement for a local authority to produce an LTS only a statutory requirement for the Scottish Government to provide guidance on Local Transport Strategies which is contained with the Transport (Scotland) Act 2001.

However, where a Local Authority has an LTS then work on Local Development Plans must make reference to it. Members should therefore note cross-departmental work between the Sustainable Transport Team and the Development Plans Team to ensure alignment and economies of scale between the LTS work and the Transport Evidence Report which forms part of the statutory requirements for the Highland Local Development Plan.

There is also a statutory requirement for Regional Transport Partnerships to produce a Regional Transport Strategy (RTS). This work is nearing completion, and we have ensured the LTS aligns with the RTS.

3.3 **Risk** – Securing funding and cultivating the commitment of other stakeholders including public and private sector organisations to deliver on the objectives of the LTS through the Delivery Plan.

The funding environment is challenging and unpredictable, and single-year funding further restricts delivery.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no significant health and safety implications arising from the adoption of the LTS Delivery Plan and Monitoring & Evaluation Plan.

3.5 **Gaelic** – Gaelic is an important part of the Highland culture and identity. The finalised plan and other relevant material will include Gaelic as per the Council's policy.

4 Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is an update report and therefore an impact assessment is not required.

5 Background

5.1 The Council's previous LTS was adopted in 2013. Since then, the policy context for transport has changed significantly, requiring a new strategy to reflect current priorities and provide a framework for future work planning.

Work on the Case for Change for a new LTS started in 2022 and it was adopted by the Economy and Infrastructure (E&I) Committee in 2023. From that basis the new LTS 2025 – 2035 was developed and adopted by E&I Committee in February 2025.

The Strategy plays a key role in setting out the future direction and policy focus for transport in Highland over the coming years and aligns closely to work on the Highland Local Development Plan. The LTS Delivery Plan as detailed in **Appendix 1** sets out the priority actions for delivery of the LTS's policies, objectives, and vision.

The work has been coordinated by the Sustainable Transport Team, with additional support from consultants Pell Frischmann.

The LTS and the Delivery Plan bring together transport-related actions to enable identification of synergies and efficiencies and to ensure a consistent approach into everyday Transport related decision-making and work planning. The Progress Report will summarise achievements and identify gaps and be reported to committee annually.

5.2 The LTS's vision is that "Our communities, businesses and visitors in Highland will be served by a low carbon transport system that is sustainable, inclusive, safe, resilient and accessible."

5.3 The four objectives of the LTS are:-

- to invest in the safety, maintenance, and resilience of the transport system to support the future prosperity of communities and businesses within Highland;
- to improve public, community and shared transport options that meet different user needs across the Highland geography;
- to improve walking, wheeling, and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys; and
- to reduce emissions from the transport system within Highland

6 LTS Delivery Plan

6.1 The LTS Delivery Plan comprises 138 priority actions to deliver on the 63 policies set out in the LTS. Some actions are specific to only one policy within the LTS while others will contribute towards the delivery of multiple policies. The actions comprise a mix of different activities, including:-

- progressing studies, including feasibility, appraisal and business case workstreams;
- delivering specific projects and programmes;
- both leading and working with others in bidding for funding as well as advocating for investment in the transport network in Highland;
- contributing to work led by HITRANS in taking forward regional actions that are of particular local interest in the context of the LTS; and
- business as usual activities

6.2 The priority actions are informed by two main sources:-

1. the transport elements of Community led plans including Local Place Plans, Area Place Plans, Community Action Plans and similar documents; and
2. existing Council work plans across a range of transport-related workstreams.

Points 1 and 2 were identified through extensive reviews of existing community led transport related plans, undertaken by consultants and officers working closely with the Development Planning team. Transport-related actions from Council work plans were also identified through a series of one-to-one meetings and workshops with officers from the relevant workstreams.

- 6.3 Officers then reviewed these priority actions to ensure that they are delivering against the LTS policies, and this was approved by the Steering Group.
- 6.4 Throughout this process, governance has been provided by a Steering Group of senior officers and representation from HITRANS to ensure alignment with the Regional Transport Strategy (RTS) and alignment with the Highland Local Development Plan.

7 **Next steps**

- 7.1 Following adoption of the LTS Delivery Plan, the LTS Steering Group of senior officers and representation from HITRANS will continue to provide overall support and governance, meeting quarterly.
- 7.2 A Working Group of officers from a number of workstreams will meet more frequently with the remit of breaking down siloed working, identifying resource efficiencies, and building momentum on the actions which will have the highest impacts. They will report to the Steering Group.
- 7.3 The Working Group will follow the principles of the Council's Future Operation Model in terms of joining up teams, being more efficient in how we do things, and working with partners to reduce duplication. In terms of being adaptive, the priority actions are not a fixed and prescriptive list; officers in different workstreams will continue to adapt to changing circumstances in policy, funding and resource availability and provide a report to this committee annually using the Progress Template Report as detailed within **Appendix 2**.

Designation:	Assistant Chief Executive - Place
Date:	9 January 2026
Author:	Julie Cromarty, Sustainable Transport Team Leader Lizbeth Collie, Project Officer, Active Travel
Background Papers:	None
Appendices:	Appendix 1 – Delivery Plan Final Draft Appendix 2 – Delivery Plan Progress Template Report

Highland Local Transport Strategy 2025 – 2035

DRAFT Delivery Plan



Contents

Introduction	1
Local Transport Strategy Delivery Plan Overview	2
Local Transport Strategy Overview	4
Delivery Plan: Priority Actions	6

Introduction

The Highland Local Transport Strategy (LTS) 2025-2035¹ was approved by The Highland Council Economy and Infrastructure Committee on 13 February 2025. The strategy sets out the future policy direction and focus for how The Highland Council will maintain, manage and improve the transport system in Highland over the period to 2035. It covers the movement of people and goods and considers all modes of transport across Highland.

Accompanying the LTS is this Delivery Plan which sets out the actions required to deliver on the ambition of the LTS.

The LTS and accompanying Delivery Plan have a key role in contributing to the delivery of the Council's Our Future Highland Administration Programme 2022-2027² which has five key priorities:



A Fair and Caring Highland

Working together to improve quality of life and opportunities for Highland people.



Resilient and Sustainable Communities

Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.



Accessible and Sustainable Highland Homes

Build houses to support communities and economic growth.



A Sustainable Highland Environment and Global Centre for Renewable Energy

Accelerate our response to the climate and ecological emergency. Making the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.



A Resilient and Sustainable Council

Work with partners to address service delivery challenges with a positive approach to change.

The LTS also responds to national Net Zero commitments and other drivers that influence where, when and how both people travel and goods are moved.

¹ The Highland Local Transport Strategy 2025 to 2035 (The Highland Council, 2025)

https://www.highland.gov.uk/info/1523/transport_and_streets/1140/local_transport_strategy [Accessed Sept 2025]

² The Highland Council Performance Plan 2022 – 2027 (The Highland Council, 2022)

www.highland.gov.uk/info/695/council_information_performance_and_statistics/381/our_priorities [Accessed November 2024]

Local Transport Strategy Delivery Plan Overview

Priority Actions Overview

The LTS Delivery Plan comprises 138 priority actions to deliver on the 63 policies set out in the LTS. Some actions are specific to only one policy within the LTS while others will contribute towards the delivery of multiple policies. The actions comprise a mix of different activities, including:

- Progressing studies, including feasibility, appraisal and business case workstreams.
- Delivering specific projects and programmes.
- Both leading and working with others in bidding for funding as well as advocating for investment in the transport network in Highland.
- Contributing to work led by HITRANS in taking forward regional actions that are of particular local interest in the context of the LTS.
- Business as usual activities.

The LTS Delivery Plan will be a live document and progress in taking forward the priority actions, reported on at regular intervals. The full Plan will also be periodically reviewed so it remains current and responsive to both changes and opportunities relating to for example funding, policy, legislation and technology.

Each priority action is associated with a timeframe, categorised as either 2027, post-2027 and ongoing. This categorisation has been adopted taking into consideration the Scottish Local Government Election cycle as well as the timeline adopted by the HITRANS Regional Transport Strategy Delivery Plan which, with a focus on regionally significant actions, complements the LTS Delivery Plan.

Similarly to the LTS itself, the varied geography of Highland brings diverse and unique considerations for the transport system which form a focus of the Delivery Plan to make further positive change to meet the needs of those who live in, work in and visit Highland. In taking this forward, the Delivery Plan adopts the same approach to that set out in the LTS as follows:

The LTS is about improving choices for sustainable transport including active travel, public, community and shared transport to be an option for more people, so they are not being forced into their car / to purchase a car and so non-drivers have more transport independence.

The LTS provides a pragmatic policy framework, recognising the different options that may be available to people. For example, it is not about suggesting sustainable and active travel for all journeys, rather about improving choices for this to be an option where other factors such as distance permit.

There is a need to recognise and keep in mind that transport is a derived demand i.e. people travel to access opportunities, services, goods etc. rather than for the sake of travelling. Therefore, the LTS alone will not meet user needs nor overcome existing problems and challenges. Rather the LTS also needs to be embedded in wider policy, particularly that which has an intrinsic impact on why, when and to where people travel, and goods move between.

Governance Arrangements

The implementation of the LTS Delivery Plan will be undertaken in line with the Council's Future Operating Model (FOM) which is the strategic blueprint for transforming how services are designed, managed, and delivered providing an adaptive, collaborative, and community-driven organisation. Key design principles to the FOM include having a slimmed central model and delivery of services through more integrated teams as well as to be actively changing to net zero. These aspects are central to the successful implementation of the LTS Delivery Plan which includes actions that will necessitate input from teams across the Council and cross-working throughout.

Furthermore, delivery of the priority actions set out in the Delivery Plan will not be achieved by The Highland Council in isolation. The Council will lead where they are best placed to take forward an action, but the support of other public and private sector organisations will be important as well as their commitment to lead on actions. Operational and financial partnership working is something The Highland Council will continue to explore, seeking opportunities to engage with partners to support investment to improve the transport system for all in Highland.

The implementation of the LTS Delivery Plan will adopt the following governance arrangements:

- **LTS Delivery Plan Steering Group:** This group was established to oversee the preparation of the Delivery Plan and will continue to be in place throughout its implementation. Members include Chief Officers and Senior Managers from across a number of Council services as well as representation from HITRANS as the Regional Transport Partnership. The group will bring the annual Progress Update to the Council's Economy and Infrastructure Committee.
- **LTS Delivery Plan Working Group:** This group will be established following adoption of the Delivery Plan with the purpose to deliver the priority actions. The group will include representation reflective of the necessary cross-working. Once established, the group will report to the LTS Delivery Plan Steering Group.

Local Transport Strategy Overview

This section provides an overview of the policy framework of the LTS that in turn establishes the foundation of the LTS Delivery Plan.

Vision

The **vision** of the LTS is that:

Our communities, businesses and visitors in Highland will be served by a low carbon transport system that is sustainable, inclusive, safe, resilient and accessible.

Objectives

The vision is supported by **four objectives** that set out the outcomes we want to achieve through the LTS. These are:

To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

To improve public, community and shared transport options that meet different user needs across the Highland geography.

To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

To reduce emissions from the transport system.

Themes and Policies

Under each objective are several **themes** (22 in total) to frame the 63 **policies** of the Strategy. The themes also help to ensure the coverage of the strategy is sufficient, recognising the varied geography of the region ranging from an urban city environment to rural and remote rural areas. The **policies** in turn set out the principles that guide the **priority actions** within the accompanying Delivery Plan.

The relationship between the LTS vision, objectives, themes and policies that in turn provide the policy framework for the LTS Delivery Plan is shown in the figure overleaf.



Figure 1: LTS Policy Framework

Delivery Plan: Priority Actions

The four tables below set out the priority actions comprising the LTS Delivery Plan for each associated LTS policy. As noted earlier, some actions are specific to only one policy within the LTS while others will contribute towards the delivery of multiple policies and are therefore included more than once for clarity and completeness.

