



## **Report to Partnership Meeting of 3 April 2009**

### **HITRANS Draft Business Plan for 2009/10**

#### **SUMMARY**

The Report seeks approval from the Partnership for the HITRANS Business Plan for 2009/10. This is the second Business Plan to be prepared by the Highlands and Islands Transport Partnership and it sets out what we intend to do during 2009/10 working with our constituent Councils and Stakeholders to improve the delivery of transport services across the Highlands and Islands. It defines how we will move forward in promoting and implementing our Regional Transport Strategy.

#### **BACKGROUND**

This is the second Business Plan to be prepared by the Highlands and Islands Transport Partnership and it sets out what we intend to do during 2009/10 in working with our constituent Councils and Stakeholders to improve the delivery of transport services across the Highlands and Islands. It defines how we will move forward in promoting and implementing our Regional Transport Strategy (RTS).

The Scottish Executive published guidance on Regional Transport Strategies in March 2006. Paragraph 112 of the Guidance requires the preparation of an annual delivery or business plan to be submitted to Scottish Ministers. There has been a change in Government since this Guidance was issued and this has significantly changed the mechanism for funding of transportation investment from 2008/09. Ring fencing of much of the Council and previously centrally managed funding has been removed. From 2009/10 Councils are tasked with their Community Planning Partners to develop their Single Outcome Agreements which link local spending to the National Purpose. HITRANS reviewed our Regional Transport Strategy in 2008/09 to reflect the changes to funding mechanisms and to tie this document more closely in future to Single Outcome Agreements and national priorities.

The Business Plan as included in the Appendix to this report is intended to fulfil our requirement to produce such a document. After approval by the HITRANS Board this will be submitted to Scottish Ministers.

#### **RECOMMENDATIONS**

The Partnership is asked to

1. approve the one year Business Plan for 2009/10.

**Report by:** Dave Duthie

**Designation:** Partnership Director  
**Date:** 27 March 2009  
**Accompanying Paper:** HITRANS Draft Business Plan 2009/10

# HITRANS Draft Business Plan 2009/10

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## 1. Foreword

A new year will as always bring variety and the one thing that doesn't stand still is transport. HITRANS are gearing up for a busy year as we strive to deliver as much as possible of the interventions and good practice we have identified in our Regional Transport strategy.

In these challenging times it is hardly a surprise that the key objective that underpins what we are doing is the economy.

With GVA in the Highlands and Islands sitting at 80% of the Scottish average we already have some catching up to do in the north of Scotland. We were pleased to see this recognised by Scottish Government in the recently published STPR which has identified historic levels of spending to bring our dilapidated transport links up to scratch. HITRANS' key focus is to work with Government and our regional stakeholders from the public sector and business to promote the measures which should be taken forward as a priority from 2012. This will see us undertake further work to identify the projects that will give the best benefits per pound, ensuring planning and design gets underway now to avoid delays when the funds become available from the Government's Capital programme.

HITRANS will also be working closely with our partners to promote and deliver improvements in sustainable travel opportunities across the region. In doing this we will make funding available from our core budget and our EU Atlantic Area START project with an emphasis on modal shift. We are already delivering measures to improve car sharing, intelligent transport systems, bus priority and public transport accessibility.

## **2. Guidance**

The Scottish Executive published guidance on Regional Transport Strategies in March 2006. Paragraph 112 of the Guidance requires the preparation of an annual delivery or business plan to be submitted to Scottish Ministers. The plan should normally cover the first three years of implementation of the Regional Transport Strategy, and be updated annually to reflect local and central government planning and funding cycles and include plans for capital and revenue spending and borrowing. There has been a change in Government since this Guidance was issued and this has significantly changed the mechanism for funding of transportation investment from 2008/09. Ring fencing of much of the Council and previously centrally managed funding has been removed. Councils are tasked in 2008/09 with producing Single Outcome Agreements with Government and from 2009/10 onwards with their Community Planning Partners. HITRANS has been asked to review its Regional Transport Strategy. In these rapidly changing circumstances and pending approval of this by Scottish Ministers it is proposed that HITRANS produce a single year Business Plan identifying its intentions in 2008/09 and engage during that year with Government, its agencies, HITRANS constituent Councils and their Community Partners to develop its future focus and delivery role.

This Business Plan is intended to fulfil that requirement and, after approval by the HITRANS Board, will be submitted to Scottish Ministers.

It describes the good governance procedures adopted by HITRANS and defines the areas where HITRANS may in time seek additional powers beyond the current Model 1 level. It takes on board the outcome of the Comprehensive Spending Review and its detailed Capital and Revenue implications and forms the basis, with the detailed action plan related to its Regional Transport Strategy, of HITRANS' input to partner authorities' single outcome agreements with Government and future bids for finance.

### **3. The HITRANS Board**

HITRANS was established by the Transport (Scotland) Act 2005 (“the Act”) and subordinate legislation, namely the Regional Transport Partnership (Establishment, Constitution and Membership) (Scotland) Order 2005. The Order came into effect - and HITRANS came into existence - on 1st December, 2005. The Partnership operates in terms of the Act and the Order. Although “the Board” is not a statutory term for Regional Transport Partnerships, it is a useful term for distinguishing between HITRANS’ main decision making body, i.e. the members meeting together, from the Partnership as a corporate entity comprised of members, officials and other associated groups.

