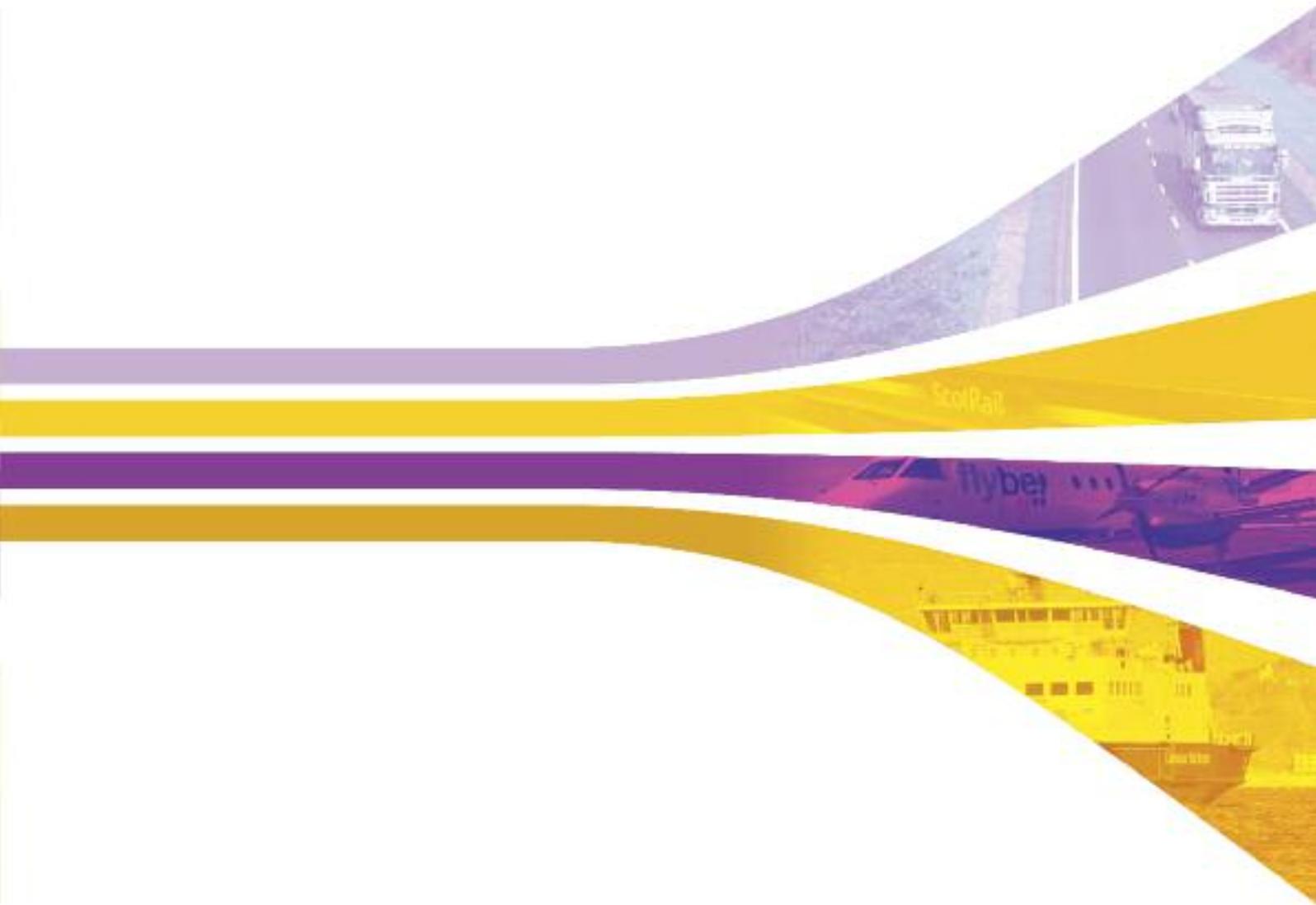


# BUSINESS PLAN

## 2013-2014



THE HIGHLANDS AND ISLANDS TRANSPORT PARTNERSHIP

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# 1. Foreword



Our Business Plan for 2013/14 sets out how where the efforts of HITRANS will focus in the year. The Plan aims to link our work plan clearly to the Regional Transport Strategy and sets out how we will work with our partners and stakeholders to achieve our objectives.