Objective 1: To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P1.1	Undertake investment decisions with consideration of the Sustainable Investment Hierarchy which focuses on reducing the need to travel unsustainably, then maintaining and safely operating existing assets, then making better use of existing capacity, and finally targeted infrastructure improvements.	1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	HITRANS
P1.2	Deliver a safer road network in Highland, adopting the Safe System approach and related five pillars - Safe Road Use, Safe Vehicles, Safe Speeds, Safe Roads and Roadsides and Post-crash Response. This approach aligns with that adopted by the Scottish Government to achieve Vision Zero where no one is seriously injured or killed on our roads by 2050.	2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
		3	We will prepare a new Road Safety Plan for the period beyond 2030.	Post-2027	The Highland Council	
		4	We will continue to annually bid for funding to deliver on the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
		5	We will deliver a programme of improvements to junctions of local roads with the A9.	2027	The Highland Council	
		6	We will continue to progress the Council's route treatment programme for the local road network throughout Highland.	Ongoing	The Highland Council	
		7	We will continue to be responsive to road safety issues raised by communities and take appropriate action as required.	Ongoing	The Highland Council	
		8	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues.	Ongoing	The Highland Council	Transport Scotland
		9	We will continue to utilise the asset database and update this with new assets for inclusion in the Council's rolling maintenance programme.	Ongoing	The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
P1.3	Strive to reduce the impact of traffic on communities and reduce casualties through various means, such as speed and traffic reduction measures as well as education in line with The Highland Council's Road Safety Plan to 2030.	10	We will complete the implementation of the permanent Highland-wide 20mph speed limit roll-out.	2027	The Highland Council	
		4	We will continue to annually bid for funding to deliver on the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
		3	We will prepare a new Road Safety Plan for the period beyond 2030.	Post-2027	The Highland Council	
		5	We will deliver a programme of improvements to junctions of local roads with the A9.	2027	The Highland Council	
		6	We will continue to progress the Council's route treatment programme for the local road network throughout Highland.	Ongoing	The Highland Council	
		7	We will continue to be responsive to road safety issues raised by communities and take appropriate action as required.	Ongoing	The Highland Council	
		8	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues.	Ongoing	The Highland Council	Transport Scotland
		11	We will continue to carry out routine inspections and repair programmes to maintain the local road network. This includes annual planned road condition, lighting and traffic management improvements.	Ongoing	The Highland Council	
P1.4	Maintain, improve and manage adopted roads, bridges and associated infrastructure in line with The Highland Council's Road Asset Management Plan and projects forming part of the Highland Investment Plan – Roads Infrastructure and Improvement Programme. Investment and maintenance decisions will be taken with cognisance of The Highland Council's Road Network Hierarchy.	12	We will continue to undertake seasonal maintenance, such as gritting and vegetation cutting, and continue to be responsive to issues raised by communities and take appropriate action as required.	Ongoing	The Highland Council	
		13	We will review the Council's existing Road Asset Management Plan.	2027	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
		14	We will develop a long-term plan (10+ years) for infrastructure maintenance, prioritising a review of high value assets first.	2027	The Highland Council	
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing	The Highland Council	
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary.	Ongoing	The Highland Council	HITRANS
P1.5	Public transport projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as bus shelters as well as bus priority infrastructure such as signage and road markings.	15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing	The Highland Council	
		17	We will continue to utilise the asset database for public transport infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include management of bus infrastructure, Real-Time Passenger Information screens and sharing data with partners for efficiency.	Ongoing	The Highland Council	HITRANS
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary. Regarding bus shelters this will include periodic cleaning and repair or replacement when required.	Ongoing	The Highland Council	HITRANS
P1.6	Active travel projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as signage and lining. Active travel infrastructure will also be designed with consideration of access for maintenance purposes and associated costs to maintain.	15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing	The Highland Council	
		18	We will continue to utilise the asset database for active travel infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include active travel infrastructure.	Ongoing	The Highland Council	
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary.	Ongoing	The Highland Council	
P1.7	Maintenance of active travel infrastructure will be underpinned by an understanding of what parts of the existing network are adopted by The Highland Council and which aren't. This will help inform the planning of maintenance needs and delivery going forward.	18	We will continue to utilise the asset database for active travel infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include active travel infrastructure.	Ongoing	The Highland Council	
P1.8	The Highland Council will consider ways to lever in funding for the maintenance of adopted assets across all modes, taking into consideration funding already obtained through external means such as developer contributions. This could also include potential efficiencies in pooling resources between partners.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other public and private organisations
		20	We will seek investment in the transport network by embedding the Council's Social Value Charter for Renewables Investment and continue to consider other mechanisms such as in relation to tourism.	Ongoing	The Highland Council	Developers Other public and private organisations
P1.9	The Highland Council will continue to engage with partners nationally and regionally on strategic (trunk) road improvements including the A9 dualling, A96 corridor, A82 and upgrades to other regionally significant routes to improve the quality and safety of the road network for all users and unlock regional economic potential.	21	We will continue to support the case for the full dualling of the A9 and A96 and welcome progress in particular on the Inverness – Auldearn section.	Ongoing	Transport Scotland	Transport Scotland The Highland Council Highlands & Islands Enterprise
		22	We will continue to work with Transport Scotland through to the completion of the A9/A96 Inshes to Smithton scheme.	Ongoing	Transport Scotland	Transport Scotland The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
						Highlands & Islands Enterprise
		23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Ongoing	HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise
		24	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues, such as speeding, within and between settlements.	Ongoing	Transport Scotland	Transport Scotland The Highland Council Highlands & Islands Enterprise
P1.10	The Highland Council will work with partners to enhance the trunk road network that passes through communities to ensure safe, inclusive and sustainable travel options for all. This includes continuing to work with partners to progress the Fort William Integrated Transport Plan as part of the wider FW2040 project.	23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Post-2027	HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise
		25	We will work with partners to address known resilience issues on the trunk road network in Highland due to traffic volumes, including the A82 at Fort William.	Post-2027	Transport Scotland	The Highland Council
		24	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues, such as speeding, within and between settlements.	Ongoing	Transport Scotland	
P1.11	The Highland Council will continue to work with partners to improve the resilience of the transport system. This includes response to closures requiring the use of diversionary routes that impact on the movement of passengers and goods and the ability of different parts of the transport system to flex to meet needs when one experiences issues (e.g. rail network blocked by a landslide and alternative options available to passengers). Seasonality of demand and operational impact on the system is also a factor, such as the varying journey times experienced at different times of the year in locations such as Fort William which is linked to the Council continuing to support activities such as progress of the Fort William Integrated Transport Plan.	25	We will work with partners to address known resilience issues on the trunk road network in Highland due to traffic volumes, including the A82 at Fort William.	Post-2027	Transport Scotland	The Highland Council
		26	We will work to progress schemes which address known resilience issues on the local road network due to traffic volume.	Ongoing	The Highland Council	
		23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Post-2027	HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise
		27	We will progress with responding to the risks identified in the Council's Coastal Climate Change Adaptation Plan where locations and infrastructure are least resilient to climate change and rising sea levels.	Ongoing	The Highland Council	
		28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	Post-2027	The Highland Council	
P1.12	The transport system will be designed with adaptation in mind to help build resilience against weather related impacts of climate change, including increased incidences of flooding, erosion, temperature extremes, slope and embankment failures and subsidence.	29	We will progress schemes which address known resilience issues on the local road network due to environmental factors, such as the A890 at Stromeferry.	Ongoing	The Highland Council	
		30	We will continue to be a partner, where required, and work with others to progress schemes which address known resilience issues on the trunk road network in Highland due to environmental factors.	Ongoing	Transport Scotland	The Highland Council
		31	We will continue to be a partner, where required, and work with others to progress schemes which address known resilience issues on the rail network in Highland due to environmental factors, such as at Stromeferry and coastal Sutherland.	Ongoing	Network Rail	Transport Scotland The Highland Council
		27	We will progress with responding to the risks identified in the Council's Coastal Climate Change Adaptation Plan where locations and infrastructure are least resilient to climate change and rising sea levels.	Ongoing	The Highland Council	
		28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	2025	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P1.13	Integrate blue-green infrastructure into the design of transport schemes. This includes the 'green' and 'blue' features that can provide environmental benefits and contribute to quality of life. Examples include woodlands, street trees, play spaces, allotments, community growing spaces, playing fields, road verges, swales, green walls and living roofs, rivers, canals, streams, wetlands, sustainable drainage. Active travel routes are another example, but in the context of this policy the focus is on non-transport blue-green infrastructure to complement the transport system.	32	We will continue to deliver on the actions set out in the Council's Ecology Strategy and Action Plan to improve and enhance the biodiversity value of the transport network adopted by the Council, including the local road network and active travel routes.	Ongoing	The Highland Council	
		28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	Ongoing	The Highland Council	
P1.14	Safe and personally secure environments for all will be considered in the design of transport schemes, recognising that some groups suffer particular personal security issues in our built environment and on public transport services.	33	We will continue to progress Council led transport schemes in line with relevant design guidance, including the consideration of safety for different users.	Ongoing	The Highland Council	
		34	The Council will continue to participate in the Highland Safer Transport Group.	Ongoing	The Highland Council	The Highland Safer Transport Group BSIP Partnership
P1.15	Maintain the safety and integrity of the local road network while supporting existing and future access needs from different demands/sectors, including renewables, the timber industry, the Inverness and Cromarty Firth Green Freeport and tourism. This includes The Highland Council working with developers to support the future growth of the region. The Highland Council also expects developers to support the transport requirements of their developments and contribute appropriately to the transport system, supported by robust guidance.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other public and private organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Ongoing	The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
		20	We will continue to seek funding to support investment in the transport network by embedding the Council's Social Value Charter for Renewables Investment and continue to consider other mechanisms such as in relation to tourism.	Ongoing	The Highland Council	Developers Other public and private organisations
		36	We will support the transfer of road freight to other modes where practical and there are opportunities. Examples include water-based freight particularly for large scale infrastructure schemes such as major renewables projects, expansion of air freight drawing on new technology (e.g. drones) through programmes such as Sustainable Aviation Test Environment and continued development of rail freight in the region.	Ongoing	HITRANS	The Highland Council Port Operators Scottish Canals HIAL
		37	We will continue to monitor Abnormal Indivisible Load movements to reduce the impact of loads on the local road network and explore opportunities for ensuring appropriate co-ordination or mitigation is provided.	Ongoing	The Highland Council	Police Scotland Transport Scotland
		38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing	Various depending on specific project/ activity	Various depending on specific project/ activity
P1.16	Investigate options to manage tourist traffic at popular destinations in Highland and work with partners to implement schemes.	38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing	Various depending on specific project/ activity	Various depending on specific project/ activity
		39	We will contribute to the development of a Regional Tourism Strategy.	Scope of projects to be decided	HITRANS	The Highland Council Highlands & Islands Enterprise Cairngorms NPA Transport Operators

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
						Cruise Scotland Transport Scotland Visit Scotland Plus other partners

Objective 2: To improve public, community and shared transport options that meet different user needs across the Highland geography.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P2.1	Bus service operations will be underpinned by a clear understanding of existing needs and service provision.	40	We will contribute to the development of a public transport level of service framework based on settlement type. This framework will establish how an appropriate and more equitable level of connectivity will be defined across the region.	2027	HITRANS	The Highland Council Transport Operators
		41	We will continue to be responsive to bus service issues raised by communities, discuss them with operators regarding commercial services, and consider adjustments to contracted services where feasible within the budget and with regard to passenger usage.	Ongoing	The Highland Council	Transport Operators
		42	We will continue to work with operators to minimise the impact of commercial operator decisions on service coverage. The ability of the Council to do so is however directly influenced by the number and scale of operational changes, as well as available vehicles, infrastructure and resource to address by alternative means.	Ongoing	The Highland Council	Transport Operators
P2.2	Maintain and develop an efficient home-to-school transport system for those pupils entitled to it. From the point of view of bus services, this requires The Highland Council to work with operators to balance, as far as possible, the scheduling of services around the start and end of the school day with the needs of other users such as those dependent on public transport for commuting and to access health appointments.	43	We will continue to expand the Highland Council Buses operation, so far as available vehicles, infrastructure and resource can support.	2027	The Highland Council	
		44	We will continue to monitor the performance of Home-to-School bus contracts and take appropriate action as required.	Ongoing	The Highland Council	Transport Operators
		45	We will publish and keep updated a Home-to-School transport booklet, including information for parents, pupils and schools as it relates to both mainstream and additional support needs transport.	2027	The Highland Council	
		46	As far as practicable, we will plan public service contracts to use vehicles efficiently and effectively and to integrate with home to school transport needs.	Ongoing	The Highland Council	
P2.3	Continue to develop and participate in the Highland Bus Service Improvement Partnership (BSIP) to support improvements in bus services by partnership working with operators and HITRANS. Through this The Highland Council will continue to explore opportunities to invest in initiatives such as bus lanes and traffic signal priority, and other measures designed to support bus use. A further aspect will be to work with partners to progress bringing forward a minimum acceptable standard for bus services in Highland that is part of the BSIP Plan to support getting the basics right to complement investment in service expansion and measures to improve the reliability of operations.	47	We will lead on preparing the Highland Bus Service Improvement Partnership to move to a statutory partnership which will support the improvement of bus infrastructure and services operating in Highland. This will include maintaining the Bus Service Improvement Partnership Plan and making updates as required.	Ongoing	The Highland Council	HITRANS Transport Operators
		48	A dedicated resource will be funded and allocated to manage/co-ordinate the Highland Bus Service Improvement Partnership Plan going forward.	Ongoing	The Highland Council	HITRANS Transport Operators
		49	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership Plan.	2027	The Highland Council	HITRANS Transport Operators
		50	We will continue to lead annual bids for funding, on behalf of the Highland Bus Service Improvement Partnership, to secure funds to take forward the different workstreams of the partnership plan.	Ongoing	The Highland Council	HITRANS Transport Operators
		40	We will contribute to the development of a public transport level of service framework based on settlement type. This framework will establish how an appropriate and more equitable level of connectivity will be defined across the region.	Ongoing	HITRANS	The Highland Council Transport Operators
P2.4	Fully utilise the powers given to local authorities through the Transport (Scotland) Act 2019, where Section 2A was added to the Transport (Scotland Act) 2001, where the creation of an Arm's Length External Organisation (ALEO), would support in the delivery of the objectives of the Local Transport Strategy and its associated delivery plan, further facilitating contribution towards the achievement of objectives of the emerging Bus Service Improvement Partnership alongside wider national and regional transport policy objectives to	51	We will progress the development of a strategy which will be a phased approach towards an ALEO.	Ongoing	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
	ultimately achieve overall efficiencies for the Highland Transport Network.					
P2.5	Work with local providers of community bus and car share schemes to help support the activities of groups as well as plan and integrate services with other public transport operations, recognising the valuable role of community transport to the transport system in Highland.	52	We will continue to engage with community transport providers across Highland to understand their needs, existing issues and ideas/opportunities as well as the role/input required from other organisations.	2027	The Highland Council	Community Transport providers
		53	We will develop a Community Transport Strategy for Highland.	Ongoing	The Highland Council	Community Transport providers NHS Highland
		54	We will continue to lead the Highland Community Transport Working Group and participate in the collective action of the group to respond to community transport matters.	Ongoing	The Highland Council	Community Transport providers Transport Operators NHS Highland
		55	Within available resources, we will support the development of Demand Responsive Transport schemes which complement existing public transport.	Ongoing	DRT providers	The Highland Council
		56	We will continue to support initiatives to enhance community transport and Demand Responsive Transport operations. Examples include expanding the booking software with Tableau-based analytics for DRT services and supporting the expansion of the HITRANS Moove Flex app for new DRT services. A further example is identifying spare capacity for opportunities to pool vehicle resources.	Ongoing	The Highland Council	Community Transport providers DRT providers HITRANS
		57	We will participate in the Community Transport Association's Social Value Research Project. This will help to demonstrate the social value of community transport schemes and support future funding bids to and by the Council.	2027	The Highland Council	Community Transport providers Community Transport Association
		58	We will continue to be responsive to community transport matters raised by communities and offer input so far as is feasible.	Ongoing	The Highland Council	
		59	We will contribute to the development of a Regional Bus Strategy.	2027	HITRANS	The Highland Council Bus Operators
P2.6	Public transport schemes will be designed with consideration of different road users, including those who walk, cycle and wheel, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a route.	60	We will progress public transport schemes taking into consideration the needs of other users in line with the Sustainable Travel Hierarchy.	Ongoing	The Highland Council	HITRANS Transport Operators
		61	We will continue to undertake stakeholder and public engagement as part of public transport workstreams delivered by the Council.	Ongoing	The Highland Council	Transport Operators
P2.7	Work with partners to improve options for using public, community and shared transport options to attend health appointments, particularly between more rural areas of Highland and Inverness. This includes looking at the scheduling of appointments from a timing and geography point of view, therefore requiring wide participation from partners to improve travel choices and support their more efficient delivery.	54	We will continue to lead the Highland Community Transport Working Group and participate in the collective action of the group to respond to community transport matters.	Ongoing	The Highland Council	Community Transport operators Transport Operators NHS Highland
		62	We will continue to engage with NHS Highland on patient transport needs.	Ongoing	The Highland Council	NHS Highland
		63	We will continue to engage with community transport providers across Highland in relation to their experience of providing transport for medical appointments.	Ongoing	The Highland Council	Community Transport providers
		64	We will work with HITRANS to establish a Health and Transport Action Plan.	2027	HITRANS	The Highland Council NHS Highland
		53	We will develop a Community Transport Strategy for Highland.	Ongoing	The Highland Council	NHS Highland Community Transport providers
		59	We will contribute to the development of a Regional Bus Strategy.	2027	HITRANS	The Highland Council Bus Operators