#### **Membership**

In terms of the Order which set HITRANS up, members consist of a total of 5 councillor members from the constituent councils, The Highland Council, Moray Council, Argyll and Bute Council, Comhairle nan Eilean Siar, and Orkney Islands Council. In addition, HITRANS is entitled to have between 2 and 3 other (non-councillor) members (paragraph 1(2) of Schedule 2 of the Order) which, during the period ending with the ordinary elections for councillors in 2007, were appointed by the Scottish Ministers.

The current Chair, Duncan MacIntyre, was appointed on 22 June, 2007. There is one vice-Chair: Councillor John Laing.

The Partnership has a full quota of 5 councillor members and has 2 other (non-councillor) members. Guidance issued when Regional Transport Partnerships were created recommended that each Partnership should where possible include a member with particular knowledge of the Health Sector. This was not possible in the case of HITRANS at its inception as no one with this background applied to be considered for Membership. With the reduction in the numbers of other members with the resignation of one for the Board in 2008/09 it is now possible to redress this position and efforts in this regard are ongoing with a view to appointing a Board Member early in the new year.

In order to ensure that quorate decisions are achieved, an annual calendar of meetings is agreed each December.

#### **Performance and Audit**

Good governance of any corporate body involves three elements of a constant cycle: planning, performance and scrutiny. Proper scrutiny, which reviews performance and informs the next phase of planning of an organisation’s activities, is often most difficult to achieve. However, for organisations such as HITRANS, it is essential that there are appropriate mechanisms for review of all the Partnership’s activities. Whilst the burden of auditing HITRANS’ performance falls in the first instance on its officials, and internal/external auditors, it is noted that Audit Scotland intend to review delivery issues in the transport sector in 2009/10 and the Partnership welcomes any opportunity that might arise to engage in the process with a view to improving the delivery of transport services in the Highlands and Islands and to take on board any suggestions that Audit Scotland might make on how best issues such as running of the Partnership might be improved.

## **4. Governance**

Good governance is essential to any public body and HITRANS is no exception. The essential building blocks for governance are set out below.

### **Standing Orders**

The existing Standing Orders were adopted by the Partnership at their meeting on 5 May 2006. The Scottish Government had, in its provisions in the Establishment Order, set out certain minimum parameters for Standing Orders and these have been incorporated wholesale into both the initial draft and the existing Standing Orders. The Standing Orders have used best practice from those of other organisations and are designed to meet the needs of the Partnership. They comprise not only procedural rules regarding meetings but also financial rules which dovetail with the financial regulations as well as the tendering and contractual rules which require to be followed for all contracts entered into by HITRANS. As with the Scheme of Delegation, these will be subject to review during 2008/09 and may additionally require to adapt to any new functional change, as well as the normal requirement for periodic review.

### **Scheme of Delegation**

In any corporate body, day to day operational decisions need to be taken by officials rather than awaiting a formal decision making process. A clear distinction can be drawn between policy making and operational decisions and this is the purpose of a scheme of delegation which allows officers to keep the Partnership's activities running whilst leaving the main policy decisions to the Board itself.

The Scheme of Delegation was put in place at the Board meeting of 5 May 2006 and represents a set of powers tailored specifically for the workings of HITRANS as they currently stand.

### **Financial Regulations**

As part of the Partnership's commitment to the development of its corporate governance Arrangements the Partnership has initially adopted the Financial Procedures of the Highland Council. The financial rules were adopted by the Partnership at their meeting on 20 January 2006 and provide the basis under which all actions overseen by staff that have financial responsibilities and interests are undertaken. It had been hoped to review The Financial Regulations in 2008/09 but this has not been possible due to commitments in other areas. These will now be reviewed early in 2009/10 and every two years thereafter.

### **Human Resources policies / procedures**

Comhairle nan Eilean Siar has been commissioned to take on the function of HR advisor for HITRANS. The agreement commencing in January 2006, saw the production and development of several policies, and the continuation of policy creation and development working with in-house staff is ongoing. The policies, listed in the table in Appendix 1, are shown as those approved by the Partnership Board and those still requiring further development.

### **Equalities**

HITRANS, as a Regional Transport Partnership, has a statutory requirement to comply with requirements associated with Race Equality, Disability Equality and Gender Equality legislation and also tackle discrimination on age, religious and sexuality grounds. The

requirements under the three headings have a common approach and therefore an agreement on the approach to fulfilling our requirements is required.

An Equality Scheme for HITRANS has been published on the website. The scheme provides clear cross referencing to other approved and published HITRANS documents so that anyone wishing to establish our position on equity issues can find it. A key element of the scheme was the establishment of an Equalities Forum which would meet on a six monthly basis, to discuss the work that HITRANS is doing and how it operates, to get feedback and suggestions from across the highlands and islands on how we could usefully improve on equalities issues. We have engaged closely with our constituent Councils and in particular their Equalities officers in the past year as they develop their individual equality schemes as we implement our equality plan. It has been agreed with them that the best means of ensuring Equality issues are imbedded in transport processes and development is at a local level through their individual Forums. To this end each of our Council Permanent Advisors is tasked will consider any issues identified at Council level and feed these back to the Partnership for debate, action and dissemination as appropriate. With this change in emphasis agreed by the 5 Councils the decision has been taken not to set up a separate Equalities Forum for the Partnership as this would in many ways duplicate the wok being done at Council level.

The implementation of equalities policies is an clearly ongoing process rather than simply the requirement to publish a specific scheme. Equal Opportunities are at the heart of the HITRANS ethos and we are committed to meeting our statutory duties in this regard. We will review the effectiveness of this change of process on an ongoing basis and change it should it be found not to be identifying relevant equality matters to the Partnership.