HITRANS continue to focus our efforts on developing and delivering the Regional Transport Strategy for the Highlands and Islands. Our focus is on enhancing the region's viability and has the core aim of enabling sustainable economic growth across the Highlands and Islands to be supported by a modern transport system that meets the needs of our region. This reflects the Scottish Government's purpose of increasing sustainable economic growth for Scotland as a whole.

In 2013/14 we have a number of important actions to take forward to support delivery of this aim. Public finance and the funding pressures associated with it place provide a challenge that we must meet to continue to deliver the most effective and efficient services possible. One of our core aims is to support our partner Local Authorities, Scottish Government and other key public and private sector partners in delivering improved transport services across the Highlands and Islands. We will continue to work hard to attract external funding and focus on a partnership approach to delivery.

Community Planning is designed to be a key means of ensuring optimum use of resources across the public sector. Sharing and integrating the use of transport resources between partners has to be a core means of ensuring communities can continue to access services and employment opportunities on a daily basis. HITRANS will continue to work with members of our 5 Community Planning Partnerships to achieve this aim.

The Partnership will continue developing its role in supporting better integration of public transport services between modes and service suppliers.

In the area of Health and Social care, HITRANS looks to support improving access for service users of health and social care services across the region by working with the National Health Service and other agencies to develop systems and approaches that will sustain and improve access to healthcare.

In 2013/14 we will continue to strive identify further European funding opportunities and deliver projects where we have secured funding from ERDF and INTERREG programme sources. Our aim in this will be to improve transport services and systems and establish best practice through transnational co-operation and joint working. This year our particular focus will be on facilitating more integrated and accessible business and tourist usage of public transport services, and optimum movement of freight. Added value will be achieved in the delivery of public transport and freight services in the Highlands and Islands. This work will help place the region at the forefront in terms of providing intelligent transport systems and high quality passenger and freight transport services.

Our Business Plan for 2013/14 sets out how we intend to achieve the objectives detailed above as well as moving forward with the many other activities HITRANS is involved in. We are committed at all levels to focus on a strong partnership approach to delivery to ensure scarce resources are targeted in the most efficient manner to achieve the best result for the Highlands and Islands.



John Semple  
Chair



Ranald Robertson  
Partnership Director

## 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 have been changes 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 were tasked in 2008/09 with producing Single Outcome Agreements with Government and from 2009/10 onwards with their Community Planning Partners.

It is proposed that HITRANS again produce a single year Business Plan identifying its intentions in 2013/14. In response to guidance from the Partnership Board the Business Plan for 2013/14 will include a 2 year Research and Strategy Delivery Programme that will include an indicative programme of projects for 2014/15. 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 forms the basis, with the detailed draft Delivery Plan linked to the Partnership's Transport Strategy which is currently being refreshed, of HITRANS' ongoing input to partner authorities' transport prioritisation, the related and developing Community Planning Partnership Single Outcome Agreements, and with Government for 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 established HITRANS, 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 and have subsequently been appointed by the Partnership with the agreement of Scottish Ministers.

The current Chair, Councillor John Semple, was appointed on 15 June 2012. There is one Vice-Chair: Councillor Fiona Murdoch.

The Partnership has a full quota of 5 councillor members and currently has 3 other (non-councillor) members.

In order to ensure that quorate decisions are achieved an annual calendar of meetings for 2013 was agreed in October 2012 to provide advance notice for Members to include the meetings in their diaries. Four Partnership meetings are scheduled for the 2013 calendar year. Meetings are being held in February, April, August and November. Should a situation arise that requires the call of additional meetings these can be called in accordance with the Standing Orders. Details of all Board Meetings, Agendas and Minutes are available on the HITRANS website.