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P2.8	Work with partners to continue to progress line speed and capacity improvements to the rail network in Highland and to support the planning and delivery of new railway stations supporting both the movement of passengers and freight. This will also involve working with partners to ensure the rail network which directly passes through communities, such as at level crossings, is safe for all users of the community, including those who walk, wheel, cycle as well as drive.	65	We will contribute to the development of a Regional Rail Strategy.	2027	HITRANS	The Highland Council ScotRail Network Rail Rail Freight Operators
		66	We will support work to make the case to Scotland's Railway for infrastructure investment and operational improvements to reduce rail journey times to, from and within Highland.	Ongoing	HITRANS	The Highland Council
		67	We will support the implementation of planned improvements to the Highland Mainline and Aberdeen to Inverness Line and explore opportunities with partners to improve sectional running times elsewhere on the network.	Ongoing	Network Rail	Transport Scotland The Highland Council HITRANS
		68	We will work with partners to address level crossing safety concerns.	Ongoing	Network Rail	The Highland Council
		69	We will support work to develop/further develop business cases for new rail stations, including at Evanton and East of Inverness.	Ongoing	HITRANS	The Highland Council Transport Scotland ScotRail Network Rail
P2.9	Work with partners to support the case for investment in ferries infrastructure and service improvements that meet the needs of communities and businesses in Highland. This includes completing the next stages of the Corran Ferry replacement project.	70	We will deliver a new roll-on/roll-off electric Corran ferry for the service across the Corran Narrows which provides an essential connection for the peninsular communities of Ardgour, Sunart, Ardnamurchan, Moidart, Morar, Morvern, the Isle of Mull and beyond.	Post-2027	The Highland Council	Transport Scotland
		71	We will complete essential landside infrastructure improvements for the Corran ferry.	2027	The Highland Council	Transport Scotland
		72	We will work with partners who wish to upgrade the Camusnagaul ferry service and associated infrastructure.	Post-2027	The Highland Council	
		73	We will contribute to further efforts to explore and pursue external funding opportunities for accessibility improvements on ferries and at ferry terminals.	Ongoing	HITRANS	The Highland Council
P2.10	Continue to work with partners to encourage sustainable land access to and from ferry services in Highland.	74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing	HITRANS	Transport Scotland The Highland Council
		75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027	HITRANS	The Highland Council
		76	We will support work by HITRANS to scope and develop any necessary evidence to support the case for the incorporation of relevant RTS Policies within the Islands Connectivity Plan and subsequent studies including consideration of developing a regional ferry strategy.	2027	HITRANS	The Highland Council
P2.11	Continue to work with partners to encourage sustainable surface access to and from airports in Highland.	75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027	HITRANS	The Highland Council
P2.12	Work with partners to support the case for improvements to air travel, including enhancements to existing services and the establishment of new services recognising the role of aviation within Highland in getting people to hubs and across the region as well as supporting economic development. This should include consideration of using the Public Service Obligation (PSO) contracting system.	77	We will continue to support the work of HITRANS to explore ways of achieving a Highlands and Islands air network that meets the socio-economic needs of the region, including where legislative change may be required or the development of a regional aviation strategy to support this.	Ongoing	HITRANS	The Highland Council Airline operators HIAL Transport Scotland
		78	We will continue to support the case for air services from Wick and Skye to the Central Belt and the Orkney Islands.	Ongoing	HITRANS	The Highland Council
		79	We will continue to support Public Service Obligation (PSO) air services from March 2026 from Wick John O'Groats Airport.	Ongoing	The Highland Council	Transport Scotland HIAL
		80	We will continue to work with external parties to support aspirations for airfield operations in Highland, for example at Dornoch and Plockton.	Ongoing	Airfield Operators	The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P2.13	Public, community and shared transport services will be complemented by fit for purpose infrastructure. Examples could include the provision of safe, accessible and comfortable waiting facilities and information underpinned by a sound understanding of passenger requirements.	59	We will contribute to the development of a Regional Bus Strategy.	2027	HITRANS	The Highland Council Bus Operators
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing	The Highland Council	
		17	We will continue to monitor the public transport asset database and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include management of bus infrastructure, Real-Time Passenger Information screens and sharing data with partners for efficiency.	Ongoing	The Highland Council	
		81	We will make the case for increased funding to maintain all bus stop and bus priority infrastructure. This includes bus shelter cleaning, repair and replacement, bus stop timetable information and bus stop signage.	Ongoing	The Highland Council	
		82	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership.	2027	The Highland Council	
P2.14	Work with partners to ensure that the public, community and shared transport network in Highland is inclusive in line with policy, guidance and standards set out in the Equality Act 2010. This includes access to vehicles (including taxis) and stops/stations as well as information and communications about services, fares and so on. This includes ensuring all groups with protected characteristics are considered and have the opportunity to input to proposals. A factor to this is also the ageing population as well as users of the transport system who experience hidden disabilities in Highland and what this means in terms of provision.	83	We will operate Highland Council Buses in line with the Equality Act 2010.	Ongoing	The Highland Council	
		84	We will provide public transport infrastructure within the adopted boundary in line with the Equality Act 2010 and work with partners to achieve the same for infrastructure outwith the adopted boundary.	Ongoing	The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing	The Highland Council	
		82	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership.	2027	The Highland Council	
P2.15	The public transport system will be developed with account taken of the needs of both younger and older people to give them access to sustainable, safe and affordable options.	86	We will continue to support efforts to make the case to Transport Scotland for the extension of the National Concessionary Travel Scheme to some rail, ferries and air services.	Ongoing	HITRANS	The Highland Council
		59	We will contribute to the development of a Regional Bus Strategy.	2027	HITRANS	The Highland Council Bus Operators
		65	We will contribute to the development of a Regional Rail Strategy.	2027	HITRANS	The Highland Council Network Rail ScotRail Rail Freight Operators
P2.16	Encourage integration between different public, community and shared transport options as well as with walking and cycling routes to help connect communities with these services. This includes integration of services/routes as well as ticketing and how services can be booked, harnessing the opportunities presented by technology and different types of service delivery. From a service point of view, it will be important to consider the impact of any service changes on access for existing users. In the adoption of technology, it will be important to ensure there is not digital exclusion, such as how people can access information and take advantage of a more integrated offer.	75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027	HITRANS	The Highland Council
		87	We will continue to deliver Council initiatives as well as support activities of partners that facilitate multi-modal journeys. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing	The Highland Council	HITRANS Transport Operators Community Transport providers
		88	We will continue to be responsive to transport integration issues raised by communities and work with partners on matters.	Ongoing	The Highland Council	HITRANS
		89	We will contribute to the development of an annual prioritised action plan of interventions to support improved delivery of options to travel with a bicycle on public transport. This includes the booking of journeys by bike on all modes via mobility-as-a-service.	Ongoing	HITRANS	The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
		74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing	HITRANS	Transport Scotland The Highland Council
P2.17	Continue to explore opportunities and funding options for mobility hubs in Highland to support connectivity between different public, community and shared transport options as well as with active travel modes, building on the experience of existing hubs such as at Torvean.	90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027	The Highland Council	HITRANS Transport Operators Others depending on hub facilities
		91	We will complete a review of any potential future Mobility Hub Pilot scheme(s) at key tourist destinations in Highland to help determine the future approach and delivery model for different locations in Highland to encourage more sustainable means of transport in key areas.	2025/2026	The Highland Council	HITRANS Transport Operators Others depending on hub facilities
		92	We will continue to try and identify opportunities for pilot projects or "quick win" projects through the Bus Infrastructure Fund to implement further mobility hubs within the Inner Moray Firth and Lochaber.	Ongoing	The Highland Council	
		93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel Hierarchy.	Post-2027	The Highland Council	
P2.18	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that public transport is incorporated into development layouts from the start and not designed in retrospectively.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other public and private organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Post-2027	The Highland Council	
		94	We will continue to adopt an integrated approach to transport and land use planning through close inter-service working within the Council and co-ordination between the LTS and Highland Local Development Plan.	Ongoing	The Highland Council	
		1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
		95	We will continue to be a partner, as required, for ongoing activates relating to multi-operator ticketing, including through the Highland Bus Service Improvement Partnership.	Ongoing	HITRANS	The Highland Council Transport Operators
P2.19	Work with partners and operators to promote awareness of lower public transport fares options, such as the Highland Railcard and bus offers. This also links to The Highland Council supporting continued work on integrated ticketing across different modes and operators within Highland and to / from the area.	96	We will work with community transport providers to operate a Provide a Pay What You Can option for community transport users where fares might otherwise be a barrier to usage.	2027	The Highland Council	Community Transport operators
		97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing	The Highland Council	HITRANS
		98	We will continue to both deliver Council initiatives as well as support activities of partners that encourage travel behaviour change to more sustainable travel choices. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing	The Highland Council	HITRANS

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P2.21	Work with partners to promote public transport options for business travellers and visitors to get around Highland. From a tourism point of view this includes scenic routes being accessible by bus and/or rail, and in the delivery of options to help manage demand on the road network at tourist hotspots. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by public transport.	38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing	Various depending on specific project/activity	Various depending on specific project/activity
		99	We will promote the use of bus services for visitors to the Inverness Castle Experience. This will be supported by appropriate bus infrastructure, bus wrap advertising, real-time information displays at stops serving the Castle.	2027	The Highland Council	Inverness Castle Experience team Transport Operators Highlife Highland
		98	We will continue to both deliver Council initiatives as well as support activities of partners that encourage travel behaviour change to more sustainable travel choices. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing	The Highland Council	HITRANS
P2.22	Work with HITRANS and other partners to ensure fairness in the funding of rural transport. This links to the concessionary travel system operated by the Scottish Government, both in relation to the level of reimbursement received by more rural areas such as Highland and to the uncapped fare mechanism for reimbursement in relation to affordability for fare paying passengers.	100	We will continue to work with HITRANS to make the case for addressing the imbalance in funding support available for rural bus services.	Ongoing	HITRANS	The Highland Council
		86	We will continue to support efforts to make the case to Transport Scotland for the extension of the National Concessionary Travel Scheme to some rail, ferries and air services.	Ongoing	HITRANS	The Highland Council
		101	We will support work of HITRANS to ensure that actions emerging from the Fair Fares Review are appropriate and equitable for the Highlands.	Ongoing	HITRANS	The Highland Council
		102	We will contribute to work by HITRANS to undertake research that defines transport poverty and explores the disproportionate impact of this on communities and businesses. The emerging evidence will be drawn on by the Council to help make the case for investment and support future funding bids.	2027	HITRANS	The Highland Council
		103	Following publication of the Aviation Policy Statement, we will support the work of HITRANS with Transport Scotland, HIAL and partners to support the retention and expansion of the Air Discount Scheme.	2027	HITRANS	Transport Scotland The Highland Council HIAL Other partners

Objective 3: To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P3.1	Deliver safe, direct, coherent, comfortable, attractive and adaptable active travel infrastructure that takes account of different user needs, including those with visible and hidden disabilities. This includes within communities to support local living as well as between settlements, particularly where distances allow active travel to be feasible in more populated and less remote areas of Highland. Network planning will take account of desire lines and "missing links" to meet needs and encourage use as well as opportunities to enhance access in relation to areas of deprivation. This will also include consideration of the integration of active travel infrastructure with other modes and maximising opportunities such as the redevelopment of Inverness Rail Station.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		105	We will continue to annually bid for funding to deliver on the Council's Active Travel Strategy.	Ongoing	The Highland Council	
		106	We will continue to be responsive to active travel issues raised by communities and take appropriate action as required.	Ongoing	The Highland Council	
		107	We will prepare a new Active Travel Strategy for the period beyond 2030.	Post-2027	The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
		108	We will work with HITRANS, local authority partners, Walk Wheel Cycle Trust and other stakeholders to develop a vision for the National Cycle Network in Highland.	Ongoing	HITRANS	The Highland Council Walk Wheel Cycle Trust Other local authorities
		74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing	HITRANS	Transport Scotland The Highland Council
		90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027	The Highland Council	HITRANS Transport Operators Others depending on hub facilities
P3.2	The Highland Council will strive to progress active travel scheme delivery on a network basis to support the rollout of a coherent network rather than individual schemes, subject to the current funding approach of being scheme based and single year.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		105	We will continue to annually bid for funding to deliver on the Council's Active Travel Strategy.	Ongoing	The Highland Council	
		107	We will prepare a new Active Travel Strategy for the period beyond 2030.	Post-2027	The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
P3.3	Design new active travel infrastructure in line with policy, guidance and standards, such as the Equality Act 2010 and Cycling by Design. This involves ensuring all groups with protected characteristics are considered and have the opportunity to input into designs with the ageing population profile in Highland as well as users of the transport system with hidden disabilities captured as part of this inclusive approach.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P3.4	Active travel infrastructure will be designed with consideration of different road users, including those who walk, wheel and cycle, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a new route.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing	The Highland Council	
		109	We will set out the requirements for considering different road users in scheme design and development in the Council's next Active Travel Strategy.	Post-2027	The Highland Council	
P3.5	New cycle infrastructure (cycleways, parking and storage) will be developed, where possible, to accommodate non-standard cycles including adapted bikes and cargo bikes. This will also require the consideration of associated maintenance costs at the outset.	110	We will support the installation of a regional step change in cycle parking in partnership with community planning partners, transport operators and local businesses.	Ongoing	HITRANS	The Highland Council Transport Operators Business community
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing	The Highland Council	
P3.6	The Highland Council's processes across different workstreams will align with supporting active travel infrastructure, such as the position on the process for the consideration of new pedestrian crossings and their implementation.	93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel hierarchy.	Post-2027	The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
		111	We will review the Council's process for considering pedestrian crossing provision and set out this position.	Ongoing	The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
P3.7	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that active travel is incorporated into development layouts from the start and not designed in retrospectively.	93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel hierarchy.	Post-2027	The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
		94	We will continue to adopt an integrated approach to transport and land use planning through close inter-service working within the Council and co-ordination between the LTS and Highland Local Development Plan.	Ongoing	The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
P3.8	Continue to support walking, wheeling, cycling and scooting to school where this is a feasible choice for pupils to travel to school. Staff should also seek to travel actively where possible, aligning with The Highland Council's wider Sustainable Business Travel Action Plan.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing	The Highland Council	
		97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P3.9	Work with partners to promote access to cycling opportunities for those who do not own a bike and/or who wish to take their bike on public transport.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		112	We will continue to support the expansion of cycle hire schemes within Highland, building on the current HI-Bike and Brompton dock provision operated by HITRANS.	Ongoing	HITRANS	The Highland Council
		89	We will contribute to the development of an annual prioritised action plan of interventions to support improved delivery of options to travel with a bicycle on public transport. This includes the booking of journeys by bike on all modes via mobility-as-a service.	Ongoing	HITRANS	The Highland Council
P3.10	Work with partners to support the use of active travel by business travellers and visitors. From a tourism point of view this includes options to help manage demand on the road network at tourist hotspots as well as raise awareness of longer distance walking/cycling routes in the region. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.	97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing	The Highland Council	
		113	We will continue to work with HITRANS to develop the Regional People and Place programme, with input from community organisations.	Ongoing	HITRANS	The Highland Council
		108	We will work with HITRANS, local authority partners, Walk Wheel Cycle Trust and other stakeholders to develop a vision for the National Cycle Network in Highland.	Ongoing	HITRANS	The Highland Council Walk Wheel Cycle Trust Other Local Authorities
P3.11	Continue to enforce the ban on pavement parking, double parking and parking at some dropped kerbs within Highland to support safe negotiation of footways by those walking, wheeling and cycling.	114	We will continue to monitor the ban on pavement parking, double parking and parking at some dropped kerbs and respond to issues raised by communities, taking further action as required.	Ongoing	The Highland Council	
		115	We will continue to monitor fines issued in relation to pavement parking, double parking and parking at some dropped kerbs, taking further action to respond to any recurring issues as required.	Ongoing	The Highland Council	
P3.12	Invest in behaviour change initiatives to promote the use of active travel infrastructure and with consideration of different users. This covers awareness raising of both the physical and mental health benefits as well as education of active travel users and drivers around safety and using the network together (including consideration by cyclists of pedestrians and vice versa). Working with partners will be an important aspect, both to improve knowledge of need and access to active travel as well as potential funding options. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.	97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing	The Highland Council	
		113	We will continue to work with HITRANS to develop the Regional People and Place programme, with input from community organisations.	Ongoing	HITRANS	The Highland Council