### **Interaction with Stakeholders**

HITRANS has established a series of effective liaison groups with transport operators, service users, linked service providers, and the wider community planning groupings across the spectrum of its activities as detailed in HITRANS Partnership Approach to Delivery in Appendix 1. The Liaison Groups serve as forums for Members and officers of the Partnership, officers from the constituent Councils and wide stakeholder interests to discuss issues relating to policy, strategy and operations, and to form a consensus view (or otherwise) to inform the Partnership Board's deliberations. The Groups have no delegated powers and are not Sub-Committees of the Partnership. As such their meetings are not regulated by HITRANS Standing Orders but add significant value to HITRANS appreciation of issues and provide direction for further development of strategy and improved delivery by the Partnership and its constituent Councils. We continue to develop the structure and processes of these groups to ensure they best meet their function. They have proven to be invaluable in ensuring close working relationships with our partners and stakeholders. The current groups with their respective remits are described in Appendix 1.

## **Powers and Functions**

One of the key elements of the 2008/09 Business Plan was the proposal that HITRANS investigate in 2008/09 the case for it taking additional functions in terms of section 10 of the Act. This work has commenced with the commissioning of a study to identify the merits of otherwise of the current arrangements and other options for the delivery of transport functions and services within the Highlands and Islands. The findings of this Study will form the basis of a debate within the Partnership and across the transport community in the Highlands and Islands later in 2009/10, on how services can be delivered most efficiently and with appropriate democratic accountability in promoting a viable and sustainable region into the future..

A distinction can be drawn between the *powers* and *functions* of HITRANS. Dealing briefly with its *duties*, these are, principally, in two categories. The first category relates to regional transport strategies and HITRANS, like the other transport partnerships, is under an obligation to produce a regional transport strategy and to monitor and, wherever possible, ensure its implementation (sections 5, 9 and 12 of the 2005 Act). The second category is in relation to a more general raft of duties to comply with various regulatory matters both under the 2005 Act and other pieces of legislation (auditing requirements; Ethical Standards in Public Life, etc. (Scotland) Act 2000; Freedom of Information (Scotland) Act 2002; Scottish Public Services Ombudsman Act 2002).

### **HITRANS' Powers**

In common with all transport partnerships, HITRANS' powers are set out by the 2005 Act. In summary, the powers of the Partnership, where it sees fit, are to (references being to sections of the 2005 Act):

- require funding from its constituent councils (section 3);
- give grants and loan in implementation of the RTS (section 3);
- borrow money for specific capital expenditure (section 3);
- employ staff (para. 1 of Schedule 1);
- acquire land by agreement or compulsorily and dispose of it (paras. 6 and 9 of Schedule 1);
- develop land for its own purposes - or if surplus for other persons' use (paras. 6 and 7);
- promote or oppose private legislation (para. 10);
- participate in community planning (para. 11);
- form or promote companies (para. 12); and
- erect buildings, provide offices, entering into building contracts etc. (para. 16).

### **HITRANS' Functions**

The legislative framework setting up HITRANS recognises that transport functions are currently carried out by other bodies and makes provision for transfer of some or all of these functions in certain circumstances should HITRANS, its constituent Councils and Scottish Ministers consider this is appropriate and adds value to the delivery of transport services in the area. Section 10 of the 2005 Act provides that transport partnerships such as HITRANS can carry out transport functions either instead of the previous function provider (usually the constituent council or a Government Agency); or concurrently with that person.

To exercise further transportation functions, HITRANS would have two options. The first would be for HITRANS to reach agreement with all the constituent councils and/or the Scottish Ministers that it carries out certain of the transport functions which the councils are currently providing. This route is provided by section 14 of the 2005 Act. The second, as outlined above, is to apply to the Scottish Government under section 10 for additional functions. It is proposed to investigate in 2008/09 the case for promoting either course of action.

### **Application for Additional Functions – Process (Section 10)**

Section 10 of the Act sets out the procedure which will require to be followed, should HITRANS resolve to seek additional functional capability. The precise functions would require to be the subject of Board approval. Thereafter HITRANS would require to consult with its constituent authorities for additional functions (s.10(6)). It would in such circumstances be prudent to report to the Board on the results of that consultation before finalising the request, to the Scottish Ministers. In terms of s.10(8), the Scottish Ministers would again consult the local authorities on any request for additional functions.

The draft HITRANS RTS does not indicate any area where additional powers might be sought at this time but areas within which the Partnership might wish to examine the benefits of attracting additional powers would include:

Ticketing - Transport (Scotland) Act 2001: S28, 29. This area presents the strongest case for HITRANS to seek powers for direct delivery, as integrated ticketing is an area where the public and stakeholders would see the greatest benefit.

Quality Partnership and Quality Contracts - Transport (Scotland) Act 2001: S3,13. There could be benefits of HITRANS facilitating a Quality Partnership or a Quality Contract on some strategy cross-boundary corridors along with the local authorities affected and the bus operator(s). The potential benefit for HITRANS to assume some statutory Quality Partnership and Quality Contract functions to support and simply any negotiation should be considered.

Supporting Constituent Authorities - Where constituent councils may not have the capacity and resources to deliver local authority measures, the RTP could consider providing support to the local authority to implement projects and initiatives relevant to the RTS, with agreement from the relevant authority. This could be the case in developing real time information systems and management and management of demand responsive transport services.

For HITRANS to implement the strategy, projects, and initiatives, there is no need to transfer any powers from local authorities or central government to HITRANS, but there may be benefits in taking on parallel powers to ensure that the strategy is delivered in accordance with the associated delivery plan.

