

**Station: Inverness**  
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**Author: Alice Parker**  
**Checker/Approver: Amy Leather/John Robertson**



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## 1 Executive Summary

This document sets out the Station Travel Plan for Inverness, which is being delivered through ScotRail's wider Station Travel Plans programme. The programme aims to improve station patronage, deliver enhancements to rail station facilities and onward connectivity, and promote and facilitate the role of rail stations in driving forward economic development, supported by strong community involvement.

### 1.1 Strategic Context

Inverness rail station is a major transport hub and a terminus for the Highland Main Line, Far North Line, Kyle of Lochalsh Line and the Aberdeen to Inverness Line. Services from Inverness are predominantly operated by Abellio ScotRail, with direct services to major Scottish cities such as Aberdeen, Edinburgh, Glasgow, and Perth, as well as services to more rural areas in the west and far north Highlands. ScotRail also operates a direct service between Inverness and Thurso, where passengers can connect with ferry services to the Orkney Islands. Virgin Trains East Coast and Caledonian Sleeper each provide a once-daily direct service between Inverness and London. Patronage at Inverness station grew by 42% between 2006-07 and 2015-16, with year-on-year variations of between -0.3% between 2014-15 and 2015-16 and 7.4% between 2007-08 and 2008-09.

The rail station is located in the city centre, in close proximity to Eastgate Shopping Centre and other retail facilities, Inverness bus station and the River Ness. Carse and Longman Industrial Estates are located approximately a mile away on foot. The rail station is also within walking distance of key visitor attractions such as Inverness Castle and St Andrew's Cathedral.

National Cycle Route 1 (NCN1) can be accessed via Bank Street, Bridge Street and Crown Road, within a three-minute cycle ride of the rail station. The Aberdeen to Inverness section of NCN1 forms part of EuroVelo 1; which is one of 15 routes that make up the European cycle route network. NCN 78, which forms part of the Caledonia Way, can be accessed via Bridge Street. The route travels the length of the Great Glen before continuing south to Campbeltown and Oban. National Cycle Route 7, which links Sunderland and Inverness, links to NCN1 in the south east of Inverness.

The station is built at street level and the main entrance is via Station Square on Academy Street. There are two further entrances which can be accessed from Falcon Square to the east of the station and Strothers Lane to the west. There are seven platforms in total and the station has full step free access, a ticket office and accessible ticket machines.

There are proposals to improve the station offer and quality of the passenger experience through the Inverness Station Improvement Project, which is a joint initiative between Network Rail, ScotRail and The Highland Council. The project aims to improve the station façade and internal facilities, as well as enhancing the pedestrian and cycle environment between the rail station, bus station and city centre. The Station Travel Plan offers an opportunity to add value by helping to support the development of the evidence base, providing information to help shape the proposals and introducing complementary softer information and marketing based measures to promote mode choice.

Inverness will also benefit from the 'Revolution in Rail', which will deliver the largest programme of benefits to rail passengers in a generation. An hourly service will be provided between Inverness and Nairn, Forres and Elgin, as well as an hourly service alternating between Edinburgh and Glasgow with limited stop services running south of Perth, with at least a ten-minute reduction in average journey

time. These improvements will increase the demand for rail travel and enhance the importance of initiatives that improve the passenger experience in Inverness.

There are two wider projects that the Station Travel Plan should support and align with. Firstly, it was announced in September 2017 that HITRANS and The Highland Council have been successful in securing Community Links PLUS funding through Sustrans and the Scottish government for the Inverness City Active Travel Network. The proposals include significant changes to Millburn Road, which runs parallel to the east of the rail station, including the removal of one lane of general traffic, the provision of a fully segregated cycle path and the introduction of a westbound bus lane and footpath. A one-way cycle path will also be introduced on Academy Street, which can be accessed directly from the rail station, and a ramp will be created from the Raigmore Interchange to the Golden Bridge, which will provide a more cycle and pedestrian friendly route to Inverness Campus. The works are expected to be completed in 2020.

Secondly, the £4 million Regenerating Inverness City Centre (RICC) Townscape Heritage Project, which is a grant-giving scheme that helps communities to regenerate Conservation Areas displaying particular social or economic need, will also help to improve the quality of the pedestrian environment on Academy Street. Station Square, which is directly outside the southern entrance to the station, is included in the scheme area, and Abellio ScotRail, The Highland Council and HITRANS are coordinating to ensure that the station improvement proposals and work carried out through the wider heritage project align.

The Station Travel Plan will provide evidence to help shape the proposed developments and introduce measures to help meet the stated objectives of these projects and wider strategic objectives around economic regeneration, particularly in the life sciences sector and the associated expansion of Inverness Campus.

## 1.2 Drivers for Station Travel Plan Development

Station Travel Plans are a tool designed to improve connectivity to and from a rail station, setting out a package of behavioural, operational and infrastructure measures to promote and facilitate effective access, with a focus on sustainable modes such as walking, cycling and public transport. Importantly, they also perform a much wider role in recognising the importance of a rail station in driving forward sustainable economic and community development, particularly in areas where there is forecast growth in the residential, employment and visitor markets.

Station Travel Plans provide a mechanism through which the activities of public and private stakeholders can be brought together to achieve these and other common goals, including:

- Increasing passenger satisfaction;
- Delivering sustainable growth in rail patronage;
- Supporting local and strategic plans for growth and economic development;
- Adding value to work already carried out by community groups; and
- Contributing to wider objectives around health, social equality, and sustainable development.

The key drivers for the development of a Station Travel Plan at Inverness are illustrated in Figure 1.

**Figure 1: Key Drivers for Inverness Station Travel Plan**



### 1.3 Setting the Vision, Ambition, and Objectives

A series of strategic objectives have been developed for Inverness Station Travel Plan, which have been used as a basis to identify the proposed measures. These have been developed based on consideration of the strategic context of the station, the passenger and non-passenger markets it serves, existing developments and initiatives where there are the greatest opportunities to add value and the role that the Station Travel Plan will play in the ongoing development of Inverness.

The objectives are as follows:

- To support the planned rail station improvements, providing a body of evidence that can be used to shape the proposals and support the business case for planned initiatives that enhance station facilities and the passenger experience;
- To support growth in patronage at the station, particularly amongst the commuter and visitor markets;
- To support initiatives that seek to improve bus/rail integration, making it easier for people to transfer from rail onto bus and vice versa for longer distance journeys and promoting the bus/rail stations as a key public transport interchange in the city centre;
- To further promote Inverness as a desirable tourist destination and as a tourist gateway to the Highlands;
- To promote rail as the main mode of choice for visitors to Inverness and the Highlands, with efficient supporting onward connectivity by bus, car hire and car club;
- To complement existing travel planning initiatives and investment in active modes in the local area, providing a tool that links these initiatives together to increase the use of sustainable modes;

- To promote and facilitate walking and cycling as the 'modes of choice' for short trips to and from the station, linking in to the Hltravel brand, and to support improvements to station facilities and information provision to encourage the use of these modes;
- To bring together local stakeholders to enhance wider travel planning initiatives in Inverness and develop new initiatives, particularly major employers, aligning with their travel plans and introducing area wide initiatives to achieve common goals; and
- To maximise the contribution made by community and voluntary groups to developing, implementing, and managing the Station Travel Plan and wider initiatives, with a strong sense of community 'ownership'.

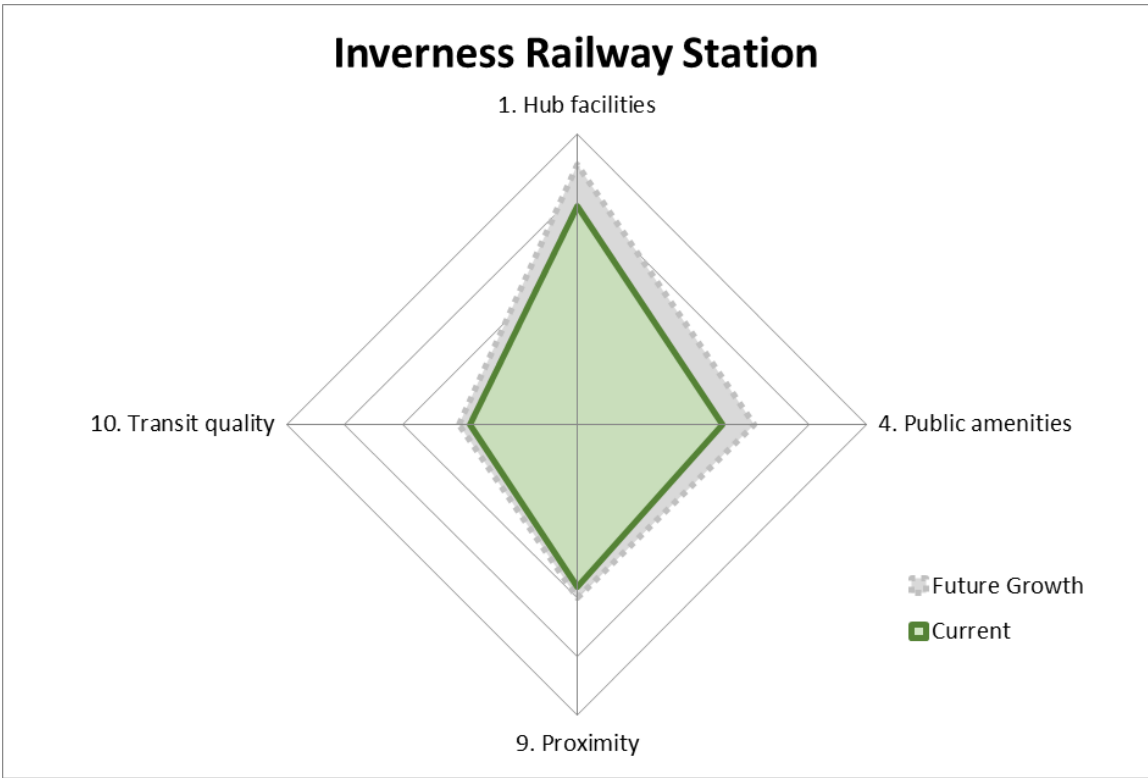
Fundamental to the successful development and ongoing implementation of the Station Travel Plan is a sense of ownership amongst the local community. As set out in this document, an extensive stakeholder engagement programme has been undertaken, which not only provides information and evidence on the key issues and opportunities that the Travel Plan can address, but also supports capacity building that will then create legacy going forward.

Identifying the key values of a station or transit hub can help to unlock its overall potential, by analysing existing performance against a series of indicators and identifying the scope and level of ambition for improvement. A Station Travel Plan and its constituent measures can then help to fill in the gaps between the existing situation and the target situation.

This approach, which is known as MODe (Mobility Oriented Development), assesses the quality of key elements of transit developments and ranks them against a benchmarked selection of the world's leading transit related developments using a Mobility Oriented Development Index (MODex). An initial MODex analysis has been undertaken for Inverness, using the adapted version of MODex to help assess the current position according to four key indicators that are considered appropriate for a station of its size and context: Hub Facilities, Transit Quality, Public Amenities, and Proximity. The MODex analysis for Inverness is illustrated in Figure 2.



Figure 2: MODex Analysis for Inverness Station



The station currently scores well for Hub Facilities and reasonably well for Proximity and Public Amenities. However, the station scores less well for Transit Quality. The future growth aspirations for Inverness station have been identified to allow a MODex analysis to be completed for the future situation. This was used to identify where the gaps between the current and future growth aspirations lie, which supported the development of the Travel Plan measures in terms of the key focus areas.

Aspirations for Proximity and Transit Quality are reasonably limited for a station of the size and strategic context of Inverness; however, there are areas where growth can be targeted in terms of Hub Facilities and Public Amenities. More secure cycle parking provision, improvements to the Shopmobility service and enhanced rail/bus integration have been identified as particular areas for improvement, and it is understood that improved station cycle parking provision has already been identified by ScotRail in conjunction with Falco.

In the short term, improvements to bus services to Inverness Airport could reduce the journey time to the airport to less than 30 minutes, improving the Proximity score. The planned opening of the Inverness Airport rail station in 2019-2020 will also improve the Proximity score in the medium term.

The planned improvements to Inverness station, combined with improvements to the surrounding city centre area, have the potential to improve the Public Amenities indicator, through improved tourist information and cultural provision. In addition, the Community Links PLUS scheme will deliver improvements to the pedestrian and cycle environment that will facilitate more sustainable access to the city's attractions.



## 1.4 Key Issues and Opportunities

The key issues and opportunities that the Station Travel Plan can help to address have been identified through the development of a comprehensive evidence base, based on the results of a station and 'last mile' site audit, passenger travel surveys, stakeholder engagement interviews, a stakeholder workshop and desktop research.

The most pressing key issues that the Station Travel Plan can help to address have been identified as:

- Poor first impressions of the station due to its physical condition, which the Inverness Station Improvement project and Townscape Heritage project will help to address, supported by complementary measures introduced through the Station Travel Plan;
- Lack of physical integration between the rail station, bus station and city centre. This has also been identified as an issue that the ScotRail Inverness Station Improvement project will look to address;
- Issues associated with movement through the station, in particular:
  - A large number of passengers use Platforms 1 and 2, particularly around 20:00 when the Virgin Trains East Coast London service arrives and the Caledonian Sleeper departs, which can lead to congestion;
  - The need for passengers arriving at Platforms 3-6 to exit the barriers and re-enter a separate set of barriers to reach Platform 2 for onward connections; and
  - A lack of circulation space on the concourse between Platforms 2 and 3 and passengers queuing behind the barriers who are not permitted to board their train when another train is due to arrive on the adjacent platform, creating concourse congestion.
- Issues with the quality of existing station cycle parking in terms of shelter and security;
- A lack of awareness of cycle hire options, including the Bike & Go facility at the station, which has a relatively low level of uptake;
- Poor cycle infrastructure around the station and city centre, in particular the cycle route between the Raigmore estate and the city centre, and the lack of sheltered and secure cycle parking in the city centre;
- A lack of efficient connectivity between the rail station and the bus station, and safety issues for pedestrians using the station entrance accessed via the Strothers Lane car park, where there is the potential for vehicle/pedestrian conflict due to insufficient designation for pedestrian movements;
- A lack of information provision within the station regarding onward travel options, in particular car hire and car club facilities, and a lack of visibility of the car club facilities that exist in the last mile around the station;
- The existing Shopmobility service is not easily accessible to visitors, as equipment is not available directly at the station; and
- A lack of information about what Inverness can offer for visitor attractions and shopping and leisure facilities, especially for people visiting the station for the first time. Active travel maps have been made available to passengers at the rail station; however, there are opportunities to enhance the information offering.

The key opportunities for the Station Travel Plan are:

- Add value to the existing proposals for improved active travel infrastructure in the city, underpinned by learning from the success of Transport Scotland's Smarter Choices, Smarter Places Programme. Better promote walking and cycling as 'modes of choice' for travel to and from the station by improving pedestrian routes and cycle routes, publicising the routes that are available in close proximity to the rail station, improving cycle parking facilities at the station and promoting bike hire services such as Bike & Go and local bike shops for visitors arriving by rail;
- Better inform visitors arriving at the station of the onward travel options, through the provision of improved information regarding bus services, cycling, walking, taxi services, car hire and car club facilities;
- Add value to the Inverness Station Improvement project by helping to improve the integration between the station and the surrounding retail environment, identifying opportunities to improve the commercial offering within the station as well as cross-promotion with Eastgate Shopping Centre;
- Add value to the Inverness Station Improvement project by helping to improve the integration between the rail station, bus station and city centre through the provision of enhanced directional signage;
- Work with Shopmobility to find a way to make the service more easily accessible for visitors, such as the ability to access equipment directly at the station, and promote advance booking;
- Extend the opening hours of the toilet facilities to cover the times of the first train services from the station;
- Provide real-time train information at Eastgate Shopping Centre to promote connectivity between the station and the main retail area;
- Exploit the growing tourism sector and key local attractions such as Inverness Castle and Loch Ness to increase rail patronage;
- Improve safety at night in the area surrounding the station by promoting the Street Pastor service at the rail station and introducing a ScotRail Rail Pastor service;
- Exploit the 'Revolution in Rail' and investment in the Caledonian Sleeper Service to maximise local and regional train journeys; and
- Benefit from working with the University of the Highlands and Islands by sharing travel survey results, promoting ScotRail at the Freshers' Fair, and arranging potential student projects and research opportunities at the station and surrounding area.

The following quick wins have been observed:

- Provision of enhanced cycle parking facilities in terms of security and shelter;
- Improved directional signage between the rail station and the bus station and to local attractions;
- Joint marketing and promotion between rail, bus, retail, and city centre businesses for tourism;
- Display real-time train information at the rail station and bus/train information at Eastgate Shopping Centre;

- Improved promotion of the Bike & Go hire facilities at the station;
- Provide more information at the station about the local area, especially tourist attractions and how to reach them;
- Improved provision of information regarding taxi services, car hire services such as Europcar and the car club facilities available in close proximity to the station, as Enterprise Car Club and E-Car Club collectively have six vehicles within a five-minute walk of the station;
- Identify opportunities to provide a space or spaces for car club cars within an appropriate area in the station envelope, in conjunction with the HITRANS car club officer as part of the station improvement project;
- Partnership working with the University of the Highlands and Islands to enable students to provide personalised travel planning to visitors arriving at the rail station as part of their tourism course and to carry out added value research as part of Station Travel Plan implementation;
- Increase opening hours of the toilet facilities at the station to cover the earliest train departures and arrivals; and
- Implement ScotRail's Rail Pastor scheme, as well as promoting the Street Pastor scheme in Inverness.