Objective 4: To reduce emissions from the transport system within Highland.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P4.1	The Highland Council will continue to support the roll-out of broadband and mobile networks to improve digital connectivity.	116	We will continue to work with partners to understand the scale and geographic distribution of the digital connectivity problem and press for progress on the delivery of Scottish Government and UK Government-led connectivity programmes.	Ongoing	Highlands & Islands Enterprise	The Highland Council
		117	We will continue to participate in activities with HIE and other stakeholders to ensure that a full understanding of predicted and actual impacts of Radio Teleswitch Service (RTS) switch-off and the imminent Public Switched Telephone Network (PSTN) switch-off can be managed as a resilience issue.	2027	Highlands & Islands Enterprise	The Highland Council
P4.2	Continue to decarbonise The Highland Council's in-house fleet and replace vehicles with low emission alternatives. This includes buses operated by The Highland Council, fleet cars/vans and Heavy Goods Vehicles for gritting and refuse collections so far as is possible in terms of logistical considerations and associated cost. This links to the Council's Sustainable Business Travel Action Plan which includes a focus on rationalising the fleet and replacing vehicles with low emission alternatives. The Highland Council will also work with bus operators and other partners in the region to support decarbonisation of their fleet.	118	We will continue to deliver on the transport related workstreams set out in the Council's Net Zero Programme that takes forward the actions in the underpinning Net Zero Strategy of the Council.	2027	The Highland Council	
		119	We will continue to rationalise and renew the Council's Light Fleet. This will include workstreams relating to fleet rationalisation to the right size, fleet ULEV replacement, fleet EV charging infrastructure, establishing an infrastructure funding model, partner infrastructure collaboration and review of the grey fleet and casual car hire policy.	2027	The Highland Council	EasyGo
		120	We will continue to investigate and develop a low emission approach for the Council's Heavy Fleet. This will include fleet assessment, route optimisation and rationalisation, vehicle improvements, vehicle trials, fuel and charging infrastructure investigations, ULEV replacement, establishing an infrastructure funding model and partner infrastructure collaboration.	2027	The Highland Council	Private and Public sector
		121	We will continue to progress work in developing a seven year strategy to plan ahead and build in decarbonisation of the Council's fleet to align with Scottish Government targets.	Post-2027	The Highland Council	
		122	We will continue to bid for funding to decarbonise the Council's fleet.	Ongoing	The Highland Council	
P4.3	Continue to explore ways to reduce the carbon impact of Council-related travel, including both the journey to work as well as business travel. This links to The Highland Council's Sustainable Business Travel Action Plan which includes a focus on behaviour change and promoting sustainable travel as well as reducing the use of grey fleet (use of private vehicles for work purposes).	118	We will continue to deliver on the transport related workstreams set out in the Council's Net Zero Programme that takes forward the actions in the underpinning Net Zero Strategy of the Council.	2027	The Highland Council	
		123	We will continue to influence employee travel behaviour. This will include a focus on mode shift, driver behaviours and related communication.	Ongoing	The Highland Council	
		124	We will deliver driver awareness training focusing on road safety and efficient driving.	2027	The Highland Council	
P4.4	Invest in infrastructure to support travel by alternatively fuelled vehicles for those who live in, work in and visit Highland. This includes collaborating with the private sector and utility companies in the development of the public EV charging network as well as consideration of the requirements of homeowners who do not have private driveways but wish to charge at home.	125	We will continue to lead the North of Scotland EV Infrastructure project that will deliver 570 new charging points across the north of Scotland by 2028, in partnership with Moray, Aberdeen City and Aberdeenshire Councils.	Post-2027	The Highland Council	Aberdeenshire Council Aberdeen City Council Moray Council EasyGo
		126	We will continue to investigate collaborating with other organisations on charging infrastructure, sharing assets where possible.	2027	The Highland Council	Private and Public sector
		127	We will investigate alternative fuel types (e.g. Hydrotreated Vegetable Oil (HVO), hydrogen) and re-fuelling infrastructure requirements for different vehicle types.	2027	The Highland Council	
		128	We will continue to work with the private sector to explore the feasibility of EV charging provision for householders without a driveway and trial pilots.	Post-2027	The Highland Council	Private sector
P4.5	The impact of transport investment on The Highland Council's Net Zero ambitions will form part of the Council's transport decision-making process.	129	We will develop an assessment process for investment decisions related to transport projects to ensure statutory climate targets are met.	2027	The Highland Council	
		130	We will continue to reduce carbon emissions associated with road construction, maintenance and operations by adopting low-carbon materials, techniques and innovative technologies, where feasible.	Ongoing	The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
P4.6	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy and set out to ensure that developments contribute appropriately to the transport system to support the delivery of the Local Transport Strategy, supported by robust guidance.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers Transport Scotland HITRANS Network Rail Rail Operators Other private and public sector organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Ongoing	The Highland Council	
		1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
P4.7	The Highland Council shall strive to work with organisations, so they consider the impact of their decisions on how services are provided and where facilities are located. This includes consideration of accessibility in line with the Sustainable Travel Hierarchy and carbon implications of changes to where people need to access goods and services to support delivery of the Local Transport Strategy.	1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
		131	We will continue to participate in cross-sector working groups such as the Community Transport Working Group, Highland Safer Transport Group, Highlands & Islands Road Casualty Reduction Group, Wick John O' Groats Working Group, Inverness Station Masterplan Steering Group, Fort William Integrated Transport Plan, Highland Timber Transport Group, Scottish Collaboration of Transportation Specialists (SCOTS) and various public transport forums.	Ongoing	The Highland Council	Other members of working groups
P4.8	The transport system will support local living and the roll-out of The Highland Council's community Points of Service Delivery approach. Within more urban areas and larger towns in Highland this will focus on encouraging walking, wheeling and cycling for shorter everyday journeys. For more rural areas, it will be about connecting communities to public, community and shared transport hubs/points to access services and facilities in larger settlements utilising walking, wheeling and cycling routes at the start and end of their journey.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing	The Highland Council	Developers Transport Scotland HITRANS Network Rail Rail Operators Other private and public sector organisations
		104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing	The Highland Council	
		59	We will contribute to the development of a Regional Bus Strategy.	2027	HITRANS	The Highland Council Bus Operators
		65	We will contribute to the development of a Regional Rail Strategy.	2027	HITRANS	The Highland Council ScotRail Network Rail Rail Freight Operators
		90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027	The Highland Council	HITRANS Transport Operators Others depending on hub facilities
P4.9	The Highland Council will continue to keep under review the approach to parking to support the efficient operation of the road network within Highland, including in both urban and more rural areas, as well as contribute to wider policies to support sustainable travel by all users of the transport network in Highland including visitors and to reduce emissions from the transport sector.	1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing	The Highland Council	
		132	We will review the Council's Parking Policy.	2027	The Highland Council	
		133	We will continue to be responsive to parking issues raised by communities and take further action as required.	Ongoing	The Highland Council	
		114	We will continue to monitor the ban on pavement parking, double parking and parking at some dropped kerbs and respond to issues raised by communities, taking further action as required.	Ongoing	The Highland Council	
		38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism	Ongoing	Various depending on specific project/ activity	Various depending on specific project/ activity

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	Action Lead	Other Action Partners
			Infrastructure Development Plan (2022). In particular, we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.			
P4.10	The Highland Council will continue to keep under review options for demand management to help optimise the operation of the existing transport system for all, including those who travel by public transport and non-motorised modes of transport.	134	We will support work to advocate a coordinated national approach to road pricing to Transport Scotland that considers travel demand at a regional level.	Ongoing	HITRANS	The Highland Council
4.11	Freight movements should be as sustainable as possible and alternatives to road-based transport used where feasible, such as cargo bikes for last mile deliveries and railways and waterways for longer haul freight journeys.	36	We will support the transfer of road freight to other modes where practical and there are opportunities. Examples include water-based freight particularly for large scale infrastructure schemes such as major renewables projects, expansion of air freight drawing on new technology (e.g. drones) through programmes such as the Sustainable Aviation Test Environment and continued development of rail freight in the region.	Ongoing	HITRANS	The Highland Council Port Operators Scottish Canals HIAL Network Rail Rail Freight Operators
		135	We will complete an evaluation of the Council's e-cargo bike pilot scheme for business travel and work with stakeholders to determine a future delivery model.	2027	The Highland Council	HITRANS
P4.12	The Highland Council will continue to support proposals of the Scottish Government to decarbonise the rail network within Highland.	136	We will support commitments in the Rail Services Decarbonisation Action Plan to electrify inter-city routes and investigate the deployment of alternative traction for other lines within the region.	Ongoing	Transport Scotland	The Highland Council HITRANS
P4.13	The Highland Council will continue to support partners in their work to build on the success of the Sustainable Aviation Test Environment (SATE) project and Scottish Government aspiration for the Highlands & Islands to be the world's first zero emission aviation region.	137	We will continue to support workstreams being taken forward through the Sustainable Aviation Test Environment programme with a view to decarbonise air travel in the Highlands & Islands.	Ongoing	HITRANS	The Highland Council Transport Scotland
		138	We will continue to maintain and keep under review the development of Ashaig Airfield to support potential expansion e.g. through new technologies enabled by the Sustainable Aviation Test Environment programme.	Ongoing	The Highland Council	HITRANS

Highland Local Transport Strategy 2025 – 2035

Progress Update [year]



Contents

Introduction	1
Local Transport Strategy Delivery Plan Overview	2
Local Transport Strategy Overview	3
Delivery Plan Priority Actions: Progress Highlights	4
Monitoring and Evaluation.....	13
APPENDIX A: LTS Policy Framework	15
APPENDIX B: LTS ACTIONS STATUS OVERVIEW	16

Introduction

The Highland Local Transport Strategy (LTS) 2025-2035¹ was approved by The Highland Council Economy and Infrastructure Committee on 13 February 2025. The strategy sets out the future policy direction and focus for how The Highland Council will maintain, manage and improve the transport system in Highland over the period to 2035. It covers the movement of people and goods and considers all modes of transport across Highland.

Accompanying the LTS is this Delivery Plan which sets out the priority actions required to deliver on the ambition of the LTS. The Delivery Plan was approved by The Highland Council Economy and Infrastructure Committee on (**INSERT DATE**).

The LTS and accompanying Delivery Plan have a key role in contributing to the delivery of the Council's Our Future Highland Administration Programme 2022-2027² which has five key priorities:



A Fair and Caring Highland

Working together to improve quality of life and opportunities for Highland people.



Resilient and Sustainable Communities

Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.



Accessible and Sustainable Highland Homes

Build houses to support communities and economic growth.



A Sustainable Highland Environment and Global Centre for Renewable Energy

Accelerate our response to the climate and ecological emergency. Making the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.



A Resilient and Sustainable Council

Work with partners to address service delivery challenges with a positive approach to change.

The LTS also responds to national Net Zero commitments and other drivers that influence where, when and how both people travel and goods are moved.

¹ The Highland Local Transport Strategy 2025 to 2035 (The Highland Council, 2025)

https://www.highland.gov.uk/info/1523/transport_and_streets/1140/local_transport_strategy [Accessed Sept 2025]

² The Highland Council Performance Plan 2022 – 2027 (The Highland Council, 2022)

www.highland.gov.uk/info/695/council_information_performance_and_statistics/381/our_priorities [Accessed November 2024]

Local Transport Strategy Delivery Plan Overview

Priority Actions Overview

The LTS Delivery Plan comprises 138 priority actions to deliver on the 63 policies set out in the LTS. Some actions are specific to only one policy within the LTS while others will contribute towards the delivery of multiple policies. The actions comprise a mix of different activities, including:

- Progressing studies, including feasibility, appraisal and business case workstreams.
- Delivering specific projects and programmes.
- Both leading and working with others in bidding for funding as well as advocating for investment in the transport network in Highland.
- Contributing to work led by HITRANS in taking forward regional actions that are of particular local interest in the context of the LTS.
- Business as usual activities.

Each action is associated with a timeframe, categorised as either 2027, post-2027 and ongoing. This categorisation has been adopted, taking into consideration the Scottish Local Government Election cycle as well as the timeline adopted by the HITRANS Regional Transport Strategy Delivery Plan which, with a focus on regionally significant actions, complements the LTS Delivery Plan.

Governance Arrangements

Delivery of the priority actions set out in the Delivery Plan will not be achieved by The Highland Council in isolation. The Council will lead where they are best placed to take forward an action, but the support of other public and private sector organisations will be important as well as their commitment to lead on actions. Operational and financial partnership working is something The Highland Council will continue to explore, seeking opportunities to engage with partners to support investment to improve the transport system for all in Highland.

The implementation of the LTS Delivery Plan will adopt the following Governance arrangements:

- **LTS Delivery Plan Steering Group:** This group was established to oversee the preparation of the Delivery Plan and will continue to be in place throughout its implementation. Members include Chief Officers and Senior Managers from across a number of Council services as well as representation from HITRANS as the Regional Transport Partnership. The group will bring the annual Progress Update to the Council's Economy and Infrastructure Committee.
- **LTS Delivery Plan Working Group:** This group will be established following adoption of the Delivery Plan with the purpose to deliver the priority actions. The group will include representation reflective of the necessary cross-working. Once established, the group will report to the LTS Delivery Plan Steering Group.

Local Transport Strategy Overview

This section provides an overview of the policy framework of the LTS that in turn establishes the foundation to the LTS Delivery Plan.

Vision

The **Vision** of the LTS is that:

Our communities, businesses and visitors in Highland will be served by a low carbon transport system that is sustainable, inclusive, safe, resilient and accessible.

Objectives

The vision is supported by **four objectives** that set out the outcomes we want to achieve through the LTS. These are:

To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

To improve public, community and shared transport options that meet different user needs across the Highland geography.

To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

To reduce emissions from the transport system.

Themes and Policies

Under each objective are several **themes** (22 in total) to frame the 63 **policies** of the Strategy. The themes also help to ensure the coverage of the strategy is sufficient, recognising the varied geography of the region ranging from an urban city environment to rural and remote rural areas. The **policies** in turn set out the principles that guide the **priority actions** within the accompanying Delivery Plan.

The relationship between the LTS vision, objectives, themes and policies that in turn provide the policy framework for the LTS Delivery Plan is shown in the figure enclosed within Appendix A.

Delivery Plan Priority Actions: Progress Highlights

Key actions delivered over the last 12 month period and those that are a focus looking ahead to the next are set out below, framed under the four objectives of the LTS.

The status of all the actions that comprise the LTS Delivery Plan is provided in Appendix B. A Red-Amber-Green categorisation has been adopted where:

- Green = On track.
- Amber = Some slippage/delay.
- Red = Significant slippage/delay.
- N/A = Action not yet due to start.

Objective 1: To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

There are 16 policies under this objective:

Ref	Policy
P1.1	Undertake investment decisions with consideration of the Sustainable Investment Hierarchy which focuses on reducing the need to travel unsustainably, then maintaining and safely operating existing assets, then making better use of existing capacity, and finally targeted infrastructure improvements.
P1.2	Deliver a safer road network in Highland, adopting the Safe System approach and related five pillars - Safe Road Use, Safe Vehicles, Safe Speeds, Safe Roads and Roadsides and Post-crash Response. This approach aligns with that adopted by the Scottish Government to achieve Vision Zero where no one is seriously injured or killed on our roads by 2050.
P1.3	Strive to reduce the impact of traffic on communities and reduce casualties through various means, such as speed and traffic reduction measures as well as education in line with The Highland Council's Road Safety Plan to 2030.
P1.4	Maintain, improve and manage adopted roads, bridges and associated infrastructure in line with The Highland Council's Road Asset Management Plan and projects forming part of the Highland Investment Plan – Roads Infrastructure and Improvement Programme. Investment and maintenance decisions will be taken with cognisance of The Highland Council's Road Network Hierarchy.
P1.5	Public transport projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as bus shelters as well as bus priority infrastructure such as signage and road markings.
P1.6	Active travel projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as signage and lining. Active travel infrastructure will also be designed with consideration of access for maintenance purposes and associated costs to maintain.
P1.7	Maintenance of active travel infrastructure will be underpinned by an understanding of what parts of the existing network are adopted by The Highland Council and which aren't. This will help inform the planning of maintenance needs and delivery going forward.
P1.8	The Highland Council will consider ways to lever in funding for the maintenance of adopted assets across all modes, taking into consideration funding already obtained through external means such as developer contributions. This could also include potential efficiencies in pooling resources between partners.
P1.9	The Highland Council will continue to engage with partners nationally and regionally on strategic road improvements including the A9 dualling, A96 corridor, A82 and upgrades to other regionally significant routes to improve the quality and safety of the road network for all users and unlock regional economic potential.
P1.10	The Highland Council will work with partners to enhance the trunk road network that passes through communities to ensure safe, inclusive and sustainable travel options for all. This includes continuing to

Ref	Policy
	work with partners to progress the Fort William Integrated Transport Plan as part of the wider FW2040 project.
P1.11	The Highland Council will continue to work with partners to improve the resilience of the transport system. This includes response to closures requiring the use of diversionary routes that impact on the movement of passengers and goods and the ability of different parts of the transport system to flex to meet needs when one experiences issues (e.g. rail network blocked by a landslide and alternative options available to passengers). Seasonality of demand and operational impact on the system is also a factor, such as the varying journey times experienced at different times of the year in locations such as Fort William which is linked to the Council continuing to support activities such as progress of the Fort William Integrated Transport Plan.
P1.12	The transport system will be designed with adaptation in mind to help build resilience against weather related impacts of climate change, including increased incidences of flooding, erosion, temperature extremes, slope and embankment failures and subsidence.
P1.13	Integrate blue-green infrastructure into the design of transport schemes. This includes the 'green' and 'blue' features that can provide environmental benefits and contribute to quality of life. Examples include woodlands, street trees, play spaces, allotments, community growing spaces, playing fields, road verges, swales, green walls and living roofs, rivers, canals, streams, wetlands, sustainable drainage. Active travel routes are another example, but in the context of this policy the focus is on non-transport blue-green infrastructure to complement the transport system.
P1.14	Safe and personally secure environments for all will be considered in the design of transport schemes, recognising that some groups suffer particular personal security issues in our built environment and on public transport services.
P1.15	Maintain the safety and integrity of the local road network while supporting existing and future access needs from different demands/sectors, including renewables, the timber industry, the Inverness and Cromarty Firth Green Freeport and tourism. This includes The Highland Council working with developers to support the future growth of the region. The Highland Council also expects developers to support the transport requirements of their developments and contribute appropriately to the transport system, supported by robust guidance.
P1.16	Investigate options to manage tourist traffic at popular destinations in Highland and work with partners to implement schemes.