## 5. Funding

Business Plans should be based upon a realistic estimate of the funding which is likely to be available to HITRANS and its partner authorities. Grant income from the Scottish Government directly to HITRANS in its first two years represented the vast majority of the Partnership's funding. The outcome of the 2007 Spending Review has fundamentally changed the funding route for implementation of proposals within the RTS. Capital funding has now been included in the Local Authority block grant with little or no ring fencing for transport. Core revenue funding for HITRANS continues over the three years from 2008 to 2011 on the basis of core funding from Government and match funding from partner authorities. HITRANS funding to allow the development of proposals and implementation of sustainable transport measures to encourage organisations to facilitate modal shift and carbon reduction within transport for its operations will enter its final year in 2009/10 at a much reduced level based on the budget set by Government. The level of capital funding that has been included in the local authority settlement is understood to be generally in line with the RTP core capital grant that has been forthcoming from government in 2006/7 and 2007/8 and has been distributed to the authorities on the basis of 95% on population and 5% on area. This amounted to £3.530m within the partnership area in 2007/08. The five partner authorities have indicated that they would each wish to make provision in their developing capital programmes for regional initiatives to the extent that they can having regard to local priorities and are currently developing their proposals within their revenue and capital proposals as part of their commitment and that of their Community Planning Partners to their Single Outcome Agreements with Government.

In 2008/2009, HITRANS received Grant-in-aid from Government of up to £717,000 to fund revenue expenditure, comprising £200,000 for Core Funding, additional funding of £517,000 in connection with Travel Planning and to support implementation of the Regional Transport Strategy. In 2009/10 for the purposes of development of the business plan, HITRANS have assumed funding directly to HITRANS of £651,000 of which £200,000 is what was previously defined as core funding, and £36,000 a final commitment from Government for promoting Travel Planning through the Partnership.

### **Constituent Authority Requisitions**

The Transport (Scotland) Act 2005 requires the constituent councils of each Regional Transport Partnership to fund its net expenses, after allowing for any income, including any grants from the Scottish Government. In 2008/2009, HITRANS constituent Councils contributed £200,000 towards the Partnership's net expenses. This represents match funding to complement the Scottish Government's revenue Grant-in-aid contribution towards Core Funding. For the purposes of development of the business plan, HITRANS has intimated to the partner authorities a proposed requisition of £200,000 as core revenue funding.

The detailed Revenue Budget for 2009/10 is shown in Appendix 2.

### **Revenue: Other sources of funding**

In order to deliver on the aspirations of HITRANS and its partner authorities, it is beneficial to investigate alternative sources of funding. There are numerous European funding initiatives through which HITRANS and its partners could achieve added value. These opportunities were assessed during 2008/09 by HITRANS working with the constituent Councils and the Partnership has successfully engaged with other regions across the Atlantic seaboard of Europe in a project promoting better integrated public transport with improvements in real time information and services between transport hubs and the areas they serve. This fits with HITRANS strategy objectives and the aspirations of the Member Councils. There is usually a requirement for co-funding of

trials, projects and studies from these sources; and while no specific funding was identified within the HITRANS budget for 2008/09 match funding was available from committed Council schemes to facilitate taking the project forward.

HITRANS will continue to investigate opportunities for adding value to transport service delivery across the region by working through Europe with other regions facing similar challenges, but this will only be possible as long as match funding for joint working can be identified within Council and partner budgets as we move forward.

### **Borrowing**

Under the Transport (Scotland) Act 2005, HITRANS is permitted to borrow money for the purposes of its capital expenditure. HITRANS must have regard to the Prudential Code for Capital Finance in Local Authorities when determining any programme for capital investment. The key objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable. No borrowing for the purposes of capital expenditure is anticipated during the period covered by this business plan. The Regional Transport Partnerships as a group continue to engage with Government and CoSLA on whether these powers may through joint working help support Member Councils and Government in delivering the Government's Purpose and in particular it's Economic Strategy.

### **Reserves**

It is the responsibility of the Treasurer to advise the Partnership about the level of reserves that they should hold and to ensure that there are clear protocols in place for their establishment and use. Guidance issued by CIPFA advises that local authorities and Partnerships, on the advice of their Finance Directors / Treasurers should make their own judgements regarding an appropriate level of reserves, taking into account all the relevant local circumstances.

Under the Transport (Scotland) Act 2005, constituent authorities are required to meet the net expenses of the Partnership. This means that, technically, it is not possible for HITRANS to make a "surplus" or "deficit" in any year and, therefore it is not possible for the Partnership to have a General Fund balance or Reserve. Scottish Government officials have indicated that they may recommend an amendment to the Transport (Scotland) Act 2005, to allow for reserves, be made at the earliest opportunity. In the absence of a properly constituted reserve, any shortfall in the net expenses of HITRANS will fall to be met by the Partnership's constituent authorities.

## **6. The Regional Transport Strategy (RTS)**

The HITRANS Regional Transport Strategy was submitted to the Scottish Government on 14 May 2008 and approved by Scottish Ministers on 25 July 2008.

We believe that our RTS remains a valid strategy reflecting closely Government's aspirations in its Economic Strategy announced in November 2007. HITRANS is confident that its Strategy is in line with both Regional and National aspirations for the HITRANS area.