These issues will require co-ordinated working between a number of stakeholders to identify the most appropriate solutions.

## 1.5 Action Plan

A detailed Action Plan has been developed, that sets out the measures that will be implemented through the Station Travel Plan to address the key issues and achieve the objectives. The Action Plan covers the period of the current ScotRail franchise, which runs until March 2022. For each action, the timescale for implementation is set out, alongside details of the stakeholders responsible for implementation and potential funding sources.

The actions contain a blend of 24 behavioural, operational and infrastructure measures that best meet the existing and future context in Inverness, grouped into five key areas as follows:

### Communications, Information Provision and Awareness Raising:

1. Strategic Communications
2. Enhanced Visitor Information
3. Enhanced Onward Travel Information
4. Bike & Go Promotion
5. Local Cycle Facilities Promotion
6. Short Interchange Visits to Inverness

### Enhanced Mode Choice

7. CarClub Spaces
8. Airport Bus & Rail Services
9. Liftshare Promotion

### Partnership and Coordinated Working

10. Travel Plan Coordination – University of the Highlands and Islands

- 11. Shopmobility
- 12. Eastgate Shopping Centre Cross-Promotion

## Infrastructure Enhancements

- 13. Bus/Rail Integration
- 14. Station Cycle Parking Enhancements
- 15. Local Cycle Route Enhancements
- 16. Local Cycle Parking Enhancement
- 17. Support for Enhanced Station Retail Offering
- 18. Station Toilet Opening Times
- 19. City Centre Presentation
- 20. Pedestrian Environment in City Centre
- 21. Falcon Square Improvements
- 22. Signage to Tourist Information Centre
- 23. Pedestrian Movement in Station

## Safety and Security

- 24. Rail/Street Pastors

A robust ongoing management and monitoring regime will be put in place to ensure that the Station Travel Plan remains effective going forward. The ScotRail Station Travel Plans programme places significant emphasis on stakeholder and wider community involvement and ownership, and it is intended that this document becomes a living plan that is implemented by an Inverness Station Travel Plan Management Group that also takes responsibility for monitoring and refreshing the objectives and measures on an annual basis. This is particularly important in the context of future development work taking place inside the station and on nearby development sites, which will increase the demand for travel in the local area.

## 2 Station Travel Plan Overview

### 2.1 What is a Station Travel Plan?

Station Travel Plans are a tool designed to improve access to and from rail stations, which set out a package of measures that promote and facilitate the use of sustainable modes, including walking, cycling, public transport and car sharing. They provide a mechanism for working collaboratively and coordinating the activities of stakeholders, helping to complement and inform local plan making processes whilst delivering on many transport-related and wider economic and social objectives, including:

- Increasing rail passenger satisfaction;
- Delivering sustainable growth in rail patronage, helping to support the business case for station redevelopment and improvement schemes;
- Supporting local and strategic plans for growth and economic development, promoting rail as the mode of choice for longer distance journeys to accommodate growth in the demand for travel;
- Adding value to work already carried out by community groups such as transport improvement schemes, safety campaigns and social equality initiatives; and
- Contributing to the achievement of wider objectives around health, social equality, and sustainable development.

A Station Travel Plan can help to lever in funding for standalone or complementary projects that add value to existing initiatives, supporting the business case for grant funding applications and the use of developer funding for transport improvements through Section 75 agreements.

### 2.2 Why Do We Need Station Travel Plans?

Station Travel Plans help to identify and understand local circumstances and wider strategic issues that impact on local peoples' transport choices. Some key triggers are:

- Station access issues that act as a barrier to growth;
- Potential opportunities to increase local customer demand for sustainable forms of travel;
- Links to housing, employment, and other proposed developments in the local area;
- Potential opportunities for small but significant changes to walking and cycling routes near to the station; and
- Stimulating stakeholder interest and support for improvements, especially from local authorities, station groups and community representatives.

Achieving mode shift to more sustainable modes for access to and from the station forms a key part of developing and implementing the Inverness Station Travel Plan, as well as promoting mode choice for arriving passengers and ensuring that they have the correct information with which to make an informed and appropriate decision. The Travel Plan adopts the '5Rs' approach to travel demand management, which encourages people to:

- **'Re-think'** the rationale behind their travel choices;
- **'Re-mode'** to more sustainable alternatives;

- **‘Re-duce’** the need to travel on a routine basis;
- **‘Re-time’** journeys to avoid the busiest periods; and
- **‘Re-route’** journeys to maximise road safety and route convenience.

These concepts were integrated into the rationale for the measures proposed in the Action Plan.

Enhancing overall passenger satisfaction scores through the provision of improved customer service and improvements to the overall quality of the passenger experience is also a key aim that can be achieved through an integrated approach to enhancing the station environment and ‘fixing the link’ between the station and its surrounding areas.

Good customer service is crucial to ensuring repeat ticket sales, retaining and expanding the modal share of rail relative to other modes of transport, particularly by bus, and prospering relationships between Inverness station and the resident population within the town.

## 2.3 What is in a Station Travel Plan?

Key elements of a Station Travel Plan document can include:

- Solutions to help specific journey types involving an interchange i.e. bus to rail;
- Identification of sustainable alternatives that can reduce single occupancy car use;
- Mechanisms for ongoing partnership working, from informal coordination through to legally binding Service Level Agreements (SLAs);
- An Action Plan to promote sustainable travel, improve the passenger experience and increase rail patronage;
- Helping funders identify and commit future resources towards improvements; and
- Providing a framework for coordinating specific elements of local transport and development plans.

The remainder of this document sets out the strategic context in which Inverness Station Travel Plan has been developed, the evidence base that underpins the measures and the Action Plan for implementation.

## 3 Strategic Objectives

A series of strategic objectives have been developed for Inverness Station Travel Plan, which provide a basis for identifying the proposed measures. These have been developed based on consideration of the strategic context of the station, the passenger and non-passenger markets it serves, existing developments and initiatives where there are the greatest opportunities to add value and the role that the Travel Plan will play in the ongoing development of Inverness.

The objectives are as follows:

- To support the planned rail station improvement project, providing a body of evidence that can be used to shape the development proposals and support the business case for planned initiatives that enhance station facilities and the passenger experience;
- To support growth in patronage at the station, particularly amongst the commuter and visitor markets;
- To support initiatives that seek to improve bus/rail integration, making it easier for people to transfer from rail onto bus and vice versa for longer distance journeys and promoting the bus/rail stations as a key public transport interchange in the city centre;
- To further promote Inverness as a desirable tourist destination and as a tourist gateway to the Highlands;
- To promote rail as the main mode of choice for visitors to Inverness and the Highlands, with efficient supporting onward connectivity by bus, car hire and car club;
- To complement existing travel planning initiatives and investment in active modes in the local area, providing a tool that links these initiatives together to increase the use of sustainable modes;
- To promote and facilitate walking and cycling as the 'modes of choice' for short trips to and from the station, linking in to the Hltravel brand, and to support improvements to station facilities and information provision to encourage the use of these modes;
- To bring together local stakeholders to enhance wider travel planning initiatives in Inverness and develop new initiatives, particularly major employers, aligning with their travel plans and introducing area wide initiatives to achieve common goals; and
- To maximise the contribution made by community and voluntary groups to developing, implementing, and managing the Station Travel Plan and wider initiatives, with a strong sense of community 'ownership'.

### 3.1 Action Planning – SMART Objectives

The measures contained within the Action Plan have been assessed to ensure that they are SMART to be able to withstand scrutiny and the test of time. Each action is therefore:

**S – Specific:** Measures are relevant to the context, clear, concise and without ambiguity;

**M – Measurable:** The ability to be able to assess the success of implementing each measure;

**A – Achievable:** Ensuring that the proposed measures can be adopted in reality;

**R – Realistic:** The measures can be funded and would receive support and backing; and



**T – Time Based:** A set timeframe is identified for the implementation of each measure.

## 4 Strategic Context

### 4.1 Inverness Station

Inverness rail station is a major transport hub and source of connectivity for many regions in Scotland. It is a terminus for the Highland Main Line, Far North Line, Kyle of Lochalsh Line and the Aberdeen to Inverness Line (Figure 3).

Services from Inverness station are predominantly operated by Abellio ScotRail, which provides direct services to major Scottish cities such as Aberdeen, Edinburgh, Glasgow and Perth. In addition, Virgin Trains East Coast and Caledonian Sleeper each provide a once-daily service to London. On weekdays, there are eight direct trains to Edinburgh and three to Glasgow. Further services to Glasgow and Edinburgh are available via a change at Perth. Additionally, there is one direct daily service to Dundee, and two direct services arriving from Dundee. There are also indirect services to Dundee, with a change at Perth or Aberdeen.

Abellio ScotRail also provides services from Inverness to the west and far north Highlands, linking many rural areas such as Garve and Plockton on the Kyle of Lochalsh Line, as well as Brora, Helmsdale and Thurso on the Far North Line. Four direct trains per day operate from Inverness to Thurso, from which ferry connections to the Orkney Islands can be accessed.

Figure 3: ScotRail Network Map: Inverness Services

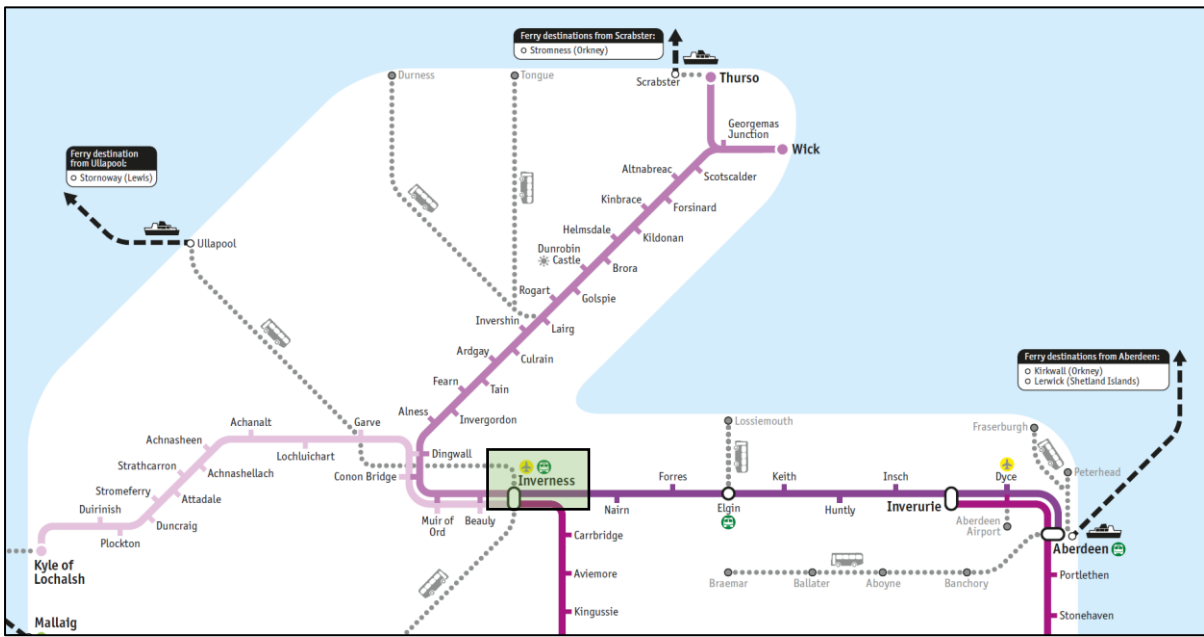


Table 1 shows the total number of passengers at Inverness station each year since 2006-07 and the changes in patronage (total passengers) between 2006-07 and 2015-16. Overall, there has been a growth in patronage of 42% between 2006-07 and 2015-16. Year-on-year variations range from 7.4% between 2007-08 and 2008-09 and -0.3% between 2014-15 and 2015-16.

Table 1: Inverness Station Patronage Data, 2006-7 to 2015-16

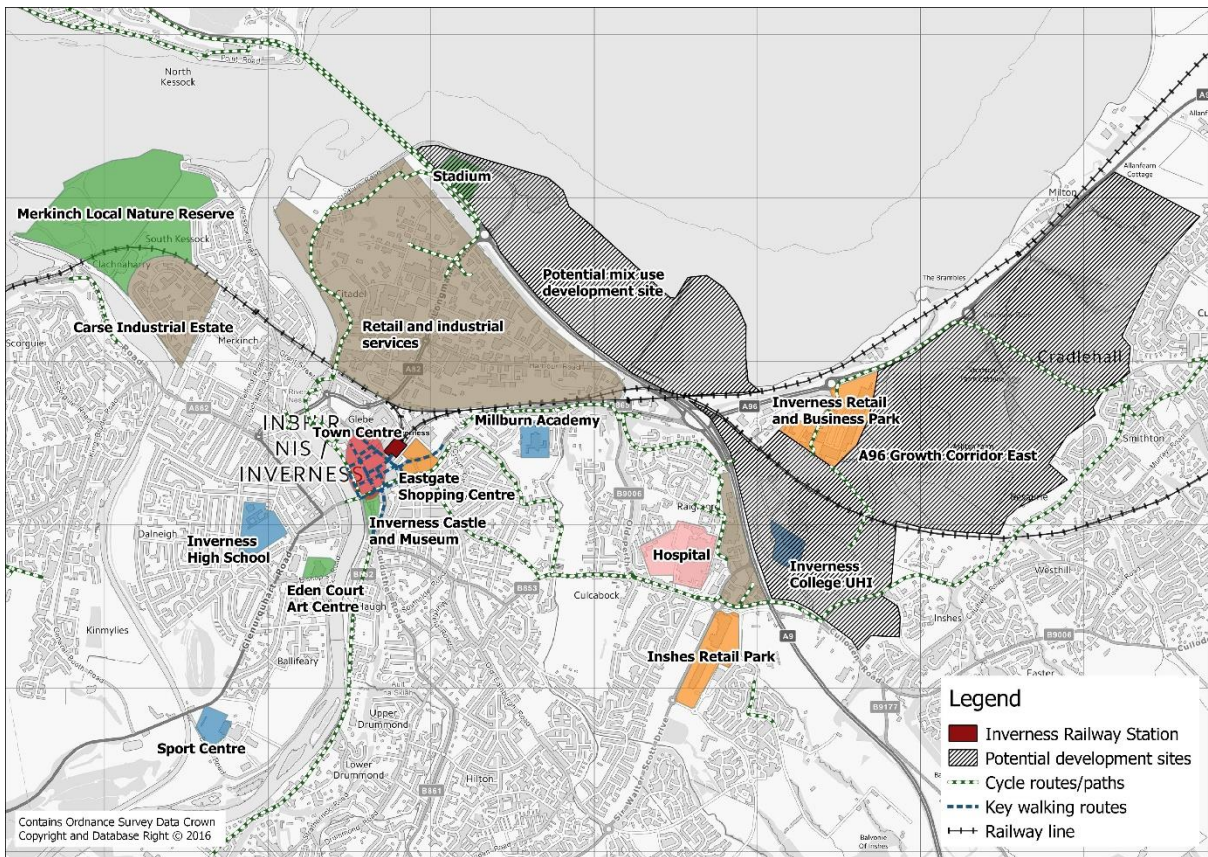
Year	Total Passengers	Percentage Change (%)
2006-2007	964,156	-
2007-2008	1,013,688	5.1
2008-2009	1,088,954	7.4
2009-2010	1,129,667	3.7
2010-2011	1,188,411	5.2
2011-2012	1,254,475	5.6
2012-2013	1,291,391	2.9
2013-2014	1,362,787	5.5
2014-2015	1,375,717	0.9
2015-2016	1,370,920	-0.3

Source: Office of Rail and Road

Figure 4 shows the location of the station in the wider city in relation to key trip attractors. The station is situated in the heart of the city, in close proximity to Eastgate Shopping Centre and other retail facilities, Inverness bus station and the River Ness. Carse and Longman Industrial Estates are located approximately a mile away on foot. The rail station is also within walking distance of Inverness Castle and St Andrew’s Cathedral.

National Cycle Route 1 (NCN1) can be accessed via Bank Street, Bridge Street and Crown Road, within a three-minute cycle ride of the rail station. The Aberdeen to Inverness part of NCN1 forms part of EuroVelo 1; which is one of 15 routes that make up the European cycle route network. NCN 78, which forms part of the Caledonia Way, can also be accessed via Bridge Street. The route travels the length of the Great Glen before continuing south to Campbeltown and Oban. National Cycle Route 7, which links Sunderland and Inverness, links to NCN1 in the south east of Inverness.

Figure 4: Inverness Station: Strategic Location



The station is at street level and is served by three entrances. Its main entrance faces south-west and can be accessed via Station Square on Academy Street, as shown in Figure 5. A signalised staggered pedestrian crossing located outside the main station entrance on Academy Street provides access towards Union Street and the southern part of the city centre. However, the main entrance at Station Square does not present a particularly appealing gateway to visitors, and the existing arrangements promote vehicle priority, with the potential for pedestrian/vehicle conflict and associated safety issues. Full step free access is available at all entrances and throughout the station.