Key actions delivered under this objective in the past 12 month period include:

[Achievements to highlight relevant to each objective and corresponding priority actions to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Over the next 12 month period, key actions to continue work to deliver on this objective will include:

[Priority actions to highlight relevant to each objective to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Objective 2: To improve public, community and shared transport options that meet different user needs across the Highland geography.

There are 22 policies under this objective:

Ref	Policy
P2.1	Bus service operations will be underpinned by a clear understanding of existing needs and service provision.
P2.2	Maintain and develop an efficient home-to-school transport system for those pupils entitled to it. From the point of view of bus services, this requires The Highland Council to work with operators to balance, as far as possible, the scheduling of services around the start and end of the school day with the needs of other users such as those dependent on public transport for commuting and to access health appointments.
P2.3	Continue to develop and participate in the Highland Bus Service Improvement Partnership (BSIP) to support improvements in bus services by partnership working with operators and HITRANS. Through this The Highland Council will continue to explore opportunities to invest in initiatives such as bus lanes and traffic signal priority, and other measures designed to support bus use. A further aspect will be to work with partners to progress bringing forward a minimum acceptable standard for bus services in Highland that is part of the BSIP Plan to support getting the basics right to complement investment in service expansion and measures to improve the reliability of operations.
P2.4	Fully utilise the powers given to local authorities through the Transport (Scotland) Act 2019, where Section 2A was added to the Transport (Scotland Act) 2001, where the creation of an Arm's Length External Organisation (ALEO), would support in the delivery of the objectives of the Local Transport Strategy and its associated delivery plan, further facilitating contribution towards the achievement of objectives of the emerging Bus Service Improvement Partnership alongside wider national and regional transport policy objectives to ultimately achieve overall efficiencies for the Highland Transport Network.
P2.5	Work with local providers of community bus and car share schemes to help support the activities of groups as well as plan and integrate services with other public transport operations, recognising the valuable role of community transport to the transport system in Highland.
P2.6	Public transport schemes will be designed with consideration of different road users, including those who walk, cycle and wheel, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a route.
P2.7	Work with partners to improve options for using public, community and shared transport options to attend health appointments, particularly between more rural areas of Highland and Inverness. This includes looking at the scheduling of appointments from a timing and geography point of view, therefore requiring wide participation from partners to improve travel choices and support their more efficient delivery.
P2.8	Work with partners to continue to progress line speed and capacity improvements to the rail network in Highland and to support the planning & delivery of new railway stations supporting both the movement of passengers and freight. This will also involve working with partners to ensure the rail network which directly passes through communities, such as at level crossings, is safe for all users of the community, including those who walk, wheel, cycle as well as drive.
P2.9	Work with partners to support the case for investment in ferries infrastructure and service improvements that meet the needs of communities and businesses in Highland. This includes completing the next stages of the Corran Ferry replacement project.
P2.10	Continue to work with partners to encourage sustainable land access to and from ferry services in Highland.
P2.11	Continue to work with partners to encourage sustainable surface access to and from airports in Highland.
P2.12	Work with partners to support the case for improvements to air travel, including enhancements to existing services and the establishment of new services recognising the role of aviation within Highland in getting people to hubs and across the region as well as supporting economic development. This should include consideration of using the Public Service Obligation (PSO) contracting system.
P2.13	Public, community and shared transport services will be complemented by fit for purpose infrastructure. Examples could include the provision of safe, accessible and comfortable waiting facilities and information underpinned by a sound understanding of passenger requirements.

Ref	Policy
P2.14	Work with partners to ensure that the public, community and shared transport network in Highland is inclusive in line with policy, guidance and standards set out in the Equality Act 2010. This includes access to vehicles (including taxis) and stops/stations as well as information and communications about services, fares etc. This includes ensuring all groups with protected characteristics are considered and have the opportunity to input to proposals. A factor to this is also the ageing population as well as users of the transport system who experience hidden disabilities in Highland and what this means in terms of provision.
P2.15	The public transport system will be developed with account taken of the needs of both younger and older people to give them access to sustainable, safe and affordable options.
P2.16	Encourage integration between different public, community and shared transport options as well as with walking and cycling routes to help connect communities with these services. This includes integration of services/routes as well as ticketing and how services can be booked, harnessing the opportunities presented by technology and different types of service delivery. From a service point of view, it will be important to consider the impact of any service changes on access for existing users. In the adoption of technology, it will be important to ensure there is not digital exclusion, such as how people can access information and take advantage of a more integrated offer.
P2.17	Continue to explore opportunities and funding options for mobility hubs in Highland to support connectivity between different public, community and shared transport options as well as with active travel modes, building on the experience of existing hubs such as at Torvean.
P2.18	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that public transport is incorporated into development layouts from the start and not designed in retrospectively.
P2.19	Work with partners and operators to promote awareness of lower public transport fares options, such as the Highland Railcard and bus offers. This also links to The Highland Council supporting continued work in the area of integrated ticketing across different modes and operators within Highland and to/from the area.
P2.20	Invest in behaviour change initiatives to promote the use of public, community and shared transport. This covers awareness raising of available services, ticketing information, journey information and opportunities to connect with different types of services/modes as well as opportunities to access by foot and bike. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by public transport.
P2.21	Work with partners to promote public transport options for business travellers and visitors to get around Highland. From a tourism point of view this includes scenic routes being accessible by bus and/or rail, and in the delivery of options to help manage demand on the road network at tourist hotspots. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by public transport.
P2.22	Work with HITRANS and other partners to ensure fairness in the funding of rural transport. This links to the concessionary travel system operated by the Scottish Government, both in relation to the level of reimbursement received by more rural areas such as Highland and to the uncapped fare mechanism for reimbursement in relation to affordability for fare paying passengers.

Key actions delivered under this objective in the past 12 month period include:

[Achievements to highlight relevant to each objective and corresponding priority actions to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Over the next 12 month period, key actions to continue work to deliver on this objective will include:

[Priority actions to highlight relevant to each objective to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Objective 3: To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

There are 12 policies under this objective:

Ref	Policy
P3.1	Deliver safe, direct, coherent, comfortable, attractive and adaptable active travel infrastructure that takes account of different user needs, including those with visible and hidden disabilities. This includes within communities to support local living as well as between settlements, particularly where distances allow active travel to be feasible in more populated and less remote areas of Highland. Network planning will take account of desire lines and “missing links” to meet needs and encourage use as well as opportunities to enhance access in relation to areas of deprivation. This will also include consideration of the integration of active travel infrastructure with other modes and maximising opportunities such as the redevelopment of Inverness Rail Station.
P3.2	The Highland Council will strive to progress active travel scheme delivery on a network basis to support the rollout of a coherent network rather than individual schemes, subject to the current funding approach of being scheme based and single year.
P3.3	Design new active travel infrastructure in line with policy, guidance and standards, such as the Equality Act 2010 and Cycling by Design. This involves ensuring all groups with protected characteristics are considered and have the opportunity to input into designs with the ageing population profile in Highland as well as users of the transport system with hidden disabilities captured as part of this inclusive approach.
P3.4	Active travel infrastructure will be designed with consideration of different road users, including those who walk, wheel and cycle, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a new route.
P3.5	New cycle infrastructure (cycleways, parking and storage) will be developed, where possible, to accommodate non-standard cycles including adapted bikes and cargo bikes. This will also require the consideration of associated maintenance costs at the outset.
P3.6	The Highland Council's processes across different workstreams will align with supporting active travel infrastructure, such as the position on the process for the consideration of new pedestrian crossings and their implementation.
P3.7	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that active travel is incorporated into development layouts from the start and not designed in retrospectively.
P3.8	Continue to support walking, wheeling, cycling and scooting to school where this is a feasible choice for pupils to travel to school. Staff should also seek to travel actively where possible, aligning with The Highland Council's wider Sustainable Business Travel Action Plan.
P3.9	Work with partners to promote access to cycling opportunities for those who do not own a bike and/or who wish to take their bike on public transport.
P3.10	Work with partners to support the use of active travel by business travellers and visitors. From a tourism point of view this includes options to help manage demand on the road network at tourist hotspots as well as raise awareness of longer distance walking/cycling routes in the region. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.
P3.11	Continue to enforce the ban on pavement parking, double parking and parking at some dropped kerbs within Highland to support safe negotiation of footways by those walking, wheeling and cycling.
P3.12	Invest in behaviour change initiatives to promote the use of active travel infrastructure and with consideration of different users. This covers awareness raising of both the physical and mental health benefits as well as education of active travel users and drivers around safety and using the network together (including consideration by cyclists of pedestrians and vice versa). Working with partners will be an important aspect, both to improve knowledge of need and access to active travel as well as potential funding options. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.

Key actions delivered under this objective in the past 12 month period include:

[Achievements to highlight relevant to each objective and corresponding priority actions to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Over the next 12 month period, key actions to continue work to deliver on this objective will include:

[Priority actions to highlight relevant to each objective to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Objective 4: To reduce emissions from the transport network within Highland.

There are 13 policies under this objective:

Ref	Policy
P4.1	The Highland Council will continue to support the roll-out of broadband and mobile networks to improve digital connectivity.
P4.2	Continue to decarbonise The Highland Council's in-house fleet and replace vehicles with low emission alternatives. This includes buses operated by The Highland Council, fleet cars/vans and Heavy Goods Vehicles for gritting and refuse collections so far as is possible in terms of logistical considerations and associated cost. This links to the Council's Sustainable Business Travel Action Plan which includes a focus on rationalising the fleet and replacing vehicles with low emission alternatives. The Highland Council will also work with bus operators and other partners in the region to support decarbonisation of their fleet.
P4.3	Continue to explore ways to reduce the carbon impact of Council-related travel, including both the journey to work as well as business travel. This links to The Highland Council's Sustainable Business Travel Action Plan which includes a focus on behaviour change and promoting sustainable travel as well as reducing the use of grey fleet (use of private vehicles for work purposes).
P4.4	Invest in infrastructure to support travel by alternatively fuelled vehicles for those who live in, work in and visit Highland. This includes collaborating with the private sector and utility companies in the development of the public EV charging network as well as consideration of the requirements of homeowners who do not have private driveways but wish to charge at home.
P4.5	The impact of transport investment on The Highland Council's Net Zero ambitions will form part of the Council's transport decision-making process.
P4.6	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy and set out to ensure that developments contribute appropriately to the transport system to support the delivery of the Local Transport Strategy, supported by robust guidance.
P4.7	The Highland Council shall strive to work with organisations, so they consider the impact of their decisions on how services are provided and where facilities are located. This includes consideration of accessibility in line with the Sustainable Travel Hierarchy and carbon implications of changes to where people need to access goods and services to support delivery of the Local Transport Strategy.
P4.8	The transport system will support local living and the roll-out of The Highland Council's community Points of Service Delivery approach. Within more urban areas and larger towns in Highland this will focus on encouraging walking, wheeling and cycling for shorter everyday journeys. For more rural areas, it will be about connecting communities to public, community and shared transport hubs/points to access services and facilities in larger settlements utilising walking, wheeling and cycling routes at the start and end of their journey.
P4.9	The Highland Council will continue to keep under review the approach to parking to support the efficient operation of the road network within Highland, including in both urban and more rural areas, as well as contribute to wider policies to support sustainable travel by all users of the transport network in Highland including visitors and to reduce emissions from the transport sector.
P4.10	The Highland Council will continue to keep under review options for demand management to help optimise the operation of the existing transport system for all, including those who travel by public transport and non-motorised modes of transport.
P4.11	Freight movements should be as sustainable as possible and alternatives to road-based transport used where feasible, such as cargo bikes for last mile deliveries and railways and waterways for longer haul freight journeys.
P4.12	The Highland Council will continue to support proposals of the Scottish Government to decarbonise the rail network within Highland.
P4.13	The Highland Council will continue to support partners in their work to build on the success of the Sustainable Aviation Test Environment (SATE) project and Scottish Government aspiration for the Highlands & Islands to be the world's first zero emission aviation region.

Key actions delivered under this objective in the past 12 month period include:

[Achievements to highlight relevant to each objective and corresponding priority actions to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Over the next 12 month period, key actions to continue work to deliver on this objective will include:

[Priority actions to highlight relevant to each objective to deliver on the policies]

- XXX
- XXX
- XXX
- XXX
- XXX

Monitoring and Evaluation

Monitoring the impact of the policies of the strategy is important.

The table below shows key indicators to inform the monitoring of the strategy. There is a focus to employ indicators that cut across multiple objectives and to draw on existing data sources as far as possible. This is to provide a monitoring approach that is both proportionate to the strategy and feasible in terms of resource and cost requirements to deliver.

This strategic level monitoring and evaluation is complemented by activities specific to individual projects progressed through actions forming part of the Delivery Plan.

Indicator	Source	Baseline	LTS Objectives			
			<i>To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.</i>	<i>To improve public, community and shared transport options that meet different user needs across the Highland geography.</i>	<i>To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.</i>	<i>To reduce emissions from the transport system within Highland.</i>
Vehicle kms on the trunk and local road networks	Scottish Transport Statistics	2023; 2019 to 2023 Average		✓	✓	✓
Personal Injury Accidents (PIAs) on local road network	Reported Road Casualties Scotland 2024	2024; 2020 to 2024 Average	✓			
Mode of travel to work	2022 Census Transport and Travel in Scotland (Scottish Household Survey)	2022 Census 2024; 2014 to 2024 Average	✓	✓	✓	✓
Mode of travel to education	2022 Census -See Mode of Travel to Work which includes all people aged 16 and over in employment the week before the census (including full-time students if they gave a work address as the address they primarily travel to for work or study) See also Mode of Travel to School.	2022 Census	✓	✓	✓	✓
Mode of travel to school	Hands Up Scotland Survey Transport and Travel in Scotland (Scottish Household Survey)	2024; 2014 to 2024 2023; 2014 to 2023 Average	✓	✓	✓	✓
Car ownership levels	Transport and Travel in Scotland (Scottish Household Survey)	2024; 2014 to 2024 Average		✓	✓	✓
No. Vehicles Licensed (total and no. cars)	Scottish Transport Statistics	2023; 2014 to 2023 Average		✓	✓	✓

No. ULEV registered	Department for Transport (VEH132 <i>Licensed ultra low emission vehicles (ULEVs) at the end of the quarter by fuel type, keepership (private and company) and upper and lower tier local authority</i>)	2025 Q2; 2014 Q1 to 2025 Q2 Average				✓
The Highland Council (operational) carbon emissions tonnes CO2e	The Highland Council Annual Report under Public Bodies Climate Change Duties	2024-2025				✓
Bus patronage (scheduled and community transport services)	Operator data (subject to availability). Highland Bus Service Improvement Partnership Annual Report as available.	2024 passenger number		✓		✓
Use of bus services	Transport and Travel in Scotland (Scottish Household Survey)	2024; 2014-2024 Average		✓		✓
Rail station entry/exit numbers	Office of Rail and Road (1415a: <i>Time series of passenger entries and exits by station</i>)	Apr-23-Mar-24; Apr-14/Mar-15 to Apr-23/Mar-24 Average		✓		✓
No. cyclists/pedestrians	Existing counters	2024; 2014 to 2024 Average	✓		✓	✓
NOx and PMx emissions	Air Quality Annual Progress Report for the Highland Council	2024 Air Quality levels		✓	✓	✓
Access to employment, education, services	SIMD ranking	Highland SIMD 2020 Social Deprivation		✓	✓	

APPENDIX A: LTS Policy Framework

OBJECTIVES

To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

To improve public, community and shared transport options that meet different user needs across the Highland geography.