In reviewing the draft Strategy before submission and revising and updating the associated delivery plan in the light of available national and local resources and the new funding mechanism for delivery of capital projects and service improvements, we have made the necessary adjustments to the RTS to ensure it provides a prioritised approach to investment while still meeting the realistic aspirations of the constituent Councils, Community Planning Partners and service providers. Councils have been revising their Capital Programmes in the light of the developing Single Outcome Agreements and the RTS Delivery Plan is still being finalised in reflecting this position and also the likely impacts of the output from the Government's recently completed Strategic Transport Projects Review which aims to set the national transport investment priorities until 2030.

### **Monitoring and Evaluation**

It is important that HITRANS demonstrates that it is achieving its aims and objectives. The RTS provides a basis for monitoring and evaluation but this has been developed further in 2008/09 following approval of the strategy. The final Monitoring Framework is still being finalised and awaits confirmation by Councils of their Capital Programmes and completion of the Delivery Plan. Once in place, the results of the annual monitoring and evaluation of the achievements of outputs and outcomes will be reported to the Board and included in the Partnerships Annual Report using this Framework..

Monitoring and evaluation needs to be able to identify the progress HITRANS, Government, constituent Councils and its partners have made in achieving its objectives. This requires an extensive data gathering exercise but it is the intention to use existing sources of data wherever possible to minimise costs. No allocation of funding has been included at this stage in the 2009/10 budget for collection of new data sets, although this may have to be reviewed later in the year .

### **Delivery Mechanisms**

The predominant method of delivery that HITRANS has utilised to deliver the 2007/08 Capital Programme has been by the issue of Grant in Aid to the Partnership Authorities and other stakeholders. This will change with the funding for regional transport projects in 2008/09 as funding will be provided directly to the Partnership authorities by the Scottish Government.

HITRANS had begun the process to establish Term Framework contracts for a range of interventions and activities with the intention of appointing consultancy support, including that from constituent Councils, through frameworks scheduled from July 2008. By establishing these Framework contracts HITRANS and its constituent Councils had been intending to call on the appropriate technical support without the need for lengthy tendering procedures which will reduce the timescales for project delivery. Some Councils had however already entered into individual Framework Agreements, and with the possibility of extending their use to a wider area through a partnership approach being available, there would have been significant duplication of effort had HITRANS promoted a separate Term Framework at this time. This is still an option for the future.

The sharing of resources between Councils, between the RTP and Councils, and between RTPs is now possible and being used to promote specific activities to the benefit in the delivery of transport services across the Highlands and Islands. With the announcement of the output from the STPR and the opportunity for HITRANS and the constituent Councils to work with Government and its agencies to develop the Interventions to be taken forward, it is intended through 2009/10 to further develop joint working and collaboration to realise Government's, RTP's, and Council's joint goals in the preliminary design and preparation of schemes and action strategies on transport corridors.

## **Risk**

Regional Transport Partnerships are mandated through the Transport Scotland Act 2005 to manage their resources properly. Proper systematic risk management of the HITRANS organisation where Board members and staff are engaged or employed is an essential and inherent in the standing orders and regulations of the Partnership. The identification of risks and opportunities has been an inherent part of developing the RTS and will continue to be a core focus as we move into the delivery element of the Partnership's work.

Risk management is about managing the Partnership's exposure to risk, the probability of it occurring and the impact it would have. It involves identifying the risks, assessing them and responding to them. Risk management is not restricted to limiting adverse outcomes and it can be used to achieve desirable outcomes.

Risk exists in all aspects of the Partnership business from strategies to project delivery and good risk management will mean:

- More confidence in the Partnership's ability to deliver
- More confidence in the Partnership making informed decisions
- More confidence that resources are utilised efficiently and effectively.

HITRANS through its staff and Permanent Advisors will in 2009/10 consider how best to measure and monitor the risks faced by the Partnership, having not achieved this in 2008/09, and report to the Board on the outcome of their deliberations

## **7. Revenue**

The Research/Strategy Development Programme for 2009/10 and the programme for delivery are as detailed in Appendix 3

## 8 Marketing & Communications

The objective of HITRANS' marketing & communications strategy, the action Plan for which is detailed in Appendix 4, is to increase awareness of our role and objectives among the travelling public within the Highlands and Islands of Scotland, engender change in public behaviour towards transportation, and indicate to our partners and other stakeholders that HITRANS is achieving its aims.

Our continuing communications objectives through 2009/10 are therefore to:

- Make HITRANS a household name in the Highlands and Islands.
- Make people aware of what we are doing and why, explained in terms of the high level aims of the RTS, what HITRANS aims to deliver as described in the RTS and the benefits that will accrue to business and the population of the region.
- Become the automatic first point of contact on transport planning and delivery issues in The Highlands and Islands: **e.g. transport = HITRANS.**
- Encourage behavioural change among the public in line with the objectives laid out in the RTS – e.g. making “smart transport choices” including: greater use of public transport, car sharing, personal travel plans, alternative transport options, etc, through highlighting the advantages, practical benefits and needs which these address.

## **9. Resources**

### **Establishment**

With effect of 31st March 2008, HITRANS will employ 5 paid Staff:

Dave Duthie- Partnership Director

Ranald Robertson - Partnership Manager

Frank Roach – Partnership Manager

Katy Cunningham - Office Manager (Dalcross)

Chris Kendal – Officer Manager (Lairg)

Their specific areas of engagement and activities of each employee in 2009/10 is detailed in HITRANS Partnership Approach to Delivery in Appendix 1.

Part time consultants may in addition be employed as and when required to support strategy, research and project requirements, as has been our ongoing practice.

### **Accommodation**

The Partnership employees have been located in 2 offices from April 2008, at Dalcross and at Lairg station, The Lease for the Dalcross premises was renegotiated at the at the end of 2008 and a new lease for our more focussed needs has been signed for the next 3 years, at a reduced cost to the Partnership. Energy efficiency measures will be installed in the Dalcross office in 2009/10 now that this longer term tenancy is in place.