There is a dedicated passenger drop-off and pick-up facility at the main station entrance on Station Square, with capacity for up to nine vehicles. A dedicated taxi rank with capacity for up to five vehicles is also available. Additionally, Station Square provides eight parking spaces for those staying at the adjacent Royal Highland Hotel. Feedback from HITRANS suggests that buses which reverse into Station Square to drop-off hotel guests can cause safety issues for pedestrians. Figure 5 illustrates the Station Square parking facilities.

To the west and east of the station, there are two additional entrances. The first of which is located on Falcon Square to the east of the station and the second is located to the rear of the station on Strothers Lane, which can be accessed through the station car park. Falcon Square presents an attractive pedestrian environment; however, the quality of the station entrance is poor, with a narrow entry gate and a perception amongst stakeholders that it feels like a 'side door'. The proximity of Falcon Square to Eastgate Shopping Centre, combined with vehicles accessing the station short stay parking facilities and vehicles making deliveries to the shopping centre, means that the area is busy with both pedestrian



and vehicle traffic at peak times. Strothers Lane car park has insufficient designation for pedestrian movements and the potential for vehicle/pedestrian conflict has been identified through evidence gathered as part of the Station Improvement Project.

**Figure 5: Station Square Forecourt**



Source: [www.relevantsearchscotland.co.uk](http://www.relevantsearchscotland.co.uk)

Inverness bus station is located at Farraline Park on Margaret Street, just north west of the rail station. The bus station has sheltered seating areas for waiting passengers. A range of bus services can also be accessed at bus stops located on Academy Street close to Marks and Spencer. These services run around the city and out to Inverness Airport and locations further afield such as Edinburgh, Glasgow, Aberdeen, Fort William, Wick and Thurso.

The pedestrian route between the rail station and the bus station is signed within the rail station and in the TK Maxx car park. However, the pedestrian environment is poor, with the potential for pedestrian/vehicle conflict. The provision of a more direct pedestrian route through the Strothers Lane car park could reduce the walking time, and with an effective design could minimise the potential for user conflicts. It should however be noted that there are a number of land ownership constraints in this area, which could present a significant challenge to the provision of a more direct route and which require further consideration before a solution can be identified.

There are three car parks at the rail station, which offer long stay facilities at Station Square and Strothers Lane and a short stay facility at Falcon Square. All have accessible spaces. The Station Square and Strothers Lane car parks are both charged. All parking facilities were observed to be close to capacity at the time of the audit on a mid-weekday. Alternative public car parking facilities are located at the Rose Street multistorey car park (856 spaces), Eastgate Mall car park (350 spaces) and Falcon Gallery car park (1,000 spaces), which are all within a short walk of the rail station.

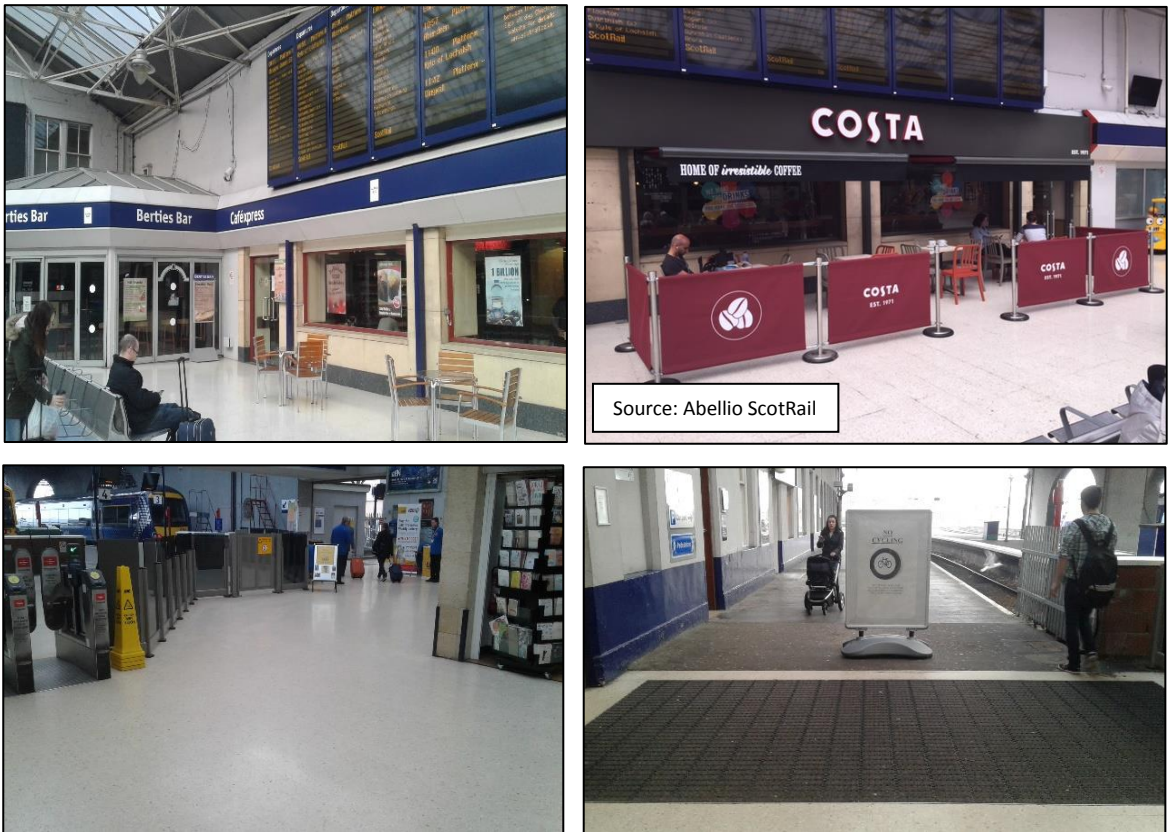
Figure 6 shows the station concourse. The main concourse area offers a number of facilities, including:

- A ticket office and accessible ticket machines;
- A customer waiting area and rail arrival and departure screens;
- Retail and food and beverage facilities, including a Costa Coffee, the Ness & Thistle bar, a WHSmith and vending machines;
- Pay phones;
- An ATM;

- Toilets, lockers and shower facilities, which are open from 06:40 to 20:30 Monday to Saturday and 10:40 to 20:30 on Sundays;
- A Bike & Go bike hire facility; and
- A Station Manager office and British Transport Police and lost property offices.

An enhanced retail and food and beverage offering will be provided at the station as part of the Inverness Station Improvement project, and the Costa Coffee and Ness & Thistle Bar represent the first step in achieving this.

Figure 6: Station Concourse Facilities



The presence of Small and Medium sized Enterprises (SMEs) at the station enhances its liveability and importance as a destination for non-rail passengers. However, movement within the station concourse area presents some key issues in terms of conflicting pedestrian desire lines and patterns of movement, as a result of the three separate entrances and exits. There are two sets of barriers at the station, and the station configuration means that some interchanging passengers need to pass through both sets, which causes passenger frustration. The area around Platforms 1 and 2 can become very congested with the arrival of the Virgin Trains East Coast service from London and the departure of the Caledonian Sleeper. In addition, it is observed that people use the station as a cut-through to reach other destinations, and these movements can conflict with other station users. It is important that the Station Improvement project acknowledges and seeks to address these issues.

As shown in Figure 7, cycle parking facilities are located in two areas of the station. One is situated at the Falcon Square entrance with space for forty bikes and one is situated at the Strothers Lane entrance with space for thirty bikes. The Strothers Lane cycle parking has a combination of sheltered and unsheltered bike racks. During the station audit carried out as part of the Station Travel Plan, the cycle parking facilities were observed to be well used but were not full to capacity on a mid-weekday. However, feedback from HITRANS suggests that there can be issues of excess demand. Some spaces are not sheltered and there is also the opportunity to provide a higher quality offering, with full shelter, improved security and improved directional signage to the Falcon Square facilities. In addition to the two main cycle parking areas, there are four bike lockers situated on Platform 2.

Figure 7: Cycle Hire & Cycle Parking Facilities



There is also a cycle hire scheme in operation at the station, ScotRail's Bike & Go service, which offers bicycles to hire as shown in Figure 7. The cycle hire service requires passengers to register online via the Bike & Go website. On the website, there are instructions on how to hire a bike, the costs and further information regarding travelling on the train with your own bike. The bikes are located on the concourse, adjacent to the waiting room facility, and were observed not to be in use at the time of the audit. Plastic packaging had not been removed from the handlebars, suggesting a substantial lack of use. No signage or advertisement was present to bring station users' attention to the hire scheme. In addition, feedback from HITRANS suggests that it is not clear to passengers what they should do if the bike requires repair e.g. for punctures whilst it is out on hire.

National Cycle Route 1 (NCN1) can be accessed via Bank Street, Bridge Street and Crown Road, within a three-minute cycle ride of the rail station. The Aberdeen to Inverness part of NCN1 forms part of EuroVelo 1; which is one of 15 routes that make up the European cycle route network. NCN 78, which



forms part of the Caledonia Way, can also be accessed via Bridge Street. The route travels the length of the Great Glen before continuing south to Campbeltown and Oban. National Cycle Route 7, which links Sunderland and Inverness, links to NCN1 in the south east of Inverness.

Signage provision at the rail station is generally adequate for movement around the station itself; however, there is a lack of clear signage pointing station users in the direction of the bus and coach station and the cycle parking facilities.

## 4.2 The Role of the Station in the Wider City

The station plays a key role in the wider city in terms of supporting sustainable access to the key employment areas of Inverness and supporting the high volumes of tourists that travel to Inverness and attractions in the wider area such as Loch Ness.

The overall vision for Inverness station and the wider city centre, as set out in regional and local policy, is to improve physical connectivity within the city centre and the wider area, to encourage active travel (walking and cycling) and the use of public transport, to increase users of the station by enhancing station facilities and providing a more welcoming atmosphere, and to promote Inverness' rich heritage as a key visitor destination.

The future importance of the station is not only well recognised in local and regional policy; there are proposals to deliver significant improvements to the station through the Inverness Station Improvement project that will be delivered jointly by Abellio ScotRail, HITRANS and The Highland Council. The Business Case for the improvement works developed by ScotRail suggests that the successful delivery of the station improvement scheme, together with wider area improvements, could be a catalyst for economic development in the Old Town. The project is being delivered through a multi-source funding package, including the franchise Station Investment Fund, the Scottish Stations Fund and a number of funding sources within Highland Council and from the private sector. Its primary aims are to improve the station entrances, improve the flow of people through the station, enhance the pedestrian and cycle environment between the station, bus station and multi-story car park and reconfigure the concourse with new retail, food and beverage and ticketing facilities.

Importantly, the Business Case highlights a high level of station use by non-rail passengers. In 2014-15, it is estimated that more than 49,000 people used the retail facilities at the station who were not travelling by train. There were also nearly 518,000 one-way through movements, predominantly between Falcon Square and the Strothers Lane car park / bus station. Student housing developments in the area surrounding the station are likely to not only increase the demand for rail travel, but also increase the demand for station facilities, in particular retail facilities, and increase the overall flow of movement through the station.

Wider proposals to improve the pedestrian and cycle environment in the city will support greater connectivity between the rail station and key trip attractors by active modes. In September 2017, it was announced that HITRANS and The Highland Council have been successful in securing Community Links PLUS funding through Sustrans and the Scottish government for their Inverness City Active Travel Network submission. The design proposals, which focus on three key routes, incorporate feedback from an extensive community engagement programme. Significant changes to Millburn Road, which runs parallel to the east of the rail station, are proposed. These include the removal of one lane of general traffic, the provision of a fully segregated cycle path and the introduction of a westbound bus lane and footpath. A one-way cycle path will be introduced on Academy Street, which is situated directly to the south of the main rail station entrance and accessed directly from Station Square. A ramp will also be

introduced from the Raigmore Interchange to the Golden Bridge, which will provide an enhanced cycle and pedestrian friendly route to Inverness Campus. The works are planned for completion in 2020.

The station is also of central importance to the £4 million Regenerating Inverness City Centre (RICC) Townscape Heritage Project, which is a grant-giving scheme that helps communities to regenerate Conservation Areas displaying particular social or economic need. Contributions are made to a project fund, which includes funds from an award made by the Heritage Lottery Fund, from which grants are provided to property owners, businesses and organisations for them to carry out repairs and historic reinstatement within the defined scheme area. The scheme focuses on improving the quality of life for those who work or live on Academy Street and those who visit. The scheme area includes Station Square, and as such representatives from the Townscape Heritage project are working with Abellio ScotRail, The Highland Council and HITRANS to ensure that Station Square remains a high priority, and that the work carried out through the two projects aligns.

Feedback from the Station Travel Plan stakeholder workshop (discussed in more detail later in this report) reinforces the idea that the rail station can support development in the local area by acting as a focal point for transport activity. Currently, the lack of integration between the rail station and the bus station acts as a barrier to this; however, the Station Improvement Project and measures introduced through the Station Travel Plan offer the opportunity to enhance integration and provide easily accessible, safe routes between the two stations. There is also an opportunity to broaden the onward travel offer at the station, particularly for arriving passengers who wish to explore the wider area, and proposals to better promote car hire and car club facilities would be welcomed. Additionally, more effective promotion of the station's Bike & Go facility, combined with the cycle route improvements delivered through the Community Links PLUS project, present a significant opportunity to promote cycling as a mode of choice for onward travel.

The station also has a key role to play in promoting events and attractions in the town to local people and visitors. For example, the station can act as a key point of information provision in terms of 'what's on' in Inverness, that will be visible both to rail passengers and people passing through the station. This is something that the Station Travel Plan can support, both to existing passengers and to new visitors.

The Station Travel Plan can also act as a tool to bring stakeholders together to enhance and continue to develop wider travel planning initiatives. HITRANS already undertakes a number of initiatives under the Hltravel smarter travel choices programme, which helps local people across the region to reduce traffic congestion, improve the local environment and become more active. Initiatives include workplace challenges and information provision to encourage people to make more sustainable travel choices. In addition, community outreach work is carried out through the Smarter Choices Smarter Places initiative with Velocity, a social enterprise, café and bike workshop based in Inverness. This includes Bike Academy, which helps secondary school children to learn cycle maintenance by stripping, servicing and re-building their own bike, and Cycle to Health, which helps people to develop confidence in cycling and supports improvements to mood, self-esteem and overall wellbeing,

The next section explores the main drivers behind the Station Travel Plan in Inverness.

## 5 Station Travel Plan Drivers

### 5.1 National, Regional and Local Policy Drivers

At the national level, Scottish transport policy focuses on improving accessibility, with a focus on the delivery of a reliable, equitable transport system that supports sustainable economic growth. The development and implementation of Inverness Station Travel Plan will support the delivery of the government's three Key Strategic Outcomes for Transport, as set out in the National Transport Strategy (January 2016):

- *Improved journey times and connections between our cities and towns and our global markets to tackle congestion and lack of integration and connections in transport* – by supporting increased patronage on the rail network, which in turn can help to make the case for increased services and investment in station and rail infrastructure
- *Reduced emissions, to tackle climate change, air quality, health improvement* – by promoting rail and sustainable connections to rail e.g. walking, public transport and cycling through the Station Travel Plan, and implementing measures that make it realistic for people to make healthier, more sustainable travel choices
- *Improved quality, accessibility, and affordability, to give choice of public transport, better quality services and value for money, or alternative to car* – the Station Travel Plan and its associated measures will make rail travel a more appropriate and attractive mode for a wider audience, and help to ensure that rail travel is a realistic alternative to the car

The 2016 refresh of the National Transport Strategy recognises the role that local communities should play in transport decision-making, in particular that resources be directed to priority town centre sites that have good accessibility by public transport, walking and cycling, in order to drive growth and development.

Inverness Station Travel Plan also supports mode-specific policies at the national level, including the 2014 National Walking Strategy and the 2017-2020 Cycling Action Plan for Scotland. These policies emphasise the fact that the benefits of active travel need to be more widely promoted, including not only the health and economic benefits but also the social benefits of stronger community building and placemaking that can be achieved through the provision of walking and cycling infrastructure. The availability of cycle hire facilities at Inverness station and the proposals for improvements to walk and cycle routes in the area surrounding the station, coupled with the location of the station within a short distance of key trip attractors within the city centre, provides a key opportunity for the Station Travel Plan to add value and implement measures that help to promote active travel amongst rail passengers.

At the regional level, the Transport Strategy for the Highlands and the Islands (HITRANS, 2008), sets out a number of strategic objectives that the Station Travel Plan can support. The overarching policy is to develop a fit for purpose multi-modal transport system to improve connectivity within the region. This policy aims to complement the overall vision for the region, which is to enhance its competitiveness and make it a more attractive place for people to live, visit, work and conduct business. The Station Travel Plan will introduce measures that will support behaviour change to more sustainable modes such as public transport, walking and cycling, which will support wider objectives around health and the environmental sustainability of the transport system. The Station Travel Plan will also introduce measures to support greater use of rail services, which will help to enhance wider regional connectivity. Actions introduced through the Station Travel Plan will also support enhanced safety and security.