To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

To reduce emissions from the transport system within Highland.

THEMES

- Maintenance of the existing transport system.
- Strengthening consideration of maintenance needs and costs in design.
- Targeted road infrastructure improvements.
- Safety of the transport system.
- Resilience of the transport system.
- Climate change adaptation.
- Supporting access needs for economic growth.

- Competitiveness of journey times, operating schedules, attractiveness and cost.
- Reliability of services.
- Behaviour change.
- Role of community transport.
- Integration within the transport system.
- Supporting local living.

- Invest in active travel infrastructure which is inclusive for all.
- Behaviour change.
- Integration within the transport system.
- Supporting local living.

- Provide opportunities for people to have the choice to travel less where practical.
- Provide opportunities for people to have the choice to travel shorter distances to access employment, education and services.
- Provide opportunities for people to have less reliance on the car, both for the entire or as part of a journey.
- Reduce emissions from motorised journeys.
- Reduce emissions from construction and maintenance.

ACTIONS POLICIES

Local Transport Strategy Policy Framework



Local Transport Strategy Delivery Plan

APPENDIX B: LTS PRIORITY ACTIONS: STATUS OVERVIEW

Objective 1: To invest in the safety, maintenance and resilience of the transport system to support the future prosperity of communities and businesses within Highland.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P1.1	Undertake investment decisions with consideration of the Sustainable Investment Hierarchy which focuses on reducing the need to travel unsustainably, then maintaining and safely operating existing assets, then making better use of existing capacity, and finally targeted infrastructure improvements.	1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	HITRANS
P1.2	Deliver a safer road network in Highland, adopting the Safe System approach and related five pillars - Safe Road Use, Safe Vehicles, Safe Speeds, Safe Roads and Roadsides and Post-crash Response. This approach aligns with that adopted by the Scottish Government to achieve Vision Zero where no one is seriously injured or killed on our roads by 2050.	2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
		3	We will prepare a new Road Safety Plan for the period beyond 2030.	Post-2027		The Highland Council	
		4	We will continue to annually bid for funding to deliver on the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
		5	We will deliver a programme of improvements to junctions of local roads with the A9.	2027		The Highland Council	
		6	We will continue to progress the Council's route treatment programme for the local road network throughout Highland.	Ongoing		The Highland Council	
		7	We will continue to be responsive to road safety issues raised by communities and take appropriate action as required.	Ongoing		The Highland Council	
		8	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues.	Ongoing		The Highland Council	Transport Scotland
		9	We will continue to utilise the asset database and update this with new assets for inclusion in the Council's rolling maintenance programme.	Ongoing		The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
P1.3	Strive to reduce the impact of traffic on communities and reduce casualties through various means, such as speed and traffic reduction measures as well as education in line with The Highland Council's Road Safety Plan to 2030.	10	We will complete the implementation of the permanent Highland-wide 20mph speed limit roll-out.	2027		The Highland Council	
		4	We will continue to annually bid for funding to deliver on the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
		3	We will prepare a new Road Safety Plan for the period beyond 2030.	Post-2027		The Highland Council	
		5	We will deliver a programme of improvements to junctions of local roads with the A9.	2027		The Highland Council	
		6	We will continue to progress the Council's route treatment programme for the local road network throughout Highland.	Ongoing		The Highland Council	
		7	We will continue to be responsive to road safety issues raised by communities and take appropriate action as required.	Ongoing		The Highland Council	
		8	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues.	Ongoing		The Highland Council	Transport Scotland
P1.4	Maintain, improve and manage adopted roads, bridges and associated infrastructure in line with The Highland Council's Road Asset Management Plan and projects forming part of the Highland Investment Plan – Roads	11	We will continue to carry out routine inspections and repair programmes to maintain the local road network. This includes annual planned road condition, lighting and traffic management improvements.	Ongoing		The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
	Infrastructure and Improvement Programme. Investment and maintenance decisions will be taken with cognisance of The Highland Council's Road Network Hierarchy.	12	We will continue to undertake seasonal maintenance, such as gritting and vegetation cutting, and continue to be responsive to issues raised by communities and take appropriate action as required.	Ongoing		The Highland Council	
		13	We will review the Council's existing Road Asset Management Plan.	2027		The Highland Council	
		14	We will develop a long-term plan (10+ years) for infrastructure maintenance, prioritising a review of high value assets first.	2027		The Highland Council	
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing		The Highland Council	
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary.	Ongoing		The Highland Council	HITRANS
P1.5	Public transport projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as bus shelters as well as bus priority infrastructure such as signage and road markings.	15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing		The Highland Council	
		17	We will continue to utilise the asset database for public transport infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include management of bus infrastructure, Real-Time Passenger Information screens and sharing data with partners for efficiency.	Ongoing		The Highland Council	HITRANS
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary. Regarding bus shelters this will include periodic cleaning and repair or replacement when required.	Ongoing		The Highland Council	HITRANS
P1.6	Active travel projects will be subject to an asset management approach, ensuring maintenance and replacement strategies are in place for any ageing infrastructure such as signage and lining. Active travel infrastructure will also be designed with consideration of access for maintenance purposes and associated costs to maintain.	15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing		The Highland Council	
		18	We will continue to utilise the asset database for active travel infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include active travel infrastructure.	Ongoing		The Highland Council	
		16	We will continue to make the case for increased funding to maintain the local road network adopted by the Council, including all assets within the adopted boundary.	Ongoing		The Highland Council	
P1.7	Maintenance of active travel infrastructure will be underpinned by an understanding of what parts of the existing network are adopted by The Highland Council and which aren't. This will help inform the planning of maintenance needs and delivery going forward.	18	We will continue to utilise the asset database for active travel infrastructure and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include active travel infrastructure.	Ongoing		The Highland Council	
P1.8	The Highland Council will consider ways to lever in funding for the maintenance of adopted assets across all modes, taking into consideration funding already obtained through external means such as developer contributions. This could also include potential efficiencies in pooling resources between partners.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
							Other public and private organisations
		20	We will seek investment in the transport network by embedding the Council's Social Value Charter for Renewables Investment and continue to consider other mechanisms such as in relation to tourism.	Ongoing		The Highland Council	Developers Other public and private organisations
P1.9	The Highland Council will continue to engage with partners nationally and regionally on strategic (trunk) road improvements including the A9 dualling, A96 corridor, A82 and upgrades to other regionally significant routes to improve the quality and safety of the road network for all users and unlock regional economic potential.	21	We will continue to support the case for the full dualling of the A9 and A96 and welcome progress in particular on the Inverness – Auldearn section.	Ongoing		Transport Scotland	Transport Scotland The Highland Council Highlands & Islands Enterprise
		22	We will continue to work with Transport Scotland through to the completion of the A9/A96 Inshes to Smithton scheme.	Ongoing		Transport Scotland	Transport Scotland The Highland Council Highlands & Islands Enterprise
		23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Ongoing		HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise
		24	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues, such as speeding, within and between settlements.	Ongoing		Transport Scotland	Transport Scotland The Highland Council Highlands & Islands Enterprise
P1.10	The Highland Council will work with partners to enhance the trunk road network that passes through communities to ensure safe, inclusive and sustainable travel options for all. This includes continuing to work with partners to progress the Fort William Integrated Transport Plan as part of the wider FW2040 project.	23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Post-2027		HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise
		25	We will work with partners to address known resilience issues on the trunk road network in Highland due to traffic volumes, including the A82 at Fort William.	Post-2027		Transport Scotland	The Highland Council
		24	We will continue to raise the need for investment in the trunk road network in Highland, particularly to address known safety issues, such as speeding, within and between settlements.	Ongoing		Transport Scotland	
P1.11	The Highland Council will continue to work with partners to improve the resilience of the transport system. This includes response to closures requiring the use of diversionary routes that impact on the movement of passengers and goods and the ability of different parts of the transport system to flex to meet needs when one experiences issues (e.g. rail network blocked by a landslide and alternative options available to passengers). Seasonality of demand and operational impact on the system is also a factor, such as the varying journey times experienced at different times of the year in locations such as Fort William which is linked to the Council continuing to support activities such as progress of the Fort William Integrated Transport Plan.	25	We will work with partners to address known resilience issues on the trunk road network in Highland due to traffic volumes, including the A82 at Fort William.	Post-2027		Transport Scotland	The Highland Council
		26	We will work to progress schemes which address known resilience issues on the local road network due to traffic volume.	Ongoing		The Highland Council	
		23	We will continue to support the delivery of the Integrated Transport Plan for Fort William.	Post-2027		HITRANS	Transport Scotland The Highland Council Highlands & Islands Enterprise

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		27	We will progress with responding to the risks identified in the Council's Coastal Climate Change Adaptation Plan where locations and infrastructure are least resilient to climate change and rising sea levels.	Ongoing		The Highland Council	
		28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	Post-2027		The Highland Council	
P1.12	The transport system will be designed with adaptation in mind to help build resilience against weather related impacts of climate change, including increased incidences of flooding, erosion, temperature extremes, slope and embankment failures and subsidence.	29	We will progress schemes which address known resilience issues on the local road network due to environmental factors, such as the A890 at Stromeferry.	Ongoing		The Highland Council	
		30	We will continue to be a partner, where required, and work with others to progress schemes which address known resilience issues on the trunk road network in Highland due to environmental factors.	Ongoing		Transport Scotland	The Highland Council
		31	We will continue to be a partner, where required, and work with others to progress schemes which address known resilience issues on the rail network in Highland due to environmental factors, such as at Stromeferry and coastal Sutherland.	Ongoing		Network Rail	Transport Scotland The Highland Council
		27	We will progress with responding to the risks identified in the Council's Coastal Climate Change Adaptation Plan where locations and infrastructure are least resilient to climate change and rising sea levels.	Ongoing		The Highland Council	
		28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	2025		The Highland Council	
		32	We will continue to deliver on the actions set out in the Council's Ecology Strategy and Action Plan to improve and enhance the biodiversity value of the transport network adopted by the Council, including the local road network and active travel routes.	Ongoing		The Highland Council	
P1.13	Integrate blue-green infrastructure into the design of transport schemes. This includes the 'green' and 'blue' features that can provide environmental benefits and contribute to quality of life. Examples include woodlands, street trees, play spaces, allotments, community growing spaces, playing fields, road verges, swales, green walls and living roofs, rivers, canals, streams, wetlands, sustainable drainage. Active travel routes are another example, but in the context of this policy the focus is on non-transport blue-green infrastructure to complement the transport system.	28	We will develop a Climate Change Adaptation Strategy and Action Plan for the Council.	Ongoing		The Highland Council	
P1.14	Safe and personally secure environments for all will be considered in the design of transport schemes, recognising that some groups suffer particular personal security issues in our built environment and on public transport services.	33	We will continue to progress Council led transport schemes in line with relevant design guidance, including the consideration of safety for different users.	Ongoing		The Highland Council	
		34	The Council will continue to participate in the Highland Safer Transport Group.	Ongoing		The Highland Council	The Highland Safer Transport Group BSIP Partnership
P1.15	Maintain the safety and integrity of the local road network while supporting existing and future access needs from different demands/sectors, including renewables, the timber industry, the Inverness and Cromarty Firth Green Freeport and tourism. This includes The Highland Council working with developers to support the future growth of the region. The Highland Council also expects developers to support the transport requirements of their developments and contribute appropriately to the transport system, supported by robust guidance.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other public and private organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Ongoing		The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		20	We will continue to seek funding to support investment in the transport network by embedding the Council's Social Value Charter for Renewables Investment and continue to consider other mechanisms such as in relation to tourism.	Ongoing		The Highland Council	Developers Other public and private organisations
		36	We will support the transfer of road freight to other modes where practical and there are opportunities. Examples include water-based freight particularly for large scale infrastructure schemes such as major renewables projects, expansion of air freight drawing on new technology (e.g. drones) through programmes such as Sustainable Aviation Test Environment and continued development of rail freight in the region.	Ongoing		HITRANS	The Highland Council Port Operators Scottish Canals HIAL
		37	We will continue to monitor Abnormal Indivisible Load movements to reduce the impact of loads on the local road network and explore opportunities for ensuring appropriate co-ordination or mitigation is provided.	Ongoing		The Highland Council	Police Scotland Transport Scotland
P1.16	Investigate options to manage tourist traffic at popular destinations in Highland and work with partners to implement schemes.	38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing		Various depending on specific project/ activity	Various depending on specific project/ activity
		39	We will contribute to the development of a Regional Tourism Strategy.	Scope of projects to be decided		HITRANS	The Highland Council Highlands & Islands Enterprise Cairngorms NPA Transport Operators Cruise Scotland Transport Scotland Visit Scotland Plus other partners

Objective 2: To improve public, community and shared transport options that meet different user needs across the Highland geography.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P2.1	Bus service operations will be underpinned by a clear understanding of existing needs and service provision.	40	We will contribute to the development of a public transport level of service framework based on settlement type. This framework will establish how an appropriate and more equitable level of connectivity will be defined across the region.	2027		HITRANS	The Highland Council Transport Operators
		41	We will continue to be responsive to bus service issues raised by communities, discuss them with operators regarding commercial services, and consider adjustments to contracted services where feasible within the budget and with regard to passenger usage.	Ongoing		The Highland Council	Transport Operators
		42	We will continue to work with operators to minimise the impact of commercial operator decisions on service coverage. The ability of the Council to do so is however directly influenced by the number and scale of operational changes, as well as available vehicles, infrastructure and resource to address by alternative means.	Ongoing		The Highland Council	Transport Operators
P2.2	Maintain and develop an efficient home-to-school transport system for those pupils entitled to it. From the point of view of bus services, this requires The Highland Council to work with operators to balance, as far as possible, the scheduling of services around the start and end of the school day with the needs of other users such as those dependent on public transport for commuting and to access health appointments.	43	We will continue to expand the Highland Council Buses operation, so far as available vehicles, infrastructure and resource can support.	2027		The Highland Council	
		44	We will continue to monitor the performance of Home-to-School bus contracts and take appropriate action as required.	Ongoing		The Highland Council	Transport Operators
		45	We will publish and keep updated a Home-to-School transport booklet, including information for parents, pupils and schools as it relates to both mainstream and additional support needs transport.	2027		The Highland Council	
		46	As far as practicable, we will plan public service contracts to use vehicles efficiently and effectively and to integrate with home to school transport needs.	Ongoing		The Highland Council	
P2.3	Continue to develop and participate in the Highland Bus Service Improvement Partnership (BSIP) to support improvements in bus services by partnership working with operators and HITRANS. Through this The Highland Council will continue to explore opportunities to invest in initiatives such as bus lanes and traffic signal priority, and other measures designed to support bus use. A further aspect will be to work with partners to progress bringing forward a minimum acceptable standard for bus services in Highland that is part of the BSIP Plan to support getting the basics right to complement investment in service expansion and measures to improve the reliability of operations.	47	We will lead on preparing the Highland Bus Service Improvement Partnership to move to a statutory partnership which will support the improvement of bus infrastructure and services operating in Highland. This will include maintaining the Bus Service Improvement Partnership Plan and making updates as required.	Ongoing		The Highland Council	HITRANS Transport Operators
		48	A dedicated resource will be funded and allocated to manage/co-ordinate the Highland Bus Service Improvement Partnership Plan going forward.	Ongoing		The Highland Council	HITRANS Transport Operators
		49	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership Plan.	2027		The Highland Council	HITRANS Transport Operators
		50	We will continue to lead annual bids for funding, on behalf of the Highland Bus Service Improvement Partnership, to secure funds to take forward the different workstreams of the partnership plan.	Ongoing		The Highland Council	HITRANS Transport Operators
		40	We will contribute to the development of a public transport level of service framework based on settlement type. This framework will establish how an appropriate and more equitable level of connectivity will be defined across the region.	Ongoing		HITRANS	The Highland Council Transport Operators
P2.4	Fully utilise the powers given to local authorities through the Transport (Scotland) Act 2019, where Section 2A was added to the Transport (Scotland) Act 2001, where the creation of an Arm's Length External Organisation (ALEO), would support in the delivery of the objectives of the Local Transport Strategy and its associated delivery plan, further facilitating contribution	51	We will progress the development of a strategy which will be a phased approach towards an ALEO.	Ongoing		The Highland Council	