### **Equipment**

Over the next year the need for ongoing replacement of PC equipment has been reflected in the budget. The intention is to replace PCs on a 3 to 4 year cycle and two of the 5 PCs are now within this age grouping and, are in need of replacement as they become less capable of meeting demand and demonstrating the inevitable signs of normal wear and tear. The Server is continually upgraded as and when required with additional storage capacity added in 2008/09 to meet immediate operational needs. This now proves adequate capacity for the medium term. Previous investment in video conferencing equipment should meet the ongoing needs of the Partnership to minimise unnecessary travel and produce efficiency gains.



## Appendix 1: The Partnership Approach to Delivery

### Summary

HITRANS is committed to working with all sectors and interests within transport in adding value to the transport services delivered across the region. This note indicates the structures HITRANS has put in place to achieve this aim.

### Involvement in each area of policy development and delivery

The partnership has identified eight areas in which it would aim to work towards improving service provision as follows

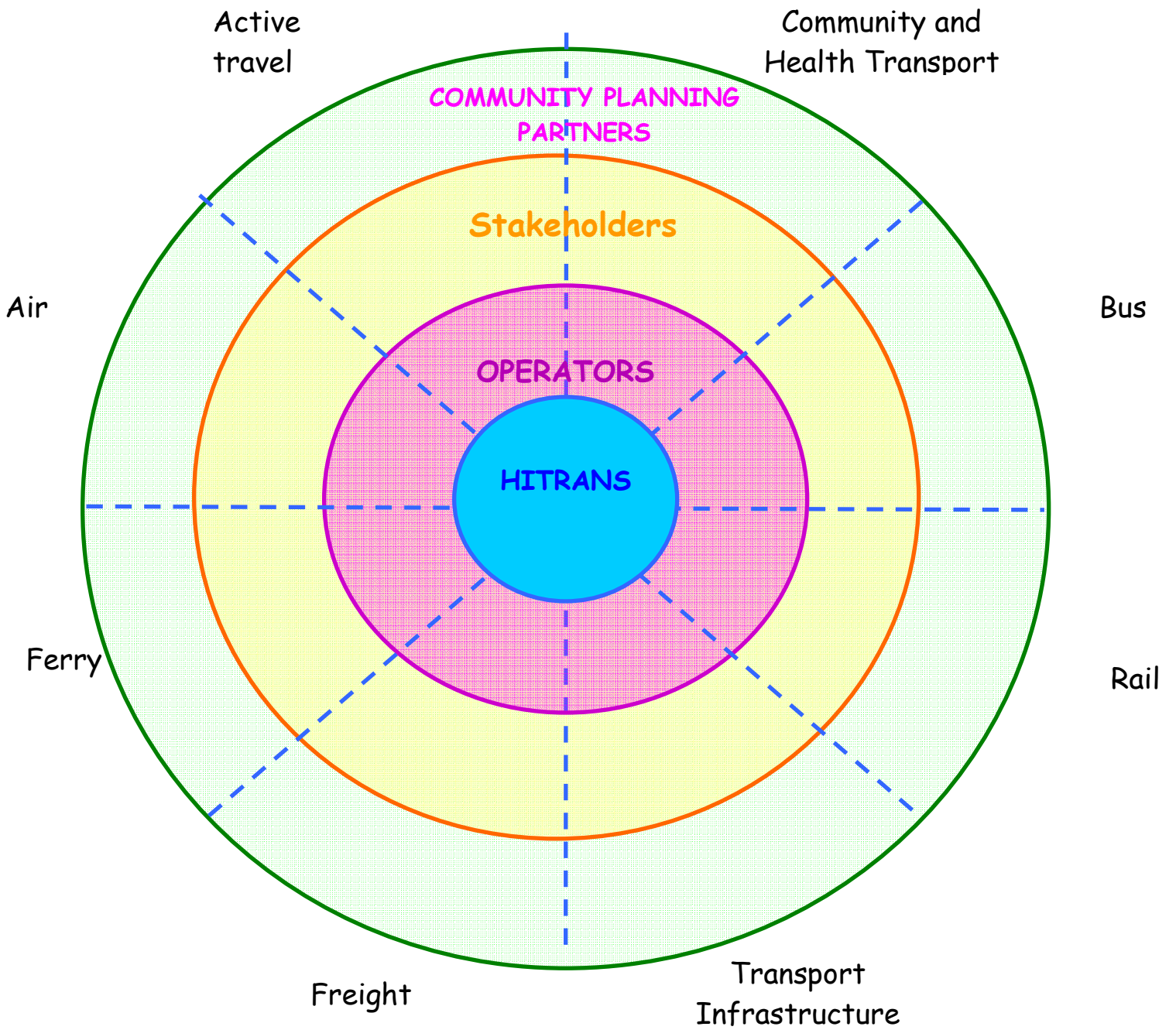
Area	Description
Active travel	Walking, cycling
Community and health transport	Third sector transport, social and health transport, car sharing schemes
Bus	Supported and commercial bus services, and taxis
Rail	Passenger and freight rail services
Transport Infrastructure	Roads (both trunk and local), Rail Infrastructure, Airports, Ports, Harbours, and Ferries
Freight	Cross modal, road, rail, ferry, air and sea
Ferry	Supported and commercial ferry services, national and local
Air	Supported and commercial air passenger services, including charter and freight

In each area HITRANS will seek active participation from the 5 constituent Councils, our Community Planning Partners, Stakeholders, Operators, Permanent Advisors and the Board. HITRANS will encourage its Community Planning Partners, Stakeholders and Operators to participate in policy development and delivery options appraisal. Operators in particular will be encouraged to interact not only within their individual area of expertise but across the 8 areas and will be given the opportunity individually to discuss issues with Board Members. This will allow HITRANS the greatest opportunity to learn from their knowledge and experience.