The Regional Transport Strategy also supports improvements to rail connectivity into Inverness from the growing Inner Moray Firth settlements, and the Station Travel Plan will help to broaden the travel options available for travel to and from the station in order to support the potential future increase in demand for rail travel.

The new draft Regional Transport Strategy (RTS), published by HITRANS in May 2017, retains the core policy framework and strategic direction of the existing strategy, with a focus on a prosperous economy and inclusive, connected and healthy communities. It also acknowledges the increased role that community planning plays in terms of bringing partners together to deliver change. The Inverness station improvement scheme is identified as a key element of the delivery strategy, alongside a network masterplan for the wider station area, that will help to create additional capacity, efficient operations and freight improvements, including the road network. Wider personalised travel planning and behaviour change programmes will help to induce a shift to more sustainable modes of travel for both commercial and residential based trips. There has been wide consultation on the draft RTS during 2017.

The Station Travel Plan can also help to address strategic points highlighted in the Highland Wide Local Development Plan (Highland Council, 2012), in support of the overall vision to create sustainable communities, balance population growth, promote economic development, safeguard the environment, and build a healthier Highlands by 2030. In particular, the Station Travel Plan can highlight measures to address points such as improvements to the existing transport network, promoting opportunities for active travel and providing more efficient forms of travel within the region. The Highland Wide Local Development Plan (2012) also sets out an aspiration to see an increased patronage on rail services to and from Inverness station and the Station Travel Plan will support the delivery of measures to help increase patronage at the station.

At a local level, the Inverness City Centre Development Brief (2013) sets out several opportunities to promote the redevelopment and enhancement of the city centre, which the Station Travel Plan can support. The development brief highlights the importance of improving the city's cycle infrastructure (a key point which arose during an Active Travel Audit commissioned by HITRANS and undertaken by Halcrow Group in 2011), creating an Active Travel Hub within the city centre, and maximising accessibility and the flow of movement to, from and within areas of the city centre. Additionally, in alignment with Abellio ScotRail's Inverness Station Regeneration Project, the Station Travel Plan can also address some of the key issues regarding the station itself which are highlighted in the Inverness City Centre Development Brief. In particular, it can address the issue of clutter in the station concourse, the unwelcoming perception of the Falcon Square entrance and the poor cycle facilities within the station. A new draft version of the City Centre Development Brief was consulted on in early 2017.

The Inverness Local Plan (2012) also sets out a number of strategic points at the local level, which can be addressed in the Station Travel Plan, in particular, promoting transport links between the districts and the city centre, promoting Inverness as a tourist and visitor destination and working in alignment with various regeneration strategies proposed by the Council such as developing Millburn Road as a 'gateway' to the City and the Longman Estate by providing better connections for pedestrians and cyclists.

## 5.2 Abellio ScotRail's Commitment to Station Travel Plans

As part of the new ScotRail franchise which commenced in 2015, Abellio committed to the delivery of 30 Station Travel Plans over the period to March 2019. Inverness Station Travel Plan is being brought

forward in 2017 as part of a package of eight Station Travel Plans in accordance with a framework and toolkit developed through the preparation of pilot plans for Motherwell and Johnstone stations in 2016.

Rather than simply adopt a traditional Station Travel Plans approach which focuses solely on encouraging and facilitating sustainable travel to and from the station, the Abellio programme has a much wider focus on the role that a Station Travel Plan can play in supporting wider growth and development, and in helping local communities to take ownership of that development in a sustainable way. This includes:

- Measures to support increased patronage and engaging with non-users of the station to identify measures to address suppressed demand;
- Reducing dependency on station car parks from existing station users to release space for current non-users;
- Integrating each station into its community, making best use of local volunteers and Local Authorities in Station Travel Plan development, ownership, and implementation;
- Identifying and promoting new development near stations, and emphasising the role that the station can play in accommodating travel needs;
- Attracting third party funding, including funding achieved through the planning process; and
- Influencing Local Transport Plans and wider local policy to promote rail usage and enhanced links to and from the station.

5.3 Local External Drivers

The local context in Inverness provides a number of drivers for Station Travel Plan development, as shown in Figure 8.

Figure 8: Local Station Travel Plan Drivers



## 6 Research and Emerging Themes

### 6.1 Overview

The evidence base for the Station Travel Plan has been developed based on the following key activities:

- A station and area audit undertaken on 11<sup>th</sup> April 2017;
- Passenger travel surveys at the station undertaken on 19<sup>th</sup> May 2017 and 20<sup>th</sup> May 2017;
- Stakeholder interviews undertaken over the period April to June 2017;
- A stakeholder workshop undertaken on 4<sup>th</sup> July 2017; and
- Desktop research, comprising policy review, identification of wider develop proposals and schemes, review of existing Travel Plans in the local area and research into station patronage data.

Each activity is described in more detail below.

### 6.2 Site and Area Audit

A site and area audit was undertaken for the station itself and the key routes between the station and key trip attractors, in order to identify the key issues and opportunities for all user groups on a typical weekday.

Appendix A provides the full audit template and the audit write-up, and a summary of the issues examined is as follows:

- Station facilities e.g. retail, toilets, accessibility (including step-free access), seating areas;
- Onward travel facilities at the station e.g. travel information, cycle parking, cycle hire, bus/rail integration, car parking;
- Immediate station area e.g. accessibility for cyclists, pedestrians, public transport users, car users; and
- Key routes between the station and key trip attractors in terms of accessibility and facilities, reflecting popular movements and local patterns.

The focus of the audit was not to record every facility or piece of infrastructure in place, but rather to pinpoint the key issues and opportunities that the Station Travel Plan can help to address. The focus was on the quality of infrastructure and evidence of whether capacity adequately meets demand.

### 6.3 Travel Surveys

Passenger travel surveys were undertaken on Friday 19<sup>th</sup> (07:00-12:00) and Saturday 20<sup>th</sup> May (10:00-14:00) 2017. The purpose of the surveys was to identify the existing mode share for passengers travelling to and from the station, to examine the reasons for mode choice and to obtain feedback on potential improvements to the station and its facilities. The full set of results is included in Appendix B, and a summary is provided in this section. The survey results are based on a sample of 177 passengers, of which 88% were boarding a train, 9% were alighting from a train and 3% were interchanging trains.

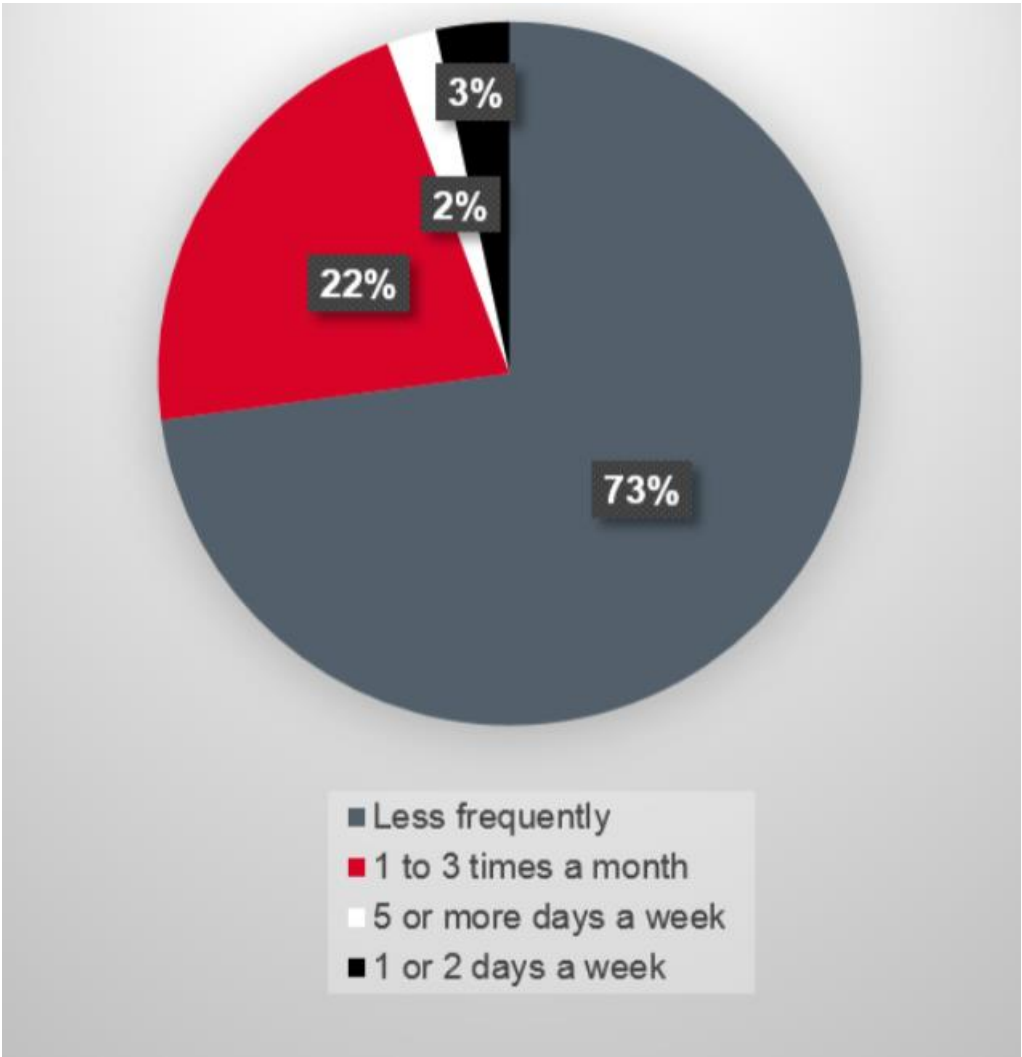
In terms of journey purpose, the largest proportion of respondents (60%) were visitors or tourists, with an additional 23% of respondents travelling for social and recreational purposes. Conversely, only a small proportion of respondents (10%) were commuting or travelling for business. This may relate to the fact that the commuter rail market in Inverness is likely to be inward rather than outward focused,



and the fact that there is a higher decline rate (i.e. the number of people who declined to take part in the survey) for surveys for alighting rather than boarding passengers. The remaining 11% of respondents were travelling for educational, shopping, personal business, or other purposes.

In terms of the average frequency of station use (Figure 9), over 70% of respondents stated that they use the station less than once a month, which aligns with the fact that the majority of respondents were visitors or tourists. A reasonably large proportion of respondents (22%) use the station 1 to 3 times a month. Few respondents (5%) use the station on a weekly basis (5%). These results demonstrate the high level of use by infrequent passengers and first-time visitors, which increases the importance of providing comprehensive onward travel information and options at the station.

Figure 9: Frequency of Use

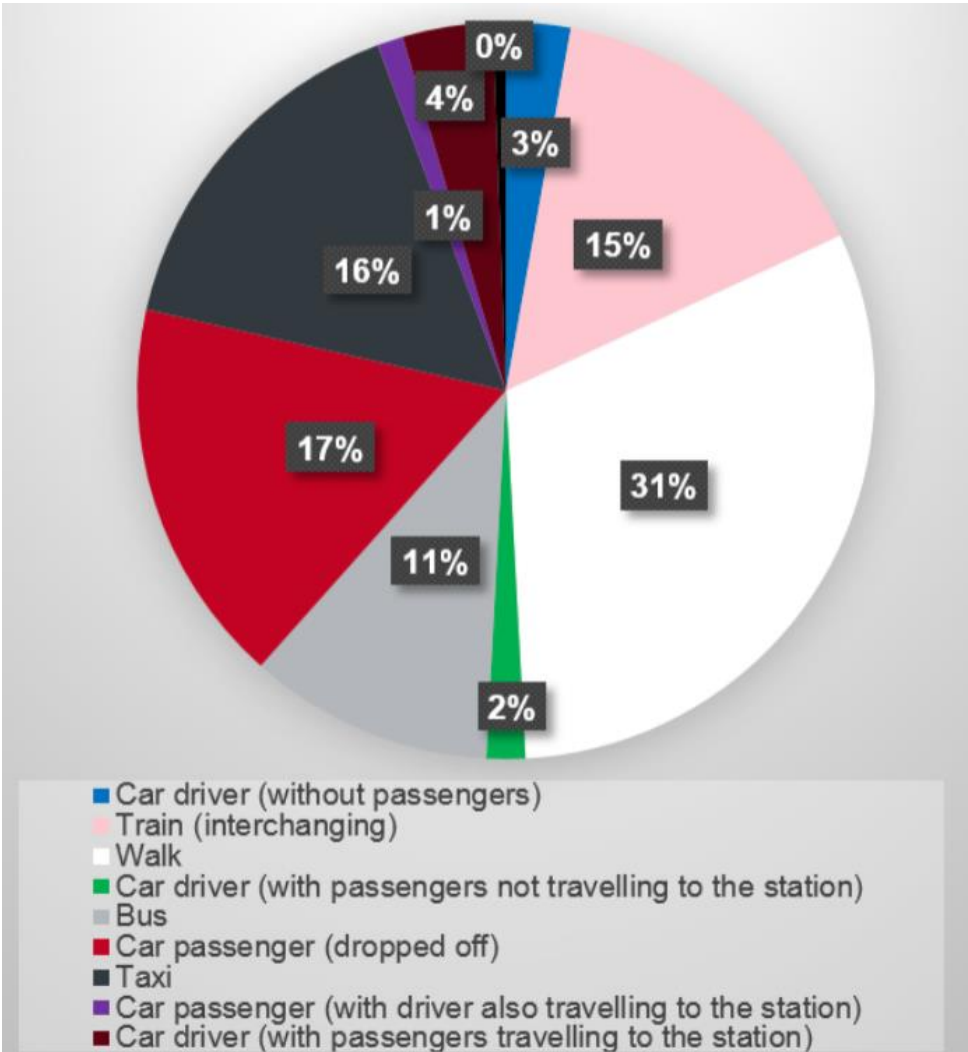


The identified existing mode split for travel to and from the station is shown in Figure 10. The largest proportion of respondents (31%) stated that they walked to or from the station. 27% stated that they travelled by car, of which 9% were a driver and the remaining 18% were a passenger. 16% travelled by taxi, 15% were interchanging between trains and 11% travelled by bus. No survey respondents stated that they travelled by bike; however, the station audit showed that the cycle parking facilities are well used and feedback from HITRANS suggests that the cycle parking facilities are often full to capacity.



This suggests that either the survey did not capture rail passengers travelling by bike, and/or that these facilities are being used by people who are not rail passengers. Further surveys and cycle parking occupancy counts would be needed to confirm this.

Figure 10: Existing Mode Split for Travel to and From the Station



Of those who drive to the station, 50% stated that they park at a paid public car park, 11% park on street (paid) and 6% park at one of the station car parks. The remaining 33% park in other locations, which includes hire cars taken back to the car hire outlet and free private car parks. These results reflect the availability of alternative parking facilities to the station car parks.

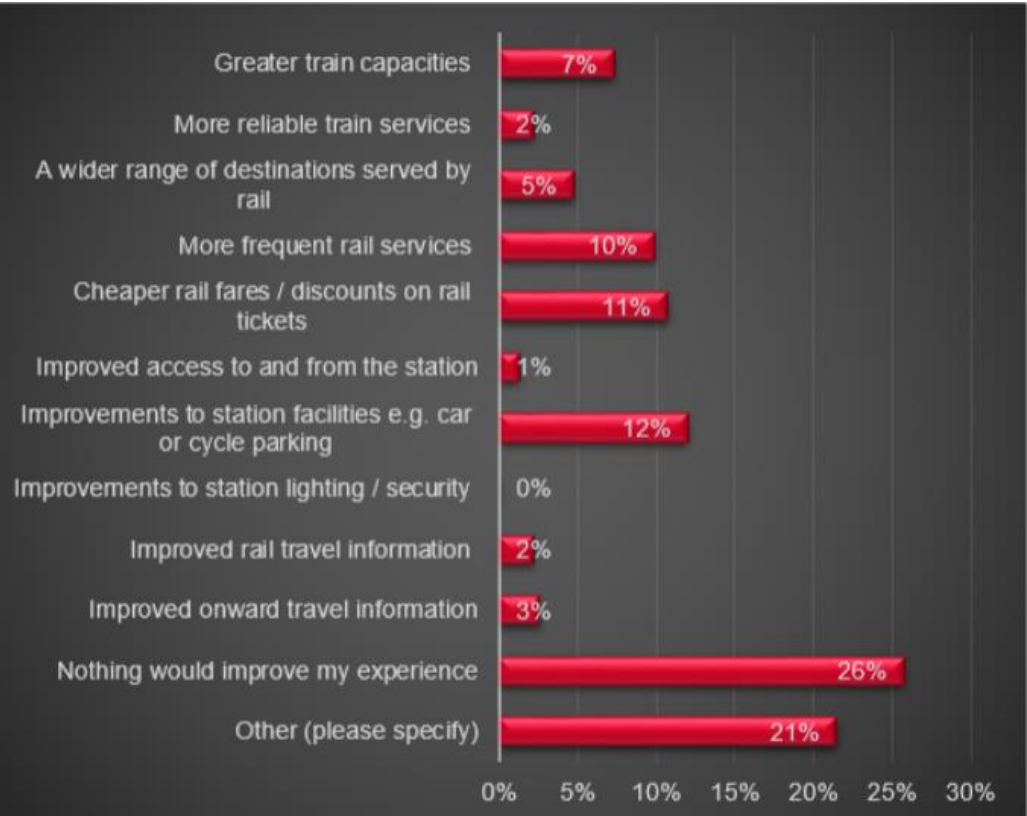
The survey identified that the top three reasons for travelling by car were journey comfort (26% of responses), journey time (22% of responses) and a lack of suitable alternatives (22% of responses). There is an opportunity to identify where alternatives to the car can either be offered to passengers or where existing alternatives could be better promoted.