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
	towards the achievement of objectives of the emerging Bus Service Improvement Partnership alongside wider national and regional transport policy objectives to ultimately achieve overall efficiencies for the Highland Transport Network.						
P2.5	Work with local providers of community bus and car share schemes to help support the activities of groups as well as plan and integrate services with other public transport operations, recognising the valuable role of community transport to the transport system in Highland.	52	We will continue to engage with community transport providers across Highland to understand their needs, existing issues and ideas/opportunities as well as the role/input required from other organisations.	2027		The Highland Council	Community Transport providers
		53	We will develop a Community Transport Strategy for Highland.	Ongoing		The Highland Council	Community Transport providers NHS Highland
		54	We will continue to lead the Highland Community Transport Working Group and participate in the collective action of the group to respond to community transport matters.	Ongoing		The Highland Council	Community Transport providers Transport Operators NHS Highland
		55	Within available resources, we will support the development of Demand Responsive Transport schemes which complement existing public transport.	Ongoing		DRT providers	The Highland Council
		56	We will continue to support initiatives to enhance community transport and Demand Responsive Transport operations. Examples include expanding the booking software with Tableau-based analytics for DRT services and supporting the expansion of the HITRANS Moove Flex app for new DRT services. A further example is identifying spare capacity for opportunities to pool vehicle resources.	Ongoing		The Highland Council	Community Transport providers DRT providers HITRANS
		57	We will participate in the Community Transport Association's Social Value Research Project. This will help to demonstrate the social value of community transport schemes and support future funding bids to and by the Council.	2027		The Highland Council	Community Transport providers Community Transport Association
		58	We will continue to be responsive to community transport matters raised by communities and offer input so far as is feasible.	Ongoing		The Highland Council	
		59	We will contribute to the development of a Regional Bus Strategy.	2027		HITRANS	The Highland Council Bus Operators
P2.6	Public transport schemes will be designed with consideration of different road users, including those who walk, cycle and wheel, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a route.	60	We will progress public transport schemes taking into consideration the needs of other users in line with the Sustainable Travel Hierarchy.	Ongoing		The Highland Council	HITRANS Transport Operators
		61	We will continue to undertake stakeholder and public engagement as part of public transport workstreams delivered by the Council.	Ongoing		The Highland Council	Transport Operators
P2.7	Work with partners to improve options for using public, community and shared transport options to attend health appointments, particularly between more rural areas of Highland and Inverness. This includes looking at the scheduling of appointments from a timing and geography point of view, therefore requiring wide participation from partners to improve travel choices and support their more efficient delivery.	54	We will continue to lead the Highland Community Transport Working Group and participate in the collective action of the group to respond to community transport matters.	Ongoing		The Highland Council	Community Transport operators Transport Operators NHS Highland
		62	We will continue to engage with NHS Highland on patient transport needs.	Ongoing		The Highland Council	NHS Highland

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		63	We will continue to engage with community transport providers across Highland in relation to their experience of providing transport for medical appointments.	Ongoing		The Highland Council	Community Transport providers
		64	We will work with HITRANS to establish a Health and Transport Action Plan.	2027		HITRANS	The Highland Council NHS Highland
		53	We will develop a Community Transport Strategy for Highland.	Ongoing		The Highland Council	NHS Highland Community Transport providers
		59	We will contribute to the development of a Regional Bus Strategy.	2027		HITRANS	The Highland Council Bus Operators
P2.8	Work with partners to continue to progress line speed and capacity improvements to the rail network in Highland and to support the planning and delivery of new railway stations supporting both the movement of passengers and freight. This will also involve working with partners to ensure the rail network which directly passes through communities, such as at level crossings, is safe for all users of the community, including those who walk, wheel, cycle as well as drive.	65	We will contribute to the development of a Regional Rail Strategy.	2027		HITRANS	The Highland Council ScotRail Network Rail Rail Freight Operators
		66	We will support work to make the case to Scotland's Railway for infrastructure investment and operational improvements to reduce rail journey times to, from and within Highland.	Ongoing		HITRANS	The Highland Council
		67	We will support the implementation of planned improvements to the Highland Mainline and Aberdeen to Inverness Line and explore opportunities with partners to improve sectional running times elsewhere on the network.	Ongoing		Network Rail	Transport Scotland The Highland Council HITRANS
		68	We will work with partners to address level crossing safety concerns.	Ongoing		Network Rail	The Highland Council
		69	We will support work to develop/further develop business cases for new rail stations, including at Evanton and East of Inverness.	Ongoing		HITRANS	The Highland Council Transport Scotland ScotRail Network Rail
P2.9	Work with partners to support the case for investment in ferries infrastructure and service improvements that meet the needs of communities and businesses in Highland. This includes completing the next stages of the Corran Ferry replacement project.	70	We will deliver a new roll-on/roll-off electric Corran ferry for the service across the Corran Narrows which provides an essential connection for the peninsular communities of Ardgour, Sunart, Ardnamurchan, Moidart, Morar, Morvern, the Isle of Mull and beyond.	Post-2027		The Highland Council	Transport Scotland
		71	We will complete essential landside infrastructure improvements for the Corran ferry.	2027		The Highland Council	Transport Scotland
		72	We will work with partners who wish to upgrade the Camusnagaul ferry service and associated infrastructure.	Post-2027		The Highland Council	
		73	We will contribute to further efforts to explore and pursue external funding opportunities for accessibility improvements on ferries and at ferry terminals.	Ongoing		HITRANS	The Highland Council
P2.10	Continue to work with partners to encourage sustainable land access to and from ferry services in Highland.	74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing		HITRANS	Transport Scotland The Highland Council
		75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027		HITRANS	The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		76	We will support work by HITRANS to scope and develop any necessary evidence to support the case for the incorporation of relevant RTS Policies within the Islands Connectivity Plan and subsequent studies including consideration of developing a regional ferry strategy.	2027		HITRANS	The Highland Council
P2.11	Continue to work with partners to encourage sustainable surface access to and from airports in Highland.	75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027		HITRANS	The Highland Council
P2.12	Work with partners to support the case for improvements to air travel, including enhancements to existing services and the establishment of new services recognising the role of aviation within Highland in getting people to hubs and across the region as well as supporting economic development. This should include consideration of using the Public Service Obligation (PSO) contracting system.	77	We will continue to support the work of HITRANS to explore ways of achieving a Highlands and Islands air network that meets the socio-economic needs of the region, including where legislative change may be required or the development of a regional aviation strategy to support this.	Ongoing		HITRANS	The Highland Council Airline operators HIAL Transport Scotland
		78	We will continue to support the case for air services from Wick and Skye to the Central Belt and the Orkney Islands.	Ongoing		HITRANS	The Highland Council
		79	We will continue to support Public Service Obligation (PSO) air services from March 2026 from Wick John O'Groats Airport.	Ongoing		The Highland Council	Transport Scotland HIAL
		80	We will continue to work with external parties to support aspirations for airfield operations in Highland, for example at Dornoch and Plockton.	Ongoing		Airfield Operators	The Highland Council
P2.13	Public, community and shared transport services will be complemented by fit for purpose infrastructure. Examples could include the provision of safe, accessible and comfortable waiting facilities and information underpinned by a sound understanding of passenger requirements.	59	We will contribute to the development of a Regional Bus Strategy.	2027		HITRANS	The Highland Council Bus Operators
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing		The Highland Council	
		17	We will continue to monitor the public transport asset database and update this with new assets for inclusion in the Council's rolling maintenance programme. Specific process improvements should as a minimum include management of bus infrastructure, Real-Time Passenger Information screens and sharing data with partners for efficiency.	Ongoing		The Highland Council	
		81	We will make the case for increased funding to maintain all bus stop and bus priority infrastructure. This includes bus shelter cleaning, repair and replacement, bus stop timetable information and bus stop signage.	Ongoing		The Highland Council	
		82	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership.	2027		The Highland Council	
P2.14	Work with partners to ensure that the public, community and shared transport network in Highland is inclusive in line with policy, guidance and standards set out in the Equality Act 2010. This includes access to vehicles (including taxis) and stops/stations as well as information and communications about services, fares and so on. This includes ensuring all groups with protected characteristics are considered and have the opportunity to input to proposals. A factor to this is also the ageing population as well as users of the transport system who experience hidden disabilities in Highland and what this means in terms of provision.	83	We will operate Highland Council Buses in line with the Equality Act 2010.	Ongoing		The Highland Council	
		84	We will provide public transport infrastructure within the adopted boundary in line with the Equality Act 2010 and work with partners to achieve the same for infrastructure outwith the adopted boundary.	Ongoing		The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing		The Highland Council	
		82	We will deliver on obligations of the Council within the Scheme areas that form part of the Highland Bus Service Improvement Partnership.	2027		The Highland Council	
P2.15	The public transport system will be developed with account taken of the needs of both younger and older people to give them access to sustainable, safe and affordable options.	86	We will continue to support efforts to make the case to Transport Scotland for the extension of the National Concessionary Travel Scheme to some rail, ferries and air services.	Ongoing		HITRANS	The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		59	We will contribute to the development of a Regional Bus Strategy.	2027		HITRANS	The Highland Council Bus Operators
		65	We will contribute to the development of a Regional Rail Strategy.	2027		HITRANS	The Highland Council Network Rail ScotRail Rail Freight Operators
P2.16	Encourage integration between different public, community and shared transport options as well as with walking and cycling routes to help connect communities with these services. This includes integration of services/routes as well as ticketing and how services can be booked, harnessing the opportunities presented by technology and different types of service delivery. From a service point of view, it will be important to consider the impact of any service changes on access for existing users. In the adoption of technology, it will be important to ensure there is not digital exclusion, such as how people can access information and take advantage of a more integrated offer.	75	We will work with HITRANS to define an appropriate level of service for bus/train to ferry/air service integration.	2027		HITRANS	The Highland Council
		87	We will continue to deliver Council initiatives as well as support activities of partners that facilitate multi-modal journeys. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing		The Highland Council	HITRANS Transport Operators Community Transport providers
		88	We will continue to be responsive to transport integration issues raised by communities and work with partners on matters.	Ongoing		The Highland Council	HITRANS
		89	We will contribute to the development of an annual prioritised action plan of interventions to support improved delivery of options to travel with a bicycle on public transport. This includes the booking of journeys by bike on all modes via mobility-as-a service.	Ongoing		HITRANS	The Highland Council
		74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing		HITRANS	Transport Scotland The Highland Council
P2.17	Continue to explore opportunities and funding options for mobility hubs in Highland to support connectivity between different public, community and shared transport options as well as with active travel modes, building on the experience of existing hubs such as at Torvean.	90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027		The Highland Council	HITRANS Transport Operators Others depending on hub facilities
		91	We will complete a review of any potential future Mobility Hub Pilot scheme(s) at key tourist destinations in Highland to help determine the future approach and delivery model for different locations in Highland to encourage more sustainable means of transport in key areas.	2025/2026		The Highland Council	HITRANS Transport Operators Others depending on hub facilities
		92	We will continue to try and identify opportunities for pilot projects or "quick win" projects through the Bus Infrastructure Fund to implement further mobility hubs within the Inner Moray Firth and Lochaber.	Ongoing		The Highland Council	
P2.18	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that public transport is incorporated into development layouts from the start and not designed in retrospectively.	93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel Hierarchy.	Post-2027		The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
							Other public and private organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Post-2027		The Highland Council	
		94	We will continue to adopt an integrated approach to transport and land use planning through close inter-service working within the Council and co-ordination between the LTS and Highland Local Development Plan.	Ongoing		The Highland Council	
		1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
P2.19	Work with partners and operators to promote awareness of lower public transport fares options, such as the Highland Railcard and bus offers. This also links to The Highland Council supporting continued work on integrated ticketing across different modes and operators within Highland and to / from the area.	95	We will continue to be a partner, as required, for ongoing activates relating to multi-operator ticketing, including through the Highland Bus Service Improvement Partnership.	Ongoing		HITRANS	The Highland Council Transport Operators
		96	We will work with community transport providers to operate a Provide a Pay What You Can option for community transport users where fares might otherwise be a barrier to usage.	2027		The Highland Council	Community Transport operators
P2.20	Invest in behaviour change initiatives to promote the use of public, community and shared transport. This covers awareness raising of available services, ticketing information, journey information and opportunities to connect with different types of services/modes as well as opportunities to access by foot and bike. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by public transport.	97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing		The Highland Council	HITRANS
		98	We will continue to both deliver Council initiatives as well as support activities of partners that encourage travel behaviour change to more sustainable travel choices. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing		The Highland Council	HITRANS
P2.21	Work with partners to promote public transport options for business travellers and visitors to get around Highland. From a tourism point of view this includes scenic routes being accessible by bus and/or rail, and in the delivery of options to help manage demand on the road network at tourist hotspots. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by public transport.	38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing		Various depending on specific project/activity	Various depending on specific project/activity
		99	We will promote the use of bus services for visitors to the Inverness Castle Experience. This will be supported by appropriate bus infrastructure, bus wrap advertising, real-time information displays at stops serving the Castle.	2027		The Highland Council	Inverness Castle Experience team Transport Operators Highlife Highland
		98	We will continue to both deliver Council initiatives as well as support activities of partners that encourage travel behaviour change to more sustainable travel choices. This is captured across multiple actions forming the LTS Delivery Plan.	Ongoing		The Highland Council	HITRANS
P2.22	Work with HITRANS and other partners to ensure fairness in the funding of rural transport. This links to the concessionary travel system operated by the Scottish Government, both in relation to the level of reimbursement received by more rural areas such as Highland and to the uncapped fare mechanism for reimbursement in relation to affordability for fare paying passengers.	100	We will continue to work with HITRANS to make the case for addressing the imbalance in funding support available for rural bus services.	Ongoing		HITRANS	The Highland Council
		86	We will continue to support efforts to make the case to Transport Scotland for the extension of the National Concessionary Travel Scheme to some rail, ferries and air services.	Ongoing		HITRANS	The Highland Council
		101	We will support work of HITRANS to ensure that actions emerging from the Fair Fares Review are appropriate and equitable for the Highlands.	Ongoing		HITRANS	The Highland Council

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		102	We will contribute to work by HITRANS to undertake research that defines transport poverty and explores the disproportionate impact of this on communities and businesses. The emerging evidence will be drawn on by the Council to help make the case for investment and support future funding bids.	2027		HITRANS	The Highland Council
		103	Following publication of the Aviation Policy Statement, we will support the work of HITRANS with Transport Scotland, HIAL and partners to support the retention and expansion of the Air Discount Scheme.	2027		HITRANS	Transport Scotland The Highland Council HIAL Other partners