### Objectives

HITRANS wishes to ensure maximum effective involvement of all groups and will devise, in each service area, mechanisms and structures that will ensure that each group's views are heard and their input valued in ensuring the Partnership delivers improved transport services across the region. HITRANS has formed and will continue to develop advisory and consultative groups both within and between linked transport areas, to promote improved integration across the highlands and islands. Regular meetings of these groups are arranged to obtain valuable input and provide information on developments and proposals.

The chart below diagrammatically reflects the approach HITRANS is taking to achieve this aim.



## Engagement with Stakeholders and Operators

The following are the HITRANS proposed arrangements for engagement and consultation in 2009/10

Area	Proposed action	timescale
Rail	Users and A+C Groups Meet 2x Stakeholders 1x	April 08 June 08, Dec 08
Bus	Regional Bus Forum  Operators Meeting	June 09 and November 09 2 formal meetings and regular business meetings
Community and Health Transport	Form A+C forum Meet 2x Meet Health Boards	Initiate forum by Dec 09
Active Travel	A+C forum Meet 2x	April 09, Nov 09
Air	Stakeholder meeting 2x	July 09 and Jan 10
Ferry	Tier 1 Meetings Tier 2	Aug/Sep 09, Feb/Mar 10
Freight	Meetings of Freight Quality Forum to consider forming a FQP	April 09
Transport Infrastructure	Operator meetings, trunk, rail, air, meet each 1x	ongoing
Equality Plan Development	Feedback from Council Permanent Advisors	Ongoing through Advisors Meetings
Integration of Services	Form operator group Meet 1x	Oct 09
Public Transport co-ordination	Meeting of public transport officers of each Council	May 09 and Oct 09

### Key

A+C	Advisory and Consultative	
DD	Dave Duthie	Partnership Director
RR	Ranald Robertson	Partnership Manager
FR	Frank Roach	Partnership Manager
KC	Katy Cunningham	Office Manager, Inverness
CK	Chris Kendall	Office Manager, Lairg
MM	Mike Mitchell	Finance Manager (THC)
DM	Derek Mackay	Partnership Secretary (CNES)
DS	David Summers	Permanent Advisor, Public Transport
SMacN	Sam MacNaughton	Permanent Advisor, (THC)
PG	Peggy Morrison	HR support (CNES)
GL	Gavin Lawson	Legal (CNES)

### Delivery Areas – Lead officer

Area	Administration	Development	Stakeholder Engagement
Rail	CK	FR	CK/FR
Bus	KC	RR	KC/RR
Community and Health Transport	KC	RR	CK/RR
Active Travel	CK	FR	KC/FR
Air	CK	RR	CK/RR
Ferry	KC	RR	KC/RR
Freight	CK	FR	CK/FR
Transport Infrastructure	KC/CK	DD/RR/FR	DD/RR/FR KC/CK
Equalities	KC	DD	DD/KC
Integration of Services	CK/KC	FR/RR	FR/RR
Public Transport Co-ordination	CK	DS	DS

### Other Areas of Partnership Activity

Area	Lead	Comment
RTS Development - Monitoring and evaluation	DD	RTS approved by Government. Need to produce framework to assess success in achieving target outcomes linked to governments objectives
Community Planning – engagement in CPPs	DD and Board member for each CPP Council	Critical development and implementation of SOAs and cross sector agreement of priorities
European Best Practice – Working with partners in EU	DD	Intention to identify opportunities for working with partners to develop best practice
RTPs – joint working	Chair and DD	Joint working to support government in achieving its Purpose and key national outcomes
Working to support Councils	Individual Council Board Members and Council Permanent Advisors	Engage with Councils to support the development of their SOAs and to support optimum development of best practice throughout the H+I
Joint Working between Councils	SMacN and DD	Delivery of working arrangements between the 5 Councils to encourage

		sharing of resources and expertise and in particular to support Government in delivering STPR and Regional priorities.
START Interreg 4 Project	RR	Delivery of European Project actions and outputs with Partners within the Highlands and Islands and across Europe
Travel Planning	RR	KC supporting in promoting sustainable transport arrangements by public and private sector employers and employees

## HITRANS General and Support Activities

In meeting its aims and objectives the Partnership is involved in a wide area of general and support activities. These are identified below with details of the roles of both employees and support service providers during 2008/09

Function	Sub function/description	Lead Officer
Revenue budget management	Overall budget management THC Internal systems plus inputting to THC Individual budget line management	MM KC/CK RR/FR
Equalities scheme management	Implementation of HITRANS Equality Plan	KC
Board administration	Overall administration by WI Distribution of papers and local admin	DM KC
HR and Legal support	HR – CNES support Legal – CNES advice and support	PM/DD GL/DD
Travel Planning	Promote Travel Planning by Employers and monitor success	RR with external support
Press Relations/ Promotion	Establish delivery mechanism to best meet the Partnerships needs	DD/RR/FR with external support
Media Information/ cuttings	Distribute key press coverage of Transport issues to Members/Advisors	KC
Integration of Pub Trans	Improve linkages between transport modes and service providers	FR/RR
Community Planning	Engage in Community Planning across the highlands and islands	DD supported by KC
Study Management	Delivery of Research programme	RR/FR with external support
Project Management	Delivery of individual projects	RR/FR
IT and Website Management	Support by external supplier RR/FR/KC/CK input to website	KC
Meetings, Events and Diary Management	Organisation/management of events other than Board Meetings	KC
Member/ Officer/ Advisor Travel arrangements	Organisation, management and arrangements for payment	KC
Employee Development	Complete Personal Development Review for each employee	DD