The postcode maps provided in Appendix B show that the origins of car travellers are mixed, with most travelling from outer suburbs of Inverness such as Kinmylies and outlying villages such as Culloden.

Most people whose origins are in the wider urban area of Inverness walk to the station; however, a significant amount also take a taxi and a small number travel by bus.

Respondents were asked about improvements that could be made to improve their experience of using Inverness rail station and ScotRail services in the future (Figure 11). The largest proportion of respondents stated that nothing would improve their experience (26% of responses). Other popular responses included improvements to station facilities (12% of responses), cheaper ticketing/discounts (11% of responses) and more frequent rail services (10% of responses). Responses received for ‘other’ included improved Wi-Fi at the station and on trains, improvements to bike storage provision on trains, improved maps at the station, a greater choice of coffee shops at the station and additional ticket machines.

Figure 11: Desired Improvements to Inverness Rail Station and ScotRail Services



Respondents who stated that they would like to see improved access to and from the station were asked which specific improvements they would like to see, in terms of walking, cycling, and public transport. Three responses were received, which were for an improved choice of public transport routes, improved signage or information provision and ‘other’ (larger station concourse).

6.4 Stakeholder Interviews

A comprehensive programme of stakeholder interviews was carried out, based on the results of a stakeholder mapping and identification exercise. The interviews were carried out in person and via telephone, and a topic guide was developed to guide the discussion.

Table 2 identifies the stakeholders that were interviewed and their role in their respective organisations.

**Table 2: Stakeholder Interviews**

Name	Organisation & Role	Date Interviewed
Frank Roach & Fiona McNally	HITRANS - Partnership Manager & Active Travel Officer	30 <sup>th</sup> January 2017
Neil Young & Una Lee	Highland Council - Transport Planning Officer & Urban Designer	7 <sup>th</sup> March 2017
Jackie Cuddy	Eastgate Shopping Centre - Centre Manager	17 <sup>th</sup> April 2017
Mike Smith	Inverness Business Improvement District (BID) - Manager	18 <sup>th</sup> April 2017
Stewart Nicol	Inverness Chamber of Commerce - Chief Executive	4 <sup>th</sup> May 2017
Scott Armstrong	Visit Scotland - Regional Partnerships Director	5 <sup>th</sup> May 2017
Dan Jenkins	NHS Highland - Health Promotion Specialist	8 <sup>th</sup> May 2017
Mark Whitelocks	Stagecoach North Scotland - Managing Director	11 <sup>th</sup> May 2017
Ryan Flaherty	Serco – Caledonian Sleeper - Guest Experience Director	9 <sup>th</sup> June 2017

The key points from each interview were recorded in bespoke interview record sheets. The stakeholder interviews aimed to find out more about current programmes of work and to identify how the Station Travel Plan could help support these programmes, as well as understand more general issues and opportunities regarding the station and the wider area.

Some of the key themes that arose from the stakeholder engagement include:

- There are currently two key projects taking place which will impact greatly on the Inverness Station Travel Plan: the Inverness Station Improvement Project and the Academy Street Townscape Heritage Project.
- Improved information and facilities for first-time visitors and tourists is desirable. Directional signage to the Inverness Tourist Information Centre and more information about the local area and connecting modes of transport would be beneficial.

- There is a lack of suitable cycle facilities (for example, CCTV coverage and shelter for cycle parking) and cycle infrastructure within and surrounding the rail station, as well as on trains and buses. Stakeholders believe that making cyclists feel like an important passenger group is a key aspiration and better integration with nearby National Cycle Network routes and other routes that are suitable for cyclists is also a good opportunity for increasing rail patronage.
- Forming a transport hub which connects the station with other modes of transport is important. Despite their close proximity, the integration of the rail and bus stations is poor due to a lack of directional signage and clear passenger walkways. Information regarding bus services and timings at the rail station and vice versa could also help to achieve better integration. Opportunities to integrate bus and rail timings should also be considered.
- Inverness station is aesthetically poor and would benefit from the development of a more welcoming and appealing first impression. Additionally, the entrance Falcon Square feels like a ‘side door’, with a narrow pedestrian gate. Enhancing the passenger and non-passenger experience by introducing more shops and cafés could also boost first impressions.
- There are user conflicts outside the station entrances between pedestrians and vehicles, and there is also a lack of provision for bus drop-off and pick-up. Similarly, it is difficult to make car drop-offs and pick-ups as it is often too congested for cars to stop in the designated area.

6.5 Stakeholder Workshop

A stakeholder workshop was held on 4<sup>th</sup> July 2017, at which the Project Team presented the key findings to date and sought feedback from stakeholders on the issues and opportunities presented, as well as potential Station Travel Plan measures. 18 stakeholders attended on the day, in addition to 3 members of the Station Travel Plan Project Team, as shown in Table 3.

Table 3: Stakeholder Workshop Attendees

Name	Organisation & Role
Jon Harris	Abellio ScotRail Station Travel Plans Technical Lead
Iain Coutts	Arcadis
William Macleod	Arcadis
Neil Young	Highland Council – Transport Planning Officer
Sheila Wickens	Sustrans/NHS – Active Travel Officer

Anna Ronayne	Sustrans – Community Links Officer
Sheila Fletcher	Inverness Access Panel – Chair
Kathy Sutherland	Inverness Access Panel – Secretary
Frank Roach	HITRANS – Partnership Manager
Jackie Cuddy	Eastgate Centre – Centre Manager
Michelle MacRae	ScotRail – Operations & Station Manager
Laura Cook	ScotRail – Conductor/Team Manager
Sean Cowell	HITRANS/Car Plus – Car Club Development Officer
Mike Smith	Inverness Business Improvement District – BID Manager
Mark Hadfield	Inverness Street Pastors – Coordinator
Fiona McNally	Sustrans/HITRANS – Active Travel
Keith Masson	Highland Council – Climate Change Officer
John Wilson	ScotRail – Community Liaison Executive
Ferga Perry	Velocity – Project Coordinator

Les Houlker	Crown & City Centre Community Council
Graeme Leslie	Stagecoach North Scotland – Operations Director

The feedback from the workshop, which has been used to shape the development of the action plan, focused on the following key themes:

- Alighting passengers find it difficult to orientate themselves when they arrive at the station due to a lack of directional signage and information regarding the local area and facilities. Information regarding onward travel and the local area within the station could be improved through directional signage, maps, and real-time bus information. Human interaction regarding onward travel and local information often takes place at the station and this could be reinforced.
- Professor John Lennon at Strathclyde University is looking at options for replicating the North Coast 500 on the railways and this could increase passenger numbers at Inverness station.
- Improving the physical connection between the rail station and the bus station through updated signage and walkways was considered very important. Sustrans is currently looking into this.
- Currently, there is a lack of suitable drop-off and pick-up for people travelling to and from the station on buses, coaches and by car.
- It is important that bus routes to rural areas are maintained. Notably, young people living in the Cairngorms National Park find it difficult to benefit from employment opportunities in Inverness due to a lack of public transport.
- Eastgate Shopping Centre currently provides real-time bus information. It would be beneficial if it also provided real-time rail information.
- The Station Travel Plan can support and promote the active travel routes delivered as part of the Community Links PLUS project, in particular the route between the rail station and Inverness Campus.
- There is an option to move the taxi rank to Falcon Square. However, there are concerns that the barriers at this entrance are very narrow and there is also the potential for vehicle/pedestrian conflict, which would need to be carefully managed.
- Congestion issues are already apparent at Falcon Square, especially when rail replacement services are in operation. In addition, the area is particularly busy when deliveries are being made to Eastgate Shopping Centre.
- The integration of bus and rail timings needs to be improved as they sometimes overlap. Additionally, buses do not tend to wait for delayed trains, and vice versa.
- Movement within the station could be improved. There are two sets of ticket barriers at the station and some people must go through both to connect between rail services which creates pedestrian flow conflicts. Similarly, the main station area gets very busy when, for example, the Caledonian Sleeper is leaving Inverness and the Virgin East Coast London train arrives.

- There is already a Shopmobility service, (09:30 - 16:30) that will meet people with their chosen equipment at the station; however, this needs to be booked in advance. First-time visitors may not be aware of the need to book.
- The potential relocation of Royal Mail from Strothers Lane to the Longman Estate could offer opportunities to enhance connectivity between the rail and bus stations; however, the relocation is not confirmed.
- Inverness Station should promote cycling as a mode of choice. It is perceived that Bike & Go is not effectively promoted at the station. Also, the Active Travel Map for Inverness contains functional information (regarding healthcare, bike shops, schools, parking etc.) but does not highlight suitable cycle routes for visitors. The station can play a key role in promoting the services offered by local cycle businesses, including cycle hire.
- Maintaining the Street Pastor service in and around the station and city centre is important to increase safety during the evening and night.
- There are proposed rail enhancements between Aberdeen and Inverness, as well as a new station and Park & Ride facility at Inverness Airport.
- There is an opportunity to work with the University of the Highlands and Islands. This could include surveys of students and staff to update travel to work patterns, potential student projects and research opportunities at the station and surrounding area, the sharing of previous travel surveys and a ScotRail presence at the Freshers' Fayre.
- There is an opportunity to improve facilities within the station. A significant number of people pass through the station but do not use the rail services so improving facilities within the station itself e.g. the retail facilities is important.
- The opening hours for the station toilets do not cover all train arrivals and departures.
- There are no mobile phone charging points at the station.
- It is important to promote car hire and car club facilities. There are currently six car club vehicles within a 5-minute walk of the station; on Strothers Lane, Academy Street, Rose Street, Union Street, Church Street and Bank Street. However, the provision of a car club vehicle or vehicles directly at the rail station could help to reduce parking and congestion issues by reducing the need for people to drive for a full trip, enabling them to take the train and then use the car club car for the last portion of their journey that cannot be made by walking and cycling. It could also enable visitors to take the train to Inverness and then use the car club car for trips in the surrounding area, rather than driving the whole way to Inverness.
- There is an opportunity to promote [www.hitrail.liftshare.com](http://www.hitrail.liftshare.com) to passengers through the Station Travel Plan and joint working / cross-promotion between ScotRail and HITRANS.

## 6.6 Desktop Review

The following documents and sources of information were reviewed and relevant information was incorporated into the travel plan development process:

- Policy Documents:
  - National Transport Strategy (Transport Scotland, 2016)
  - National Walking Strategy (Scottish Government, 2014)



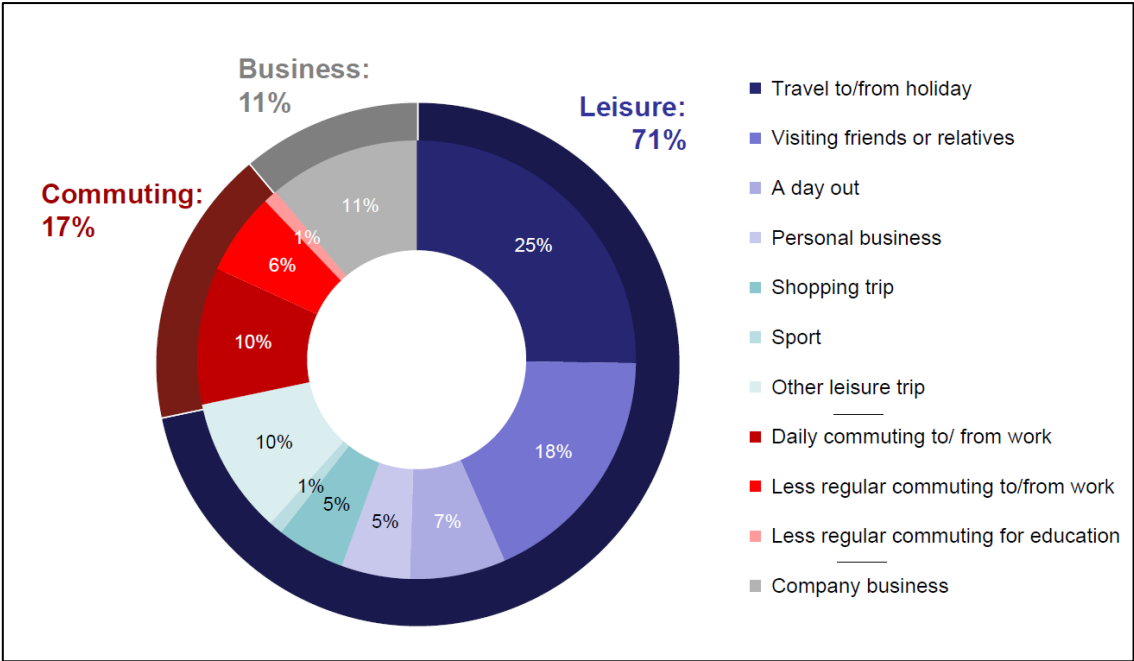
- Cycling Action Plan for Scotland 2017-2020 (Transport Scotland, 2017)
- A96 Growth Corridor Development Framework (Highland Council, 2007)
- Inverness City Centre Development Brief (Highland Council, 2013)
- Inverness Local Plan (Highland Council, 2012)
- Highland Wide Local Development Plan (Highland Council, 2012)
- Highland Wide Local Development Plan – Post Main Issues Report Interim Position (Highland Council, 2016)
- Regional Transport Strategy for the Highlands and Islands (HITRANS, 2008)
- Draft Regional Transport Strategy for the Highlands and Islands (HITRANS, 2017)
- Wider Documentation:
  - Inverness Railway Station Business Case (ScotRail, 2016)
  - Inverness Active Travel Audit (HITRANS, 2011)
  - Inverness Active Travel Map (HITRANS, 2016)
  - Inverness Station Passenger Experience (Transport Focus on behalf of HITRANS, 2015)

## Inverness Station Passenger Experience

Transport Focus carried out passenger surveys at Inverness station between 21<sup>st</sup> and 31<sup>st</sup> July 2015 on behalf of HITRANS, which assessed the overall experience and satisfaction of passengers using the station. It identified the existing purpose of travel for passengers (Figure 12), the percentages of frequent and infrequent travellers (Figure 13) and various comments regarding the overall station (Figure 14).

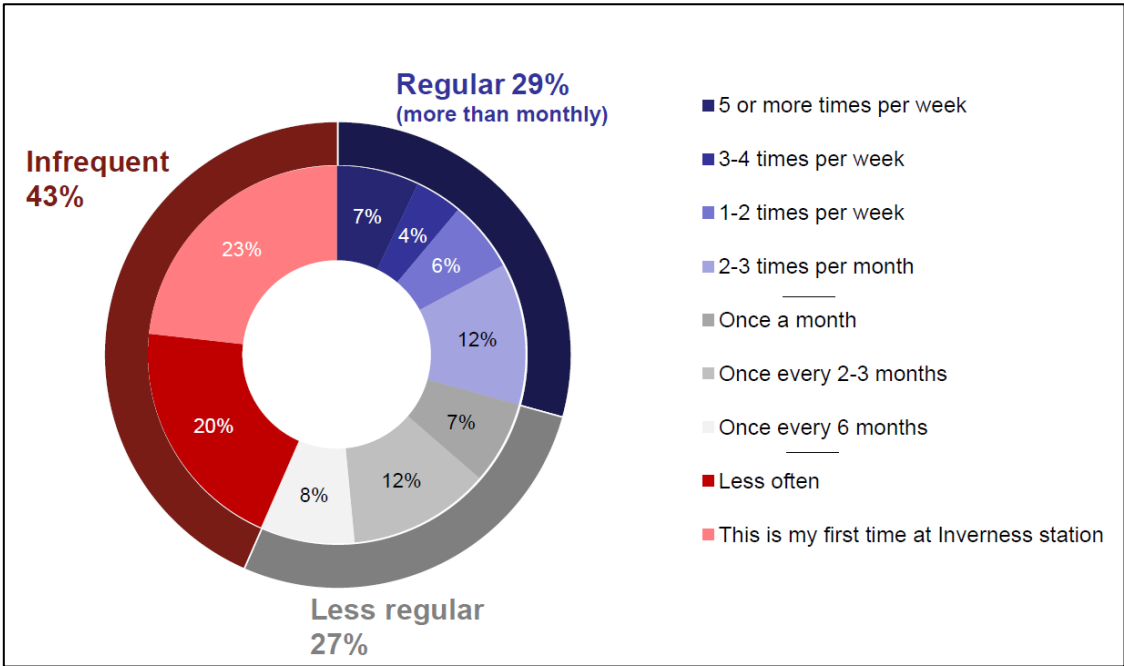
The surveys show that most people travelling to the station travelled for leisure (71%), predominantly to or from a holiday. Comparatively, only 17% were commuters and 11% were travelling on business. These results align with the survey results collected for the Station Travel Plan, where the majority of people interviewed were tourists. Similar to the results from the Station Travel Plan survey, most respondents visited the station infrequently, with 43% visiting less than every six months, and only 17% visiting once or more per week. In terms of improvements to the station, respondents' suggestions included Wi-Fi at the station, more seating at the station and improvements to station facilities.