Objective 3: To improve walking, wheeling and cycling choices for everyone living in or visiting Highland to encourage active and healthy journeys.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P3.1	Deliver safe, direct, coherent, comfortable, attractive and adaptable active travel infrastructure that takes account of different user needs, including those with visible and hidden disabilities. This includes within communities to support local living as well as between settlements, particularly where distances allow active travel to be feasible in more populated and less remote areas of Highland. Network planning will take account of desire lines and "missing links" to meet needs and encourage use as well as opportunities to enhance access in relation to areas of deprivation. This will also include consideration of the integration of active travel infrastructure with other modes and maximising opportunities such as the redevelopment of Inverness Rail Station.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		105	We will continue to annually bid for funding to deliver on the Council's Active Travel Strategy.	Ongoing		The Highland Council	
		106	We will continue to be responsive to active travel issues raised by communities and take appropriate action as required.	Ongoing		The Highland Council	
		107	We will prepare a new Active Travel Strategy for the period beyond 2030.	Post-2027		The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
		108	We will work with HITRANS, local authority partners, Walk Wheel Cycle Trust and other stakeholders to develop a vision for the National Cycle Network in Highland.	Ongoing		HITRANS	The Highland Council Walk Wheel Cycle Trust Other local authorities
		74	We will support the work of HITRANS, in partnership with Transport Scotland, to seek to develop new guidelines for accommodating best practice integration at interchanges between modes, especially at ferry ports.	Ongoing		HITRANS	Transport Scotland The Highland Council
		90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027		The Highland Council	HITRANS Transport Operators Others depending on hub facilities
P3.2	The Highland Council will strive to progress active travel scheme delivery on a network basis to support the rollout of a coherent network rather than individual schemes, subject to the current funding approach of being scheme based and single year.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		105	We will continue to annually bid for funding to deliver on the Council's Active Travel Strategy.	Ongoing		The Highland Council	
		107	We will prepare a new Active Travel Strategy for the period beyond 2030.	Post-2027		The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P3.3	Design new active travel infrastructure in line with policy, guidance and standards, such as the Equality Act 2010 and Cycling by Design. This involves ensuring all groups with protected characteristics are considered and have the opportunity to input into designs with the ageing population profile in Highland as well as users of the transport system with hidden disabilities captured as part of this inclusive approach.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing		The Highland Council	
P3.4	Active travel infrastructure will be designed with consideration of different road users, including those who walk, wheel and cycle, bus operators and passengers, drivers of cars and other private vehicles as well as access requirements of businesses and other services local to a new route.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		85	We will continue to engage with stakeholders, including representative groups within communities, to gather their input and feedback on the design of Council led transport schemes.	Ongoing		The Highland Council	
		109	We will set out the requirements for considering different road users in scheme design and development in the Council's next Active Travel Strategy.	Post-2027		The Highland Council	
P3.5	New cycle infrastructure (cycleways, parking and storage) will be developed, where possible, to accommodate non-standard cycles including adapted bikes and cargo bikes. This will also require the consideration of associated maintenance costs at the outset.	110	We will support the installation of a regional step change in cycle parking in partnership with community planning partners, transport operators and local businesses.	Ongoing		HITRANS	The Highland Council Transport Operators Business community
		15	We will ensure that decisions about new Council delivered infrastructure take into account the total cost over its lifespan, including construction, maintenance and disposal, while selecting materials that balance durability, sustainability and cost.	Ongoing		The Highland Council	
P3.6	The Highland Council's processes across different workstreams will align with supporting active travel infrastructure, such as the position on the process for the consideration of new pedestrian crossings and their implementation.	93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel hierarchy.	Post-2027		The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations
		111	We will review the Council's process for considering pedestrian crossing provision and set out this position.	Ongoing		The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
P3.7	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy. The Highland Council therefore expects that active travel is incorporated into development layouts from the start and not designed in retrospectively.	93	We will prepare the new Highland Local Development Plan (and accompanying Delivery Programme) with full cognisance taken of the Council's Local Transport Strategy which aligns with the Sustainable Travel hierarchy.	Post-2027		The Highland Council	
		19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers HITRANS Transport Scotland Network Rail Rail Operators Other private and public organisations

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		94	We will continue to adopt an integrated approach to transport and land use planning through close inter-service working within the Council and co-ordination between the LTS and Highland Local Development Plan.	Ongoing		The Highland Council	
		1	We will review and update relevant Council policies and guidance in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
P3.8	Continue to support walking, wheeling, cycling and scooting to school where this is a feasible choice for pupils to travel to school. Staff should also seek to travel actively where possible, aligning with The Highland Council's wider Sustainable Business Travel Action Plan.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		2	We will continue to deliver on the actions set out in the Council's Road Safety Plan to 2030.	Ongoing		The Highland Council	
		97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing		The Highland Council	
P3.9	Work with partners to promote access to cycling opportunities for those who do not own a bike and/or who wish to take their bike on public transport.	104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		112	We will continue to support the expansion of cycle hire schemes within Highland, building on the current HI-Bike and Brompton dock provision operated by HITRANS.	Ongoing		HITRANS	The Highland Council
		89	We will contribute to the development of an annual prioritised action plan of interventions to support improved delivery of options to travel with a bicycle on public transport. This includes the booking of journeys by bike on all modes via mobility-as-a service.	Ongoing		HITRANS	The Highland Council
P3.10	Work with partners to support the use of active travel by business travellers and visitors. From a tourism point of view this includes options to help manage demand on the road network at tourist hotspots as well as raise awareness of longer distance walking/cycling routes in the region. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.	97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing		The Highland Council	
		113	We will continue to work with HITRANS to develop the Regional People and Place programme, with input from community organisations.	Ongoing		HITRANS	The Highland Council
		108	We will work with HITRANS, local authority partners, Walk Wheel Cycle Trust and other stakeholders to develop a vision for the National Cycle Network in Highland.	Ongoing		HITRANS	The Highland Council Walk Wheel Cycle Trust Other Local Authorities
P3.11	Continue to enforce the ban on pavement parking, double parking and parking at some dropped kerbs within Highland to support safe negotiation of footways by those walking, wheeling and cycling.	114	We will continue to monitor the ban on pavement parking, double parking and parking at some dropped kerbs and respond to issues raised by communities, taking further action as required.	Ongoing		The Highland Council	
		115	We will continue to monitor fines issued in relation to pavement parking, double parking and parking at some dropped kerbs, taking further action to respond to any recurring issues as required.	Ongoing		The Highland Council	
P3.12	Invest in behaviour change initiatives to promote the use of active travel infrastructure and with consideration of different users. This covers awareness raising of both the physical and mental health benefits as well as education of active travel users and drivers around safety and using the network together (including consideration by cyclists of pedestrians and vice versa). Working with partners will be an important aspect, both to improve knowledge of need and access to active travel as well as potential funding options. This will also require The Highland Council to continue to work with partners to support people being able to travel to/from Highland by sustainable modes of travel.	97	We will continue to fund behaviour change officers, subject to the availability of funding to support posts, to work with communities to encourage sustainable travel choices.	Ongoing		The Highland Council	
		113	We will continue to work with HITRANS to develop the Regional People and Place programme, with input from community organisations.	Ongoing		HITRANS	The Highland Council

Objective 4: To reduce emissions from the transport system within Highland.

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P4.1	The Highland Council will continue to support the roll-out of broadband and mobile networks to improve digital connectivity.	116	We will continue to work with partners to understand the scale and geographic distribution of the digital connectivity problem and press for progress on the delivery of Scottish Government and UK Government-led connectivity programmes.	Ongoing		Highlands & Islands Enterprise	The Highland Council
		117	We will continue to participate in activities with HIE and other stakeholders to ensure that a full understanding of predicted and actual impacts of Radio Teleswitch Service (RTS) switch-off and the imminent Public Switched Telephone Network (PSTN) switch-off can be managed as a resilience issue.	2027		Highlands & Islands Enterprise	The Highland Council
P4.2	Continue to decarbonise The Highland Council's in-house fleet and replace vehicles with low emission alternatives. This includes buses operated by The Highland Council, fleet cars/vans and Heavy Goods Vehicles for gritting and refuse collections so far as is possible in terms of logistical considerations and associated cost. This links to the Council's Sustainable Business Travel Action Plan which includes a focus on rationalising the fleet and replacing vehicles with low emission alternatives. The Highland Council will also work with bus operators and other partners in the region to support decarbonisation of their fleet.	118	We will continue to deliver on the transport related workstreams set out in the Council's Net Zero Programme that takes forward the actions in the underpinning Net Zero Strategy of the Council.	2027		The Highland Council	
		119	We will continue to rationalise and renew the Council's Light Fleet. This will include workstreams relating to fleet rationalisation to the right size, fleet ULEV replacement, fleet EV charging infrastructure, establishing an infrastructure funding model, partner infrastructure collaboration and review of the grey fleet and casual car hire policy.	2027		The Highland Council	EasyGo
		120	We will continue to investigate and develop a low emission approach for the Council's Heavy Fleet. This will include fleet assessment, route optimisation and rationalisation, vehicle improvements, vehicle trials, fuel and charging infrastructure investigations, ULEV replacement, establishing an infrastructure funding model and partner infrastructure collaboration.	2027		The Highland Council	Private and Public sector
		121	We will continue to progress work in developing a seven year strategy to plan ahead and build in decarbonisation of the Council's fleet to align with Scottish Government targets.	Post-2027		The Highland Council	
		122	We will continue to bid for funding to decarbonise the Council's fleet.	Ongoing		The Highland Council	
P4.3	Continue to explore ways to reduce the carbon impact of Council-related travel, including both the journey to work as well as business travel. This links to The Highland Council's Sustainable Business Travel Action Plan which includes a focus on behaviour change and promoting sustainable travel as well as reducing the use of grey fleet (use of private vehicles for work purposes).	118	We will continue to deliver on the transport related workstreams set out in the Council's Net Zero Programme that takes forward the actions in the underpinning Net Zero Strategy of the Council.	2027		The Highland Council	
		123	We will continue to influence employee travel behaviour. This will include a focus on mode shift, driver behaviours and related communication.	Ongoing		The Highland Council	
		124	We will deliver driver awareness training focusing on road safety and efficient driving.	2027		The Highland Council	
P4.4	Invest in infrastructure to support travel by alternatively fuelled vehicles for those who live in, work in and visit Highland. This includes collaborating with the private sector and utility companies in the development of the public EV charging network as well as consideration of the requirements of homeowners who do not have private driveways but wish to charge at home.	125	We will continue to lead the North of Scotland EV Infrastructure project that will deliver 570 new charging points across the north of Scotland by 2028, in partnership with Moray, Aberdeen City and Aberdeenshire Councils.	Post-2027		The Highland Council	Aberdeenshire Council Aberdeen City Council Moray Council EasyGo
		126	We will continue to investigate collaborating with other organisations on charging infrastructure, sharing assets where possible.	2027		The Highland Council	Private and Public sector
		127	We will investigate alternative fuel types (e.g. Hydrotreated Vegetable Oil (HVO), hydrogen) and re-fuelling infrastructure requirements for different vehicle types.	2027		The Highland Council	
		128	We will continue to work with the private sector to explore the feasibility of EV charging provision for householders without a driveway and trial pilots.	Post-2027		The Highland Council	Private sector

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
P4.5	The impact of transport investment on The Highland Council's Net Zero ambitions will form part of the Council's transport decision-making process.	129	We will develop an assessment process for investment decisions related to transport projects to ensure statutory climate targets are met.	2027		The Highland Council	
		130	We will continue to reduce carbon emissions associated with road construction, maintenance and operations by adopting low-carbon materials, techniques and innovative technologies, where feasible.	Ongoing		The Highland Council	
P4.6	The Highland Council's approach to development planning and development management will be in line with the Sustainable Travel Hierarchy and set out to ensure that developments contribute appropriately to the transport system to support the delivery of the Local Transport Strategy, supported by robust guidance.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers Transport Scotland HITRANS Network Rail Rail Operators Other private and public sector organisations
		35	We will continue to use the Council's existing developer contributions supplementary guidance (DCSG 2018) until such time as the new Highland Local Development Plan comes into force, which will include a new developer contributions policy.	Ongoing		The Highland Council	
		1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
P4.7	The Highland Council shall strive to work with organisations, so they consider the impact of their decisions on how services are provided and where facilities are located. This includes consideration of accessibility in line with the Sustainable Travel Hierarchy and carbon implications of changes to where people need to access goods and services to support delivery of the Local Transport Strategy.	1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
		131	We will continue to participate in cross-sector working groups such as the Community Transport Working Group, Highland Safer Transport Group, Highlands & Islands Road Casualty Reduction Group, Wick John O' Groats Working Group, Inverness Station Masterplan Steering Group, Fort William Integrated Transport Plan, Highland Timber Transport Group, Scottish Collaboration of Transportation Specialists (SCOTS) and various public transport forums.	Ongoing		The Highland Council	Other members of working groups
P4.8	The transport system will support local living and the roll-out of The Highland Council's community Points of Service Delivery approach. Within more urban areas and larger towns in Highland this will focus on encouraging walking, wheeling and cycling for shorter everyday journeys. For more rural areas, it will be about connecting communities to public, community and shared transport hubs/points to access services and facilities in larger settlements utilising walking, wheeling and cycling routes at the start and end of their journey.	19	We will seek contributions for the transport infrastructure required in line with the Highland Delivery Programme and locally identified needs.	Ongoing		The Highland Council	Developers Transport Scotland HITRANS Network Rail Rail Operators Other private and public sector organisations
		104	We will continue to deliver on the actions set out in the Council's Active Travel Strategy 2024 - 2030.	Ongoing		The Highland Council	
		59	We will contribute to the development of a Regional Bus Strategy.	2027		HITRANS	The Highland Council Bus Operators
		65	We will contribute to the development of a Regional Rail Strategy.	2027		HITRANS	The Highland Council ScotRail Network Rail Rail Freight Operators

Policy Ref	Policy	Priority Action Ref	Priority Action	Action Timescale	R-A-G rating	Action Lead	Other Action Partners
		90	We will prepare a Mobility Hub Strategy including a delivery plan through the Bus Infrastructure Fund. This should include a Parking Policy Review of Inverness City Centre.	2027		The Highland Council	HITRANS Transport Operators Others depending on hub facilities
P4.9	The Highland Council will continue to keep under review the approach to parking to support the efficient operation of the road network within Highland, including in both urban and more rural areas, as well as contribute to wider policies to support sustainable travel by all users of the transport network in Highland including visitors and to reduce emissions from the transport sector.	1	We will review and update relevant Council policies and guidance, in response to policy, legislative and other changes as well as best practice, where necessary.	Ongoing		The Highland Council	
		132	We will review the Council's Parking Policy.	2027		The Highland Council	
		133	We will continue to be responsive to parking issues raised by communities and take further action as required.	Ongoing		The Highland Council	
		114	We will continue to monitor the ban on pavement parking, double parking and parking at some dropped kerbs and respond to issues raised by communities, taking further action as required.	Ongoing		The Highland Council	
		38	We will continue to progress the delivery of measures identified in the Council's Sustainable Tourism Strategy 2024-2030 and projects listed in the Strategic Tourism Infrastructure Development Plan (2022). In particular, we will continue work on updating the infrastructure plan and the preparation of a more comprehensive Tourism Investment Plan for Highland.	Ongoing		Various depending on specific project/ activity	Various depending on specific project/ activity
P4.10	The Highland Council will continue to keep under review options for demand management to help optimise the operation of the existing transport system for all, including those who travel by public transport and non-motorised modes of transport.	134	We will support work to advocate a coordinated national approach to road pricing to Transport Scotland that considers travel demand at a regional level.	Ongoing		HITRANS	The Highland Council
4.11	Freight movements should be as sustainable as possible and alternatives to road-based transport used where feasible, such as cargo bikes for last mile deliveries and railways and waterways for longer haul freight journeys.	36	We will support the transfer of road freight to other modes where practical and there are opportunities. Examples include water-based freight particularly for large scale infrastructure schemes such as major renewables projects, expansion of air freight drawing on new technology (e.g. drones) through programmes such as the Sustainable Aviation Test Environment and continued development of rail freight in the region.	Ongoing		HITRANS	The Highland Council Port Operators Scottish Canals HIAL Network Rail Rail Freight Operators
		135	We will complete an evaluation of the Council's e-cargo bike pilot scheme for business travel and work with stakeholders to determine a future delivery model.	2027		The Highland Council	HITRANS
P4.12	The Highland Council will continue to support proposals of the Scottish Government to decarbonise the rail network within Highland.	136	We will support commitments in the Rail Services Decarbonisation Action Plan to electrify inter-city routes and investigate the deployment of alternative traction for other lines within the region.	Ongoing		Transport Scotland	The Highland Council HITRANS
P4.13	The Highland Council will continue to support partners in their work to build on the success of the Sustainable Aviation Test Environment (SATE) project and Scottish Government aspiration for the Highlands & Islands to be the world's first zero emission aviation region.	137	We will continue to support workstreams being taken forward through the Sustainable Aviation Test Environment programme with a view to decarbonise air travel in the Highlands & Islands.	Ongoing		HITRANS	The Highland Council Transport Scotland
		138	We will continue to maintain and keep under review the development of Ashaig Airfield to support potential expansion e.g. through new technologies enabled by the Sustainable Aviation Test Environment programme.	Ongoing		The Highland Council	HITRANS