## Appendix 2: Revenue Budget for 2009/10

Budget Heading	Budget 2009/10 Recommendation
<b>Income</b>	
Argyll and Bute	£28,700
CnES	£18,900
Highland	£88,800
Moray	£46,400
Orkney	£17,200
Scot Exec - Core	£200,000
Scot Exec – Travel Plans	£36,000
Scot Exec – Non-core	£415,000
<b>Total Income</b>	<b>£851,000</b>
<b>Running Costs</b>	
Director	£94,000
Programme Managers	£117,500
Office Managers	£52,000
Staff Travelling and Subsistence	£25,000
Members/Advisors Travel/Subsistence	£10,000
Partnership/Consultation Meetings	£25,000
Office Costs - Property	£45,000
Office Costs - Administration	£26,500
	<b>£395,000</b>
<b>Programme Costs</b>	
Publicity	£25,000
Travel Plan Work	£36,000
Research and Strategy Development	£354,000
2007/08 Deficit	£0
	<b>£415,000</b>
<b>Finance/HR/Legal/Admin</b>	
CnEs	£8,000
Highland	£22,500
External Audit	£10,500
	<b>£41,000</b>
<b>Total Costs</b>	<b>£851,000</b>



### Appendix 3: Research/strategy development programme for 2009/10

Area	Funding	Delivery Timescale	Lead Officer/s
Key settlement active travel audits – Inverness and Argyll	50000	April 09 to Mar10	FR
Air Services Review	35000	Apr-July 09	RR/HB
Functions Review	50000	Apr-July 09	DD
Freight on rail - capacity	25000	Sep-Dec 09	FR
Aberdeen Inverness and Invernet 2	25000	Apr-Sept 09	FR plus Nestrans
Tourism by rail – the economic benefit (joint study with HIE)	10000	July-Oct 09	TJ/FR
Sustainable travel initiative/ project	45000	Sep09 to Mar 10	RR/FR
O/D survey on tourist travel habits in the H+I	15000	July- Oct 09	RR
Development of Regional Traffic Model Development covering all modes as an adjunct to the national LATIS model supported by Transport Scotland	15000	Nov-Mar 09	DD
Sub total	270000		
STPR support			
Strategic Park and Ride Development	50000	Jun 09 – Mar 10	RR
Funding to support means by which HITRANS and the member Councils can support Government and Transport Scotland delivering interventions in the STPR	34000	Jun 09- Mar 10	DD plus Pas from High/A+B and Moray
Overall total	354000		



## **Appendix 4: HITRANS Marketing & Communications Strategy**

HITRANS Marketing and Communications Strategy will be promoted by implementing the following action programme through 2009/10

### **Corporate Marketing & Communications**

Routine marketing and communications work will be carried out using the core corporate marketing and communications budget. There are five main areas of activity which form the key planks of our communications work.

**Branding** - A suite of branded materials highlighting HITRANS corporate image has been produced for use at events and distribution in connection with appropriate HITRANS initiatives.

HITRANS' website is a key area of branding and our main "shop window" for making information available to the public and other interested parties. The site is currently undergoing redevelopment in order to make it a more effective marketing tool and to place day-to-day control of the site more directly under the control of HITRANS employees.

**Media work** – Our chief targets are the national, regional and local media; both broadcast and print, and including web based media. In general there are only limited direct costs incurred in media work, relating to producing and distributing press statements, and making available high quality images for local and smaller regional and some web based outlets. It is important that we include within the budget for the services of media personnel and a professional photographer on selected occasions.

Given the busy schedule of Chair and Partnership Director, the Partnership Managers will receive media training during 2009/10 to enable them to identify media opportunities and stand in as media spokespersons as required.

**Events** - HITRANS will participate in events which will advance awareness of the aims and objectives of the RTS, to the public, stakeholders, decision makers or the transport constituency. Participation may range from sponsorship or contributing a keynote speaker, to an exhibition presence, depending upon the nature of the individual event. In 2009/10 HITRANS will arrange events with MSPs and MPs in Edinburgh and London as appropriate to discuss current issues and developments and in particular the promotion of nationally and regionally significant transport interventions in the region.

**Advertising** – Having HITRANS' name and contact details included in key reference publications, such as the telephone directories and business directories, is essential to raising our overall profile within Highlands and Islands.

**Publications** – Some publications must be produced as part of our statutory obligations; others will be produced as part of our overall strategy to communicate HITRANS aims and objectives to a wider audience. Although HITRANS will standardise on web based publications, in line with our environmental objectives and for reasons of cost effectiveness, a small quantity of high quality printed publications will still be required. All publications will be produced to conform to the requirements of HITRANS equalities policy and, where appropriate, charges will be levied in accordance with the Freedom of Information Scotland Act (FOISA).

**Funding** - Although additional funds for marketing and communications work may on occasions be available from other sources, for example the further promotion of car sharing through the reduced Travel Planning budget, these are generally ring fenced for specific purposes. The above approach to improve communication is designed to be

carried out within HITRANS core corporate budget for marketing and communications work.