Figure 12: Purpose of Travel to/from Inverness Station



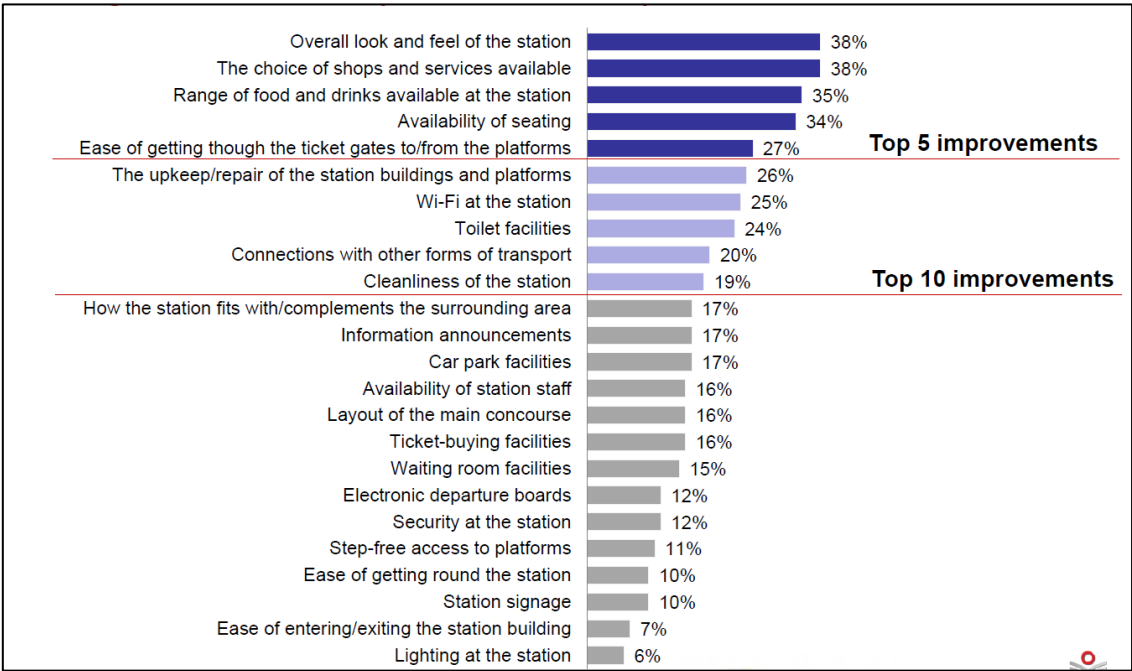
Source: Survey undertaken by Transport Focus on behalf of HITRANS July 2015 (sample of 755 passengers)

Figure 13: Frequency of Travel to/from Inverness Station



Source: Survey undertaken by Transport Focus on behalf of HITRANS July 2015 (sample of 755 passengers)

Figure 14: Stated Inverness Station Improvements



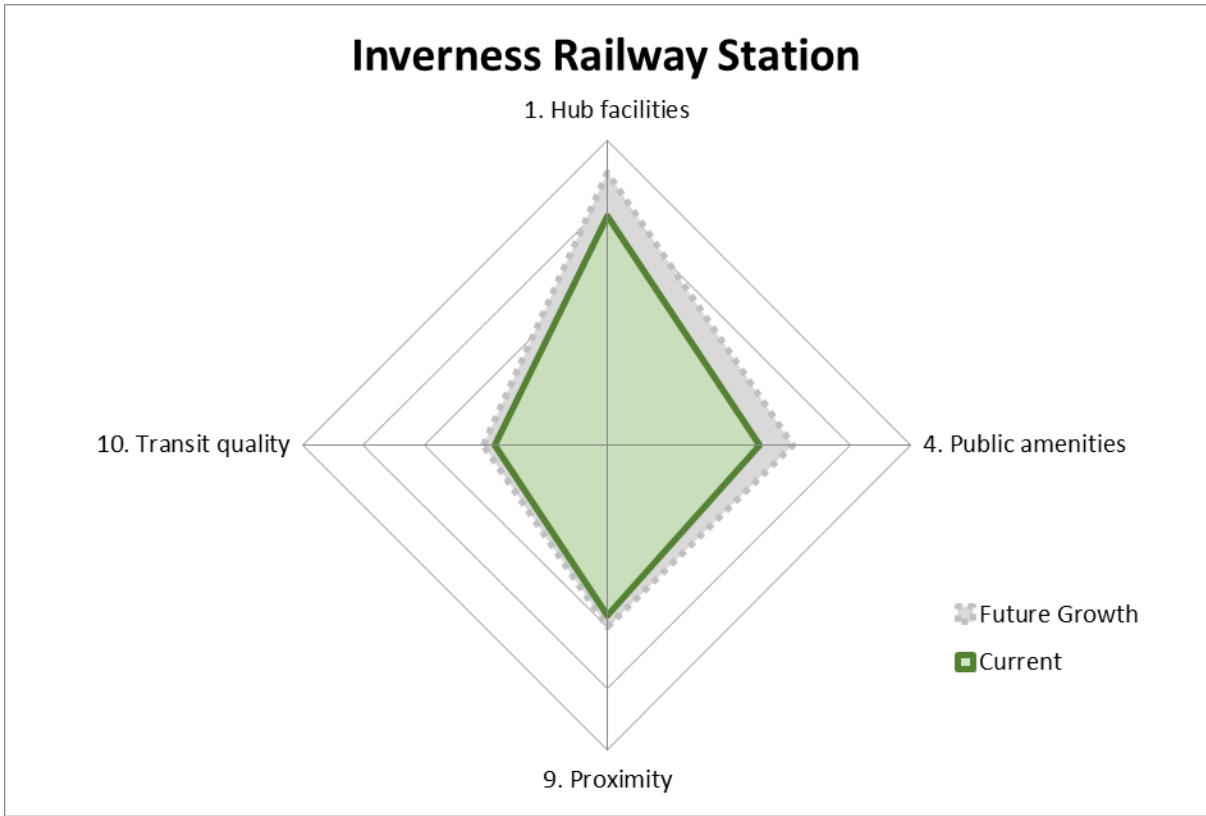
Source: Survey undertaken by Transport Focus on behalf of HITRANS July 2015 (sample of 755 passengers)

6.7 Setting the Vision and Ambition

MODE, which stands for ‘Mobility Oriented Development’, is an approach to achieving integrated development at multi-modal transit hubs developed by Arcadis. MODE is underpinned by a tool called MODex, which facilitates an assessment of the ‘value’ of a station and the station area, helping to identify the gaps between the level of ambition for future growth and the current status, based on a series of key indicators. This then helps to identify the areas where the Station Travel Plan measures should focus.

The application of the full MODex model is suited to larger transport hubs; therefore, a refined version has been used to assess the current status of Inverness station. For this assessment, four of the full set of ten indicators have been assessed and given a score to reflect the existing situation at the station as part of a proportionate assessment. The selection of the indicators was based on those considered to be most relevant to Inverness station and the aims and objectives of what a Station Travel Plan looks to achieve: Hub Facilities; Public Amenities; Proximity and Transit Quality. The MODex model for the existing situation at Inverness station is shown in Figure 15, and the full analysis is provided in Appendix C.

Figure 15: MODex Model for Inverness Station



The station currently scores well for Hub Facilities and relatively well for Proximity and Public Amenities. However, it currently scores less well for Transit Quality. A summary of the current situation for each of the four indicators is shown in Tables 4 to 7.

The future growth aspirations for Inverness station have been identified to allow a MODex analysis to be completed for the future situation. This was used to identify where the gaps between the current and future growth aspirations lie, which supported the development of the Travel Plan measures in terms of the key focus areas.

Greater and more secure cycle parking provision, as well as potential improvements to the Shopmobility service for visitors have been identified as particular areas for improvement, and it is understood that additional station cycle parking has already been identified by ScotRail in conjunction with Falco.

The planned improvements to Inverness rail station, combined with improvements to the surrounding city centre area have the potential to improve the Public Amenities indicator, through improved tourist information and cultural provision. Improvements to the walking and cycling routes delivered through the Community Links PLUS project will help to improve opportunities for onward connectivity from the station by active modes.

A greater link between the rail station and the bus station would improve the transit quality score and, if combined with more efficient bus services, could reduce the journey time to Inverness Airport to below half an hour, improving the Proximity score. The planned opening of the Inverness Airport rail station in 2019-2020 will also help to improve the Proximity score.

## Hub Facilities

The hub facilities are awarded points for the presence and quality of these facilities within or around the station. Four levels are considered and given a relative score:

- Absent: the function is missing [0]
- Insufficient: the function is present but not functioning, poorly maintained or not sufficient for the number of passengers using the station [1]
- Present: the function is present and functioning but not high quality (judgement call) [2]
- Excellent: this function is present and meets the highest standards [3]

The scoring considers the presence and accessibility of facilities on the paid and unpaid side of the gateline; the number of car and cycle parking spaces compared to observed demand and the availability of facilities for disabled users. The score for these variables can then be used as a base to which future aspirations can be built on.

**Table 4: Hub Facilities Indicator – Current Situation**

1. Hub Facilities			
Variables	Rating	Points	Notes
Presence of real time information	Present	2	-
Presence of ticket machines	Present	2	-
Presence of serviced ticket office	Present	2	-
Presence of information desk / journey planning	Present	2	-
Presence of disabled access / visually impaired access	Present	2	All platforms accessible without footbridge/lift requirement.
Presence of step free access	Present	2	All platforms step-free.
Presence of toilets	Insufficient	1	Charged and restricted opening hours (06:40-8:30 Mon to Sat; 10.40-20.30 Sun).
Presence of waiting room / safe waiting areas	Present	2	-
Presence of car parking	Present	2	-
Presence of taxi rank	Insufficient	1	-
Presence of bicycle parking	Insufficient	1	Insufficient shelter/CCTV monitoring.
Presence of wayfinding	Present	2	-
Presence of public art	Absent	0	-

Total	21	
Max	28	

NB the maximum score for each indicator is 2, except for the presence of step free access and the presence of disabled access/visually impaired access, where the maximum score is 3, giving a maximum total score of 28.

Public Amenities

The presence of the following facilities within 800 metres of the station are rewarded with points for the presence and quality of these facilities within or around the station. We consider four levels:

- Absent: this function is missing [0]
- Sparse: this is present but only marginal, i.e. a poor-quality hotel is present or a greater number of hotels would be expected in this location [1]
- Present: this function is present and functioning up to expected levels for the location [2]
- Excellent: this function is present and meets the highest standards and has more than enough capacity [3].

Table 5: Public Amenities Indicator - Current Situation

4. Public Amenities (within 800m)			
Variables	Rating	Points	Notes
Presence of sporting amenities	Sparse	1	-
Presence of hotel amenities	Present	2	-
Presence of food and beverage outlets	Excellent	3	-
Presence of nightlife	Present	2	-
Presence of cinemas / theaters	Absent	0	Eden Court Arts Centre/cinema situated just outside the 800-metre station area.
Presence of event stadium	Absent	0	-
Presence of cultural amenities	Sparse	1	-
Presence of government and community amenities	Present	2	Highland Council and HITRANS headquarters located just on the boundary of 800 metres.
Presence of educational amenities	Excellent	3	Many schools and nurseries within 800 metres, plus the University of the Highlands and Islands campus and Moray Firth College.
Presence of childcare and playgrounds	Sparse	1	Several childcare facilities just outside 800 metres.
Presence of healthcare	Present	2	-
Presence of tourist information services	Present	2	-
Total		19	

Max	36
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NB the maximum score is 36, which is determined by adding the points from each variable.

Proximity

Points (up to a maximum of 10) are awarded based on the time/distance between the station and the key destinations shown below.

Table 6: Proximity Indicator - Current Situation

9. Proximity					
Item		Time Distance	Unit	Score (Current)	Notes
1. Car park	Time to walk to nearest Car Park	0 - 2	Min.	10	-
2. Airport	Time to travel to nearest Airport	0.5-1	Hour	8	-
3. Inner city	When middle of central district can be reached within a 10-minute walk, measure time walking. Otherwise use time by public transport.	0 - 5	Min.	10	-
4a Inter city	Number of <b>independent</b> towns/cities (larger than 0.5 mln inhabitants) that can be reached from the station by public transport within less than <b>30 minutes</b> .	0	#	0	-
4b Inter city	Number of <b>independent</b> towns/cities (larger than 0.5 mln inhabitants) that can be reached from the station by public transport within <b>30 to 60 minutes</b> .	0	#	0	-
Total (average score)				5.6	
Max				10	

NB the total score is an average of each of the individual scores, with the maximum score being 10.

Transit Quality

The number of transport modes and transportation lines determine the score on transit quality. Each transport mode weighs the same in the score for multimodality. The maximum score is 9. For the intermodality variable, the ease of transit is the efficiency or compactness of the transfers within the transit hub. This is determined by the number of transportation lines divided by the surface area of the transit hub (in m<sup>2</sup>) multiplied by 100,000. The number of transportation lines is defined as the number of unique end-stops a traveller can reach from the considered station with no transfers with all available public transport modes.



Table 7: Transit Quality Indicator - Current Situation

10. Transit Quality				
A. Multimodality (nr. of transport modes & transportation lines)				
Variables	Yes/No	Points	Score (Current)	Notes
HSR	No	0	0	
Rail	Yes	1	1	
Metro	No	0	0	
Tram	No	0	0	
Bus	No	0	0	Bus station/bus stops considered to be outside of the station area.
Ferry	No	0	0	
Car (Kiss & Ride)	Yes	1	1	
Bike (public service)	Yes	1	1	
Pedestrian Access	Yes	1	1	
Total			4	
Max			9	
B. Intermodality				
Variables	No. of Transport Lines	Transfer Zone (m²)	Formula	Score
Ease of transit: efficiency/compactness of the transfers (Transfer ratio)	7	14,800	Nr. of transport lines / Transfer zone X 100.000	47.3
Total				47.3
Max				160
Current				
Score A. Multimodality	4.4			
Score B. Intermodality	3.0			

Score	3.7
Max	10

\*=Multimodality Score (5) / Max (9) \* 10 to give score out of 10  
\*\*=Intermodality Score (20) / Max (160) \* 10 to give score out of 10

Further indicators which do not form part of MODex but which use station data can also be used to compare transit hub facilities for current and aspirational scenarios at the station, as shown Table 8. The data for Inverness can be compared with the other stations included in Abellio ScotRail's Station Travel Plan Programme as they are taken forward, with reference made to the function, location and level of patronage of each station and analysis of the appropriateness of the level of provision.

Table 8: Facilities Provision Context; Inverness Station Area in Current Situation

Total Passengers: 1,370,920	
Spaces	% Spaces / 1,000 Passengers
Cycle Spaces: 40	2.92%
Car Spaces: 60	4.38%
Taxi Spaces: 5	0.36%
Drop-Off Spaces: 9	0.66%
Accessible Parking Spaces: 4	0.29%

6.8 Key Issues and Opportunities

This chapter identifies the key issues and opportunities for Inverness Station Travel Plan, set out in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that has been split into two parts. One has been developed for the station and interchange facilities and the second focuses on the last mile and key routes to and from the station as shown in Tables 9 and 10.

The information in the SWOT analysis draws on observations made and evidence collected from a site and area audit, passenger travel surveys, stakeholder interviews and wider engagement and desktop analysis.

6.9 Research Summary

The key issues and opportunities that the Station Travel Plan can help to address have been identified through the development of a comprehensive evidence base, based on the results of a station and 'last mile' site audit, passenger travel surveys, stakeholder engagement interviews, a stakeholder workshop and desktop research.

The most pressing key issues that the Station Travel Plan can help to address have been identified as:

- Poor first impressions of the station due to its physical condition, which the Inverness Station Improvement project and Townscape Heritage project will help to address, supported by complementary measures introduced through the Station Travel Plan;

- Lack of physical integration between the rail station, bus station and city centre. This has also been identified as an issue that the ScotRail Inverness Station Improvement project will look to address;
- Issues associated with movement through the station, in particular:
  - A large number of passengers use Platforms 1 and 2, particularly around 20:00 when the Virgin Trains East Coast London service arrives and the Caledonian Sleeper departs, which can lead to congestion;
  - The need for passengers arriving at Platforms 3-6 to exit the barriers and re-enter a separate set of barriers to reach Platform 2 for onward connections; and
  - A lack of circulation space on the concourse between Platforms 2 and 3 and passengers queuing behind the barriers who are not permitted to board their train when another train is due to arrive on the adjacent platform, creating concourse congestion.
- Issues with the quality of existing station cycle parking in terms of shelter and security;
- A lack of awareness of cycle hire options, including the Bike & Go facility at the station, which has a relatively low level of uptake;
- Poor cycle infrastructure around the station and city centre, in particular the cycle route between the Raigmore estate and the city centre, and the lack of sheltered and secure cycle parking in the city centre;
- A lack of efficient connectivity between the rail station and the bus station, and safety issues for pedestrians using the station entrance accessed via the Strothers Lane car park, where there is the potential for vehicle/pedestrian conflict due to insufficient designation for pedestrian movements;
- A lack of information provision within the station regarding onward travel options, in particular car hire and car club facilities, and a lack of visibility of the car club facilities that exist in the last mile around the station;
- The existing Shopmobility service is not easily accessible to visitors, as equipment is not available directly at the station; and
- A lack of information about what Inverness can offer for visitor attractions and shopping and leisure facilities, especially for people visiting the station for the first time. Active travel maps have been made available to passengers at the rail station; however, there are opportunities to enhance the information offering.

The key opportunities for the Station Travel Plan are:

- Add value to the existing proposals for improved active travel infrastructure in the city, underpinned by learning from the success of Transport Scotland's Smarter Choices, Smarter Places Programme. Better promote walking and cycling as 'modes of choice' for travel to and from the station by improving pedestrian routes and cycle routes, publicising the routes that are available in close proximity to the rail station, improving cycle parking facilities at the station and promoting bike hire services such as Bike & Go and local bike shops for visitors arriving by rail;

- Better inform visitors arriving at the station of the onward travel options, through the provision of improved information regarding bus services, cycling, walking, taxi services, car hire and car club facilities;
- Add value to the Inverness Station Improvement project by helping to improve the integration between the station and the surrounding retail environment, identifying opportunities to improve the commercial offering within the station as well as cross-promotion with Eastgate Shopping Centre;
- Add value to the Inverness Station Improvement project by helping to improve the integration between the rail station, bus station and city centre through the provision of enhanced directional signage;
- Work with Shopmobility to find a way to make the service more easily accessible for visitors, such as the ability to access equipment directly at the station, and promote advance booking;
- Extend the opening hours of the toilet facilities to cover the times of the first train services from the station;
- Provide real-time train information at Eastgate Shopping Centre to promote connectivity between the station and the main retail area;
- Exploit the growing tourism sector and key local attractions such as Inverness Castle and Loch Ness to increase rail patronage;
- Improve safety at night in the area surrounding the station by promoting the Street Pastor service at the rail station and introducing a ScotRail Rail Pastor service;
- Exploit the 'Revolution in Rail' and investment in the Caledonian Sleeper Service to maximise local and regional train journeys; and
- Benefit from working with the University of the Highlands and Islands by sharing travel survey results, promoting ScotRail at the Freshers' Fair, and arranging potential student projects and research opportunities at the station and surrounding area.

The following quick wins have been observed:

- Provision of enhanced cycle parking facilities in terms of security and shelter;
- Improved directional signage between the rail station and the bus station and to local attractions;
- Joint marketing and promotion between rail, bus, retail, and city centre businesses for tourism;
- Display real-time train information at the rail station and bus/train information at Eastgate Shopping Centre;
- Improved promotion of the Bike & Go hire facilities at the station;
- Provide more information at the station about the local area, especially tourist attractions and how to reach them;
- Improved provision of information regarding taxi services, car hire services such as Europcar and the car club facilities available in close proximity to the station, as Enterprise Car Club and E-Car Club collectively have six vehicles within a five-minute walk of the station;

- Identify opportunities to provide a space or spaces for car club cars within an appropriate area in the station envelope, in conjunction with the HITRANS car club officer as part of the station improvement project;
- Partnership working with the University of the Highlands and Islands to enable students to provide personalised travel planning to visitors arriving at the rail station as part of their tourism course and to carry out added value research as part of Station Travel Plan implementation;
- Increase opening hours of the toilet facilities at the station to cover the earliest train departures and arrivals; and
- Implement ScotRail's Rail Pastor scheme, as well as promoting the Street Pastor scheme in Inverness.

These issues will require co-ordinated working between a number of stakeholders to identify the most appropriate solutions. Longer term actions could focus on identifying and supporting infrastructure improvements to the local environment, although it is acknowledged that this could require a significant funding commitment.

The issues and opportunities identified through the Station Travel Plan development process will help to shape the station improvement proposals and highlight key areas of focus. In particular, issues of movement through the station and pedestrian links to the bus station are key areas which should be considered.

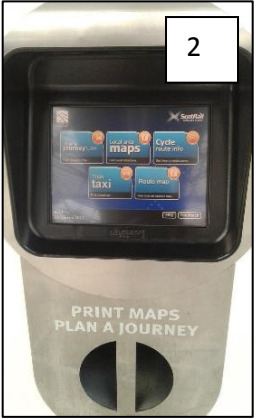

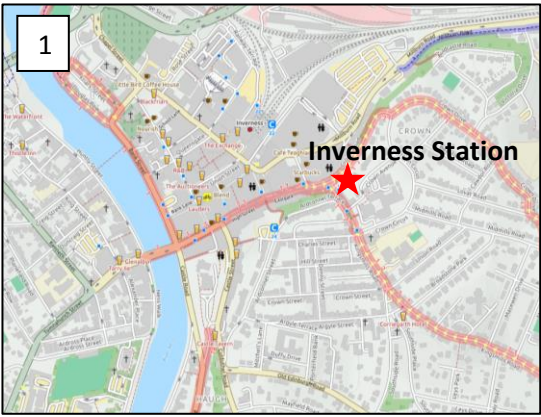
Table 9 - Station and Interchange Facilities		
Strengths	<ul style="list-style-type: none"><li>The station is in a central and convenient location within the city centre, adjacent to Falcon Square and Eastgate Shopping Centre and within walking distance of key attractors such as Inverness Castle.</li><li>Direct rail services to Edinburgh, Glasgow, Aberdeen, London and Perth, and one direct daily service to Dundee.</li><li>High footfall by non-rail users, including as a through route and also by people using the retail facilities.</li><li>Many tourists to Inverness and the Highlands arrive by train as Inverness station is the main gateway to the area.</li><li>There is ample car parking provision within a short walk of the station. The station itself offers car parking in three areas, although there are also many large public car parks just outside the station. For example, the Falcon Gallery Car park is open from 6am to midnight so many people travelling to Glasgow and Edinburgh early in the morning use this, as well as the Rose Street multistorey car park.</li><li>The station concourse is large and spacious (Photo 1).</li><li>The station is within a five-minute walk of Inverness bus station which provides services to the wider urban area of Inverness and further afield.</li><li>There is good provision within the station for disabled passengers. Full step free access is available throughout the station, which is all on one level, and a staffed ticket office and accessible ticket machines are available.</li><li>The Caledonian Sleeper service operates from Inverness six days a week (other than Saturday) and attracts a large footfall from Inverness, providing a direct link to London. A further direct link to London is provided by a once daily Virgin Trains East Coast service.</li><li>The provision of rail travel information in the station concourse is good. Travel information is displayed on electronic display boards (Photo 1).</li><li>The ticket machine kiosk has a 'plan a journey' service, as well as a map printing service which prints out local area maps, cycle route information and taxi information (Photo 2).</li><li>Meeting of tour groups and holiday groups upon arrival at the station was observed to be very easy.</li><li>Car hire facilities are available within a five-minute walk of the station.</li><li>PlusBus is available for combined rail and bus journeys.</li></ul>	<div><div>1</div></div> <div><div>2</div></div>
Weaknesses	<ul style="list-style-type: none"><li>There is a lack of secure (CCTV covered) and sheltered cycle parking spaces at the station.</li><li>The appearance of the station is unattractive, particularly as a first impression. In particular, the station entrances do not present a welcoming gateway.</li><li>Signage to easily connect passengers to local bus services is poor, and the route through a car park, although signed, creates opportunities for vehicle/pedestrian conflict.</li><li>There is a lack of signage to easily connect cyclists to the nearest cycle routes, cycle parking signage was not provided and despite secure bike lockers being provided on Platform 2, there is no information provided on how to use this facility.</li><li>The promotion of the Bike &amp; Go service at the station is insufficient and there is a lack of information on how to use it.</li><li>Real-time bus information at the rail station is poor; the information is provided on a small screen and the display is difficult to see due to the brightness level (Photo 1).</li><li>The position of ticket barriers with the station causes pedestrian flow conflicts with other station users and pedestrians using the station and there are issues of congestion on the concourse at peak times.</li><li>The entrance most commonly used (Station Lane/Falcon Square), is reported by stakeholders to feel like a side entrance, with a relatively small pedestrian gate and a lack of pedestrian priority on the route between the entrance and Eastgate Shopping Centre.</li><li>The station facilities and overall appearance are not considered to be of the highest quality.</li><li>There is a lack of information regarding the local area for tourists at the station upon their arrival.</li><li>There is no allocated space for bus and coach drop-off and pick-up directly outside the station.</li></ul> <p>Pedestrian/vehicle conflict at Station Square, where drop-off/pick-up activity and taxi services create a vehicle dominated environment.</p>	<div><div>1</div></div>
Opportunities	<ul style="list-style-type: none"><li>Exploit the 'Revolution in Rail' and investment in the Caledonian Sleeper Service by maximising local and regional journeys.</li><li>Improve retail facilities within the station to promote better integration with the city centre.</li><li>Station forecourt and concourse redevelopment to improve the overall appearance of the station as part of the wider Inverness rail station improvement scheme (Figure 1).</li><li>Improve cycle storage facilities and infrastructure at the station, as well as better promoting the Bike &amp; Go service, local bike shops (such as Velocity cycle café) and local cycle routes (NCN 1, 7 and 78). Promoting how to book cycle spaces on trains at the station would also increase rail patronage amongst cyclists.</li><li>Provide better information regarding bus timetables at the station, as well as improved real-time information.</li><li>Improved integration with Eastgate Shopping Centre. For example, by providing real-time train information in the shopping centre (real-time bus information is already provided) and promoting events at the shopping centre within the station and on trains.</li><li>Promote the station as a gateway for tourism in the Highlands by exploiting the growing tourism sector and capitalising on opportunities to promote rail as the main mode of travel for visitors to attractions such as Loch Ness. Provide a dedicated meeting place in the station concourse area to make it easier for arriving rail passengers to meet coach tour parties.</li><li>Provide information and signage regarding car hire facilities such as Europcar and car club facilities such as Enterprise Car Club and E-Car Club, and investigate the feasibility of providing car club spaces directly at the station.</li><li>Work with Shopmobility to find a way to make the service more easily accessible for visitors and promote advance booking;</li><li>Promote the Inverness Street Pastor service and implement ScotRail's Rail Pastor service.</li><li>Promote PlusBus tickets for combined rail and bus journeys.</li></ul>	<div><div>1</div></div>
Threats	<ul style="list-style-type: none"><li>It is often cheaper to use the car parks in the city centre than to buy a bus ticket to get to the station.</li><li>Rail journeys on the Far North Line are considered to be long and infrequent. Stagecoach coach services can offer a quicker alternative to some (but not all) destinations.</li><li>Perception amongst stakeholders that there are too many signs in the station telling people what they cannot do. More positive messages would improve the station environment.</li><li>Anecdotal evidence from stakeholders suggests that tour operators sometimes warn passengers before arriving that although Inverness is a nice place, the station itself is not appealing.</li><li>Station drop-off and pick-up can be difficult due to a lack of space to stop and wait, causing potential safety issues.</li></ul>	



Table 10 - The Last Mile and Key Routes to and from the Station

Strengths

- Good bus service provision connecting Inverness to the wider area.
- Inverness and the wider region is an attractive area with increasing numbers of residents and visitors – strong visitor market as a gateway to the Highlands and for local attractions such as Inverness Castle and Loch Ness.
- There are a range of cycle routes within and surrounding the city. Two NCN cycle routes can be accessed within a three-minute cycle ride from the rail station (Figure 1).
- The high street, less than a five-minute walk from the station, has been pedestrianised, influencing active modes of travel (Photo 2).
- Key employment areas such as Longman Industrial Estate are within walking distance of the station.
- Eastgate Shopping Centre provides real-time bus information.
- An increasing amount of people are using the bus services in Inverness.
- Parking provisions in the city centre are good. At Rose Street car park, there are 856 spaces and at the Eastgate Shopping Centre, there are 1350 spaces.
- The majority of attractions within the city can be accessed on foot or by bike.
- Strong local commitment by Highland Council to seek funding for active travel infrastructure improvements.
- Six car club vehicles are located within a five-minute walk of the station, which helps to broaden the onward travel options for rail passengers.



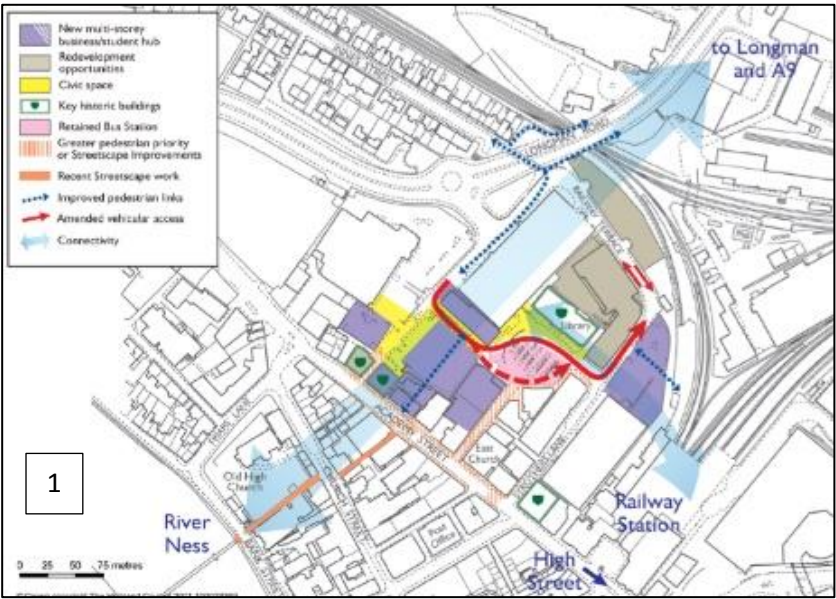
Weaknesses

- Poor cycle infrastructure within the city centre (Photo 1), with evidence of excess demand for cycle parking.
- The signage and condition of roads and footways between the rail station and the bus station is poor.
- Congestion around the narrow streets in the city centre, particularly around the bus station.
- The positioning of guard railings within the city centre acts as a barrier to pedestrian movement.
- Cluttered streets within the city centre making walking and cycling unattractive. For example, waste bins on Falcon Square.
- Bus station is within two minutes walking distance to the station; however, there is no dedicated pedestrian route. Strothers Lane footways are narrow and there is inadequate dropped kerb/provision.
- Lack of a suitable pedestrian route through the car park from the Strothers Lane entrance.



Opportunities

- Integration of the commercial and retail facilities within the station with those in the surrounding area.
- Improvements can be made to improve the physical integration between the bus and rail facilities.
- Academy Street Town Heritage Project will improve the area outside the station – opportunity for the Station Travel Plan to cross-promote.
- Exploit the growing tourism sector within Inverness with attractions such as Loch Ness and Inverness Castle to increase rail patronage.
- Potential relocation of the Visit Scotland Inverness Information Centre closer to the rail station.
- Potential demand for Park & Ride facilities from routes towards the east e.g. the new airport station; however, the A96 dualling will increase road capacity and thus reduce congestion, which would not support increased public transport to and from the station.
- New restaurants in the Eastgate centre will attract more people to the city centre.
- Opening of the Inverness West Link to relieve city centre congestion.
- Add value to existing proposals for better active travel infrastructure such as the Stage 3 Community Link PLUS: Inverness City Active Travel Network project, and to learn from the success of Transport Scotland's Smarter Choices, Smarter Places Programme. Improve cycle infrastructure and cycle parking (especially between Morrisons and the city centre) in the city centre and wider area to encourage more people to cycle to and from the station.
- Joint marketing between the rail station and Eastgate Shopping Centre to promote events or special offers for rail passengers.
- Improve the bus station façade to make it more desirable as a 'mode of choice' for onward travel.
- Long term plans cited within the Inverness City Centre Development Brief (2013) are to relocate the bus station closer to the rail station and use the space left as future civic space (Figure 2). This would improve the congestion on Academy Street and mean a greater rail and bus integration.
- Opportunity to improve the pedestrian environment in the city centre. Firstly, by improving crossing points, especially along Chapel Street which joins Academy Street and along Falcon Square. Secondly, by pedestrian access through the station car park from the Strothers Lane station entrance.
- An active travel route has been developed between the train station and the new Inverness College Campus. This presents an opportunity for the Station Travel Plan to support this route helping to promote and optimise sustainable active travel throughout the city.
- Proposed rail enhancements between Aberdeen and Inverness, as well as a new station and Park & Ride facility at Inverness Airport will increase rail patronage.
- There is an opportunity to work with the University of the Highlands and Islands. This could include surveys of students and staff to update travel to work patterns, potential student projects and research opportunities at the station and surrounding area, the sharing of previous travel surveys and a ScotRail presence at the Freshers' Fayre.
- Similarly, there is an opportunity to promote rail as the mode of travel for visitors to Inverness Caledonian Thistle, with onward connectivity on foot (approximately 30 minutes), by taxi or by shuttle bus.
- Enhanced promotion of the existing car club facilities that are located within walking distance of the station.



Threats

- Maintaining the viability of bus services to all rural areas.
- Competing demands on the limited amount of space on city centre streets.
- Lack of master planning incorporating the city centre with major facilities.
- It is cited within the Inverness active travel audit (Halcrow 2011) that complacent attitudes to the level of cycling may hinder the continued growth of sustainable travel. More so, the new housing and business developments emerging around the city need to be met with good cycling and walking provision.
- The large amount of parking in the city centre may deter people from using other modes of transport/active travel to travel to the station.
- Strategic highway improvements such as the proposed dualling of the A96 between Inverness and Aberdeen and the A9 dualling between Perth and Inverness may enhance the attractiveness of the car compared to rail for the same journey.

## 7 Action Plan

### 7.1 Overview

The Action Plan has been developed on the basis of the key issues, opportunities and emerging themes identified during the evidence collection and research phase. It covers the current ScotRail franchise period, which runs until March 2022.

The full Action Plan is provided in Appendix D, and a summary version is provided in Table 12 overleaf. For each measure, the Action Plan identifies the type of intervention (behavioural, operational, or physical), the objectives it supports, the lead organisations with responsibility for delivery, the cost level, timeframe, and predicted impact.

Funding for a number of these measures could come from, where applicable, developer contributions through Section 75 agreements, the Station Investment Fund, the Scottish Stations Fund, Network Rail funding programmes such as Access for All, local Council funding as part of an active travel strategy, community volunteer work and through Sustrans Community Links Plus funding and other grant applications.

### 7.2 Glossary of Key Terms

Table 11 provides a glossary of key terms used in the Action Plan.

Table 11: Glossary of Key Terms

Term	Description
Behavioural Intervention	A type of measure focused upon changing perceptions and attitudes towards travel choices through communication streams.
Operational Intervention	A type of measure to help with the effective co-ordination and management of travel services, timetables and working procedures.
Physical Intervention	A type of measure focused on tangible provision requiring installation and maintenance.
Operational Efficiency	How the proposed measure can help to improve a system's dynamics and ease of use.
Improved On-Site Access	How the proposed measure can help improve conditions for moving within the station area.
Improved Local Access	How the proposed measure can support better connections from local streets to the station.
Links with Local Plans / Strategies	How the proposed measure can adhere to current local planning and transport policy.
Modal Shift	How the proposed measure can lead to and uplift in sustainable travel to/from the station.
Safety	How the proposed measure can contribute to increasing perceptions of safety.

<b>Increase Patronage</b>	How the proposed measure can contribute to a rise in the number of people using rail annually.
<b>Lead Stakeholder</b>	The lead stakeholder(s) responsible for delivering the proposed measure or intervention.
<b>Cost</b>	The predicted level of cost of intervention; L – Low; M – Medium; H – High.
<b>Timescale</b>	The indicative period for implementing a measure; S – Short Term (within a year); M – Medium Term (1 – 3 years); L – Long Term (3 to 5 years and the end of the plan period).
<b>Key Measurable Outputs</b>	The outputs that will be monitored/measured to determine the effectiveness of the measure in achieving its objective(s).
<b>Predicted Impact</b>	The predicted level of impact that the measure will have in terms of meeting the stated objective(s); H – High; M – Medium; L – Low.

Table 12: Action Plan

No.	Name	Detailed Intervention	Intervention Type			Supports							Lead Stakeholder(s)	Cost (L/M/H)	Timescale (S/M/L)	Key Measurable Outputs	Predicted Impact
			Behavioural	Operational	Physical	Operational efficiency	Improved on site access	Improved local access	Links with local plan/strategy	Modal shift	Safety	Increased patronage					
Communications, Information Provision and Awareness Raising																	
1	Strategic Communications	Strategic communications between Travel Plan stakeholders and the development of strong partnerships	✓	✓		✓	✓	✓	✓	✓	✓	✓	All Station Travel Plan Stakeholders, led by ScotRail	L	L	Number of joint initiatives/events, effective partnership working arrangements, alignment of projects to deliver successful outcomes	H
2	Enhanced Visitor Information	Promotion of Inverness as a tourist destination, with enhanced station information and investigating opportunities to collaborate with Inverness Business Improvement District (BID) to hold events at the station to promote local businesses. Use of local University students to promote attractions to visitors.	✓		✓	✓		✓	✓	✓		✓	ScotRail / Highland Council / Inverness Business Improvement District / University of the Highlands and Islands	M	S/M	An increase in visitor numbers to Inverness; increase in visitors who arrive in the city by rail	M
3	Enhanced Onward Travel Information	Provision of enhanced onward travel information at the exit of the station, comprising of a route map and accompanying information on walking, cycling, public transport, taxis, car hire and car club facilities.	✓		✓			✓	✓	✓		✓	ScotRail	L	S	Increase in sustainable transport mode share reported in passenger surveys	M
4	Bike & Go Promotion	Promotion of Inverness station's Bike & Go facility within the station, on trains and in the surrounding wider area of the station.	✓	✓	✓	✓		✓	✓	✓		✓	ScotRail	L	S/M	Number of people using the Bike & Go service at the station	L
5	Local Cycle Facilities Promotion	Promotion of bike shops and bike services in the surrounding area of the station e.g. cycle hire, cycle cafes, by providing maps and display boards in the station showing where they are located and routes to get there.	✓		✓			✓	✓	✓			ScotRail / Cycle Shops / Cycle Hire Organisations / Highland Council	L	S	Uptake of cycle hire, visits to cycle shops and cafes	L
6	Short Interchange Visits to Inverness	Develop a scheme whereby passengers with a longer rail interchange time are made aware of opportunities to leave the station and make a short visit to Inverness. Provide a map of the last mile and key attractions and provide left luggage facilities at the station.	✓	✓	✓		✓	✓	✓			✓	ScotRail	L/M	S/M	Usage of left luggage facilities, feedback from visitors	M



No.	Name	Detailed Intervention	Intervention Type			Supports							Lead Stakeholder(s)	Cost (L/M/H)	Timescale (S/M/L)	Key Measurable Outputs	Predicted Impact
			Behavioural	Operational	Physical	Operational efficiency	Improved on site access	Improved local access	Links with local plan/strategy	Modal shift	Safety	Increased patronage					
Enhanced Mode Choice																	
7	Car Club Spaces	Allocate space(s) for car club cars in an appropriate area inside the station envelope and promote accordingly.		✓	✓			✓		✓		✓	ScotRail / HITRANS / Car Club Operators	L-M	S-M	Provision of car club space(s); uptake of car club cars	M
8	Airport Bus & Rail Services	Work with local bus operators to investigate the feasibility of providing an enhanced bus service to the airport as an interim measure prior to the opening of the new airport station. In the longer term, promote links between Inverness Airport and Inverness City Centre by rail.			✓	✓		✓		✓		✓	ScotRail / Stagecoach	L-M	M-L	Delivery of an enhanced service; robust bus patronage; robust rail patronage in the longer term	H
9	Liftshare Promotion	Promote HITRAN's Liftshare scheme ( <a href="http://www.Hhitravel.liftshare.com">www.Hhitravel.liftshare.com</a> ) to rail passengers e.g. through car windscreen leaflet drops and work with major employers such as the University and NHS to promote to employees.	✓					✓	✓				ScotRail / HITRANS/ University of the Highlands and Islands / NHS	L	S	Number of registered users; number of journeys undertaken monthly	M
Partnership & Coordinated Working																	
10	Travel Plan Coordination - University of the Highlands and Islands	Joint work with the University to promote sustainable travel e.g. the use of student volunteers to provide travel advice to arriving passengers at the station and exploiting opportunities to offer incentives to University staff and students such as events and ticketing discounts. Investigate opportunities for students to lead on research opportunities that will support increased rail use in Inverness for the visitor, student and commuter markets.	✓	✓		✓	✓	✓	✓	✓		✓	ScotRail / University of the Highlands and Islands	L	S/M/L	Increase in staff and student rail mode share, number of joint initiatives/events, increase in research regarding the station	M
11	Shopmobility	Work with Shopmobility to find a way to make the service more easily accessible for visitors and promote advance booking.		✓				✓				✓	ScotRail / Shopmobility	L	S	Increase in rail passengers using Shopmobility service.	L

No.	Name	Detailed Intervention	Intervention Type			Supports							Lead Stakeholder(s)	Cost (L/M/H)	Timescale (S/M/L)	Key Measurable Outputs	Predicted Impact
			Behavioural	Operational	Physical	Operational efficiency	Improved on site access	Improved local access	Links with local plan/strategy	Modal shift	Safety	Increased patronage					
12	Eastgate Shopping Centre Cross-Promotion	Create a relationship with Eastgate Shopping Centre to cross-promote rail use for shoppers. Provide real-time rail information at the shopping centre and promote the retail offering / events at the shopping centre in the station and on trains.		✓	✓	✓		✓		✓		✓	ScotRail / Eastgate Shopping Centre	M	S/M	Increase in rail mode share reported in shopping centre travel surveys, increase in visitors to the shopping centre	M
Infrastructure Enhancements																	
13	Bus / Rail Integration	Improve signage at the rail station towards the bus station and vice versa, as well as signage along the route. Also provide real-time bus and train information at both stations. Shape proposals for an enhanced route with effective designation for pedestrians.		✓	✓	✓		✓		✓		✓	ScotRail / Highland Council / Sustrans	M	M	Passenger/visitor survey responses – greater bus/rail integration for onward journeys	M
14	Station Cycle Parking Improvements	Improvements to security and shelter and, over the longer term, consideration for increases in capacity.			✓			✓	✓	✓	✓		ScotRail	M	M	An increase in cycle parking occupancy, higher mode share for bike in passenger travel surveys	M
15	Local Cycle Route Enhancement	Work with Highland Council to identify additional cycle routes that can better link the station with surrounding trip attractors, and to bid for funding opportunities.			✓			✓	✓	✓	✓	✓	ScotRail / Highland Council	M/H	M/L	Increase in sustainable transport mode share reported in passenger travel surveys; overall increase in walking and cycling mode share for journeys in Inverness	M
16	Local Cycle Parking Enhancement	Work with Highland Council to examine the feasibility of providing additional cycle parking and end of trip facilities in the town centre, to support active travel more generally and for combined rail/cycle journeys.			✓			✓	✓	✓	✓	✓	ScotRail / Highland Council	M/H	M/L	Increase in sustainable transport mode share reported in passenger travel surveys, increase in town centre cycle parking occupancy	M
17	Support for Enhanced Station Retail Offering	Provide evidence and inputs to shape the station improvement proposals in terms of enhancing the retail offering		✓					✓			✓	ScotRail / HITRANS / Highland Council / Network Rail	L	S/M	Increase in retail options within the station, increase in rail mode share reported in shopping centre travel surveys	M



No.	Name	Detailed Intervention	Intervention Type			Supports							Lead Stakeholder(s)	Cost (L/M/H)	Timescale (S/M/L)	Key Measurable Outputs	Predicted Impact
			Behavioural	Operational	Physical	Operational efficiency	Improved on site access	Improved local access	Links with local plan/strategy	Modal shift	Safety	Increased patronage					
18	Station Toilet Opening Times	Lengthen toilet opening times in the station to cover early morning rail services.		✓			✓						ScotRail	L	S	Toilet opening times cover first morning train arrivals / departures	L
19	City Centre Presentation	Identify opportunities to de-clutter the city centre and refresh the environment, either via targeted focus areas or as part of a wider strategy.			✓			✓	✓				Highland Council	M/H	M/L	Less clutter on streets, improved feedback on city centre appearance in resident/visitor surveys	M
20	Pedestrian Environment in City Centre	Work with Highland Council and local access groups to examine the feasibility of providing additional pedestrian crossings in the town centre.			✓			✓	✓	✓	✓	✓	Highland Council / Inverness Access Panel	M	M/L	Increase in sustainable transport mode share reported in passenger travel surveys	M
21	Falcon Square Improvements	Work with Eastgate Shopping Centre and Highland Council to improve the pedestrian environment on Falcon Square		✓	✓	✓	✓	✓	✓		✓	✓	Eastgate Shopping Centre / Highland Council / ScotRail	M/H	M/L	Improved passenger feedback in travel surveys	M
22	Signage to Tourist Information Centre	Improve signage at the rail station towards the Inverness Tourist Information Centre, coordinating with the Inverness Signage Strategy.			✓								ScotRail / Highland Council	L	S/M	Increased number of visits to the Tourist Information Centre.	L
23	Pedestrian Movement in Station	Improve movement within the station through the provision of designated walkways through the station from each of the three entrances to match with desire lines. Consider altering the position of the barriers to reduce issues of queuing passengers causing concourse congestion, and increasing concourse space in busier areas such as Platforms 1-2.	✓		✓	✓	✓				✓		ScotRail	M	M	Improved passenger feedback in travel surveys; reduced instances of congestion and crowding	M/H
Safety and Security																	
24	Rail / Street Pastors	Work with Inverness' Street Pastor organisation to promote the service and implement ScotRail's Rail Pastor scheme in Inverness.	✓					✓	✓		✓		ScotRail / Inverness Street Pastors	L	S	Number of people supported through the Rail or Street Pastors scheme	L

### 7.3 Monitoring & Management

It is essential that the Station Travel Plan is implemented effectively and continually managed and monitored to ensure it maintains its effectiveness and achieves the objectives set. One of the key challenges with any Travel Plan is to embed legacy into the process, to ensure that the Travel Plan continues to remain relevant and effective over the longer term.

It is proposed that that an Inverness Station Travel Plan Management Group (TPMG), comprised of representatives from the various stakeholders consulted during the development phase, is set up. Within the TPMG's remit should be the implementation, development, and monitoring of the Travel Plan. It is suggested that the TPMG includes representatives from ScotRail and the Highland Council, as well as from other key stakeholders such as Sustrans, Eastgate Shopping Centre, University of the Highlands and Islands and the Inverness Business Improvement District. Local community groups have a key role to play in ensuring that the Station Travel Plan remains current and responsive to the needs of the local community, and groups such as the Inverness Access Panel and the Inverness Street Pastors, should therefore play a key role in this group.

Wider consultation with organisations such as Visit Scotland will also be important, to help promote the visitor angle in Inverness and raise awareness of what it has to offer as a visitor destination, in particular getting the message out to people who may not previously have considered it.

The TPMG should actively identify and capture opportunities to align the Station Travel Plan with wider travel planning activity by strengthening partnerships with key stakeholders in the town. For example, holding joint initiatives and events with Eastgate Shopping Centre and university and college to promote the use of rail by staff and students, with defined rail mode share for staff and student travellers. Such coordinated working will not only help each partner to achieve their own objectives, but also to achieve wider transport, economic and social objectives in Inverness, to support sustainable development.

Table 13 illustrates the main stakeholders or 'owners' of the Station Travel Plan, who have responsibilities for its continued development, implementation and management. It shows the level of involvement and responsibility held by each owner, based on the actions set out in the Action Plan.

Table 13: Station Travel Plan 'Owners'

High	ScotRail, Highland Council, HITRANS, Network Rail
Medium	Inverness Business Improvement District, Visit Scotland, University of the Highlands and Islands, Eastgate Shopping Centre, Cycle Hire Shops/Cafes, Car Club Operators
Low	Inverness Access Panel, Inverness Street Pastors, Stagecoach, Shopmobility, NHS

The progress of each measure, as identified in the Action Plan, should be monitored and assessed against predicted timescales, costs, key measurable outputs and impacts. Where appropriate, measures should be refined and amended in line with new sources of information and funding.

Effective monitoring and management of the Inverness Station Travel Plan will help achieve a legacy arising from the implementation of the proposed measures, and set a precedent for the development and implementation of similar Travel Plan schemes.

Table 14 sets out the ten main indicators against which the implementation of Inverness Station Travel Plan will be monitored. These indicators are standard across each of the eight Station Travel Plans being prepared during the current phase of ScotRail's Station Travel Plan programme, and have been developed to capture each of the main aims and objectives of the programme.

It is recognised that the focus of each Station Travel Plan will differ; for example, for some stations the main issues and opportunities identified may focus on the station itself and associated facilities, whereas for others the focus may be on the last mile, and supporting links to and from the station. Each Station Travel Plan will contribute to all ten indicators in some way; and a rating system has been developed to indicate where the focus areas lie. The rating system is as follows:

- Green – highest priority area
- Amber – medium priority area
- Grey – low priority area (however, the Station Travel Plan will still support the indicator to some extent)

The rating system has been applied based on the evidence collected on the key issues and opportunities and the actions set out in the Action Plan.

**Table 14: Inverness Station Travel Plan Indicators**

1.	Mode Shift	Green
2.	Peak Spreading / Re-Timing Journeys	Grey
3.	Overall Passenger Experience	Green
4.	Interchange Experience	Green
5.	Improving Patronage	Amber
6.	Local Station Usage	Grey
7.	The Last Mile	Green
8.	Active Travel	Green
9.	Economic Growth & Development	Amber
10.	Access for All	Amber

## List of Appendices

**Appendix A: Site & Area Audit Write-Up**

**Appendix B: Passenger Travel Survey Results**

**Appendix C: MODex Analysis**

**Appendix D: Action Plan**