## 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. The burden of auditing HITRANS’ performance falls in the first instance on its officials, and internal/external auditors, and the Board considers their findings and recommendations on an ongoing basis.

# 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 Standing Orders were reviewed and revised by the Partnership at their meeting on 3 February 2012. 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 our 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. These, with the Partnership's Financial Regulations were subject to review during 2011/12 and may in the future additionally require to adapt to any new functional changes, 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 reviewed and revised at the Board meeting of 3 February 2012 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 adopted the Financial Procedures of the Highland Council with adjustment to reflect our organisational needs and structure. 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. The Partnership is committed to reviewing the Financial Regulations and adopting the latest version of the Highland Council Financial Regulations in 2013/14.

## 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 as and when required.

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

An Equality Scheme for HITRANS covering the period up to December 2010 has previously been published on the HITRANS 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 initial 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 engaged closely with our constituent Councils in 2008/09, in particular their Equalities officers, as they develop their individual equality schemes as we implemented our equality plan. It has been agreed with them that the best means of ensuring Equality issues are embedded in transport processes and development is at a local level through their individual Forums. To this end each of our Council Partnership Advisors is tasked with considering any issues identified at Council level and feeding 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 work being done at Council level.

The Equality and Human Rights Commission have indicated they *“do not plan to require publication of an equality scheme or to specify the documentation that public authorities must publish. But to aid transparency they want public authorities to say in advance where they will publish their equality outcomes and report on progress”*. On this basis HITRANS intend to “mainstream” equalities and a summary of the proposed reporting arrangements relating to specific duties we are putting in place are detailed below.

### *HITRANS Summary of Proposed Specific Duties Reporting Arrangements*

Regulation	Duty	Start Date	Reporting Arrangements	Report Date	Review Date
3	Publish <b>equality outcomes</b> based on evidence and informed by the Partnership’s Council Advisors through their involvement in and interaction with local equality groups and communities.	April 2012	Report within the Partnership’s public performance reporting systems on progress made towards equality outcomes.	April 2013 then every 2 years	Publish revised outcomes no later than every 4 years from April 2012
4	‘Mainstreaming’ - report on progress on promoting equality across all protected characteristics.	April 2012	Report within the Partnership’s public performance reporting systems on action taken on mainstreaming.	April 2013 then every 2 years	N/A
5	Impact Assessment – consider the impact on equality of new policies and practices, through an evidence based approach where practicable.	April 2011	Report within the Partnership’s public performance reporting systems on identified impacts of policies and practices on equality outcomes.	April 2013 then no later than every 2 years thereafter	N/A
8	Publication duty – progress on specific outcomes will be published biannually in the Partnership’s Annual Report.	April 2012	Report within the Partnership’s public performance reporting systems.	Dec 2013 and no later than every 2 years thereafter.	N/A

The implementation of equalities policies and practice is clearly an on-going process rather than simply the requirement to publish and monitor 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 on-going 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. As indicated above the current groups with their respective remits are described in Appendix 1.

## Powers and Functions

Services should be delivered in the most efficient way and with appropriate democratic accountability in promoting a viable and sustainable region into the future. This is particularly important given the challenges being faced in funding across the public sector and in transport in particular. HITRANS looks forward during 2013/14 to working with the Scottish Government and its agencies to help deliver better transport services. HITRANS are focussed on how the Partnership, Member Councils and other public and voluntary sector bodies can best contribute to improving outcomes for the people of Scotland: by driving up the quality and accessibility of services.

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 *(references being to sections of the 2005 Act)*

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:

- 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 or supports 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.

## Application for Additional Functions

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 our intention to report to the Board on the results of that consultation before finalising any 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 HITRANS Regional Transport Strategy (RTS) and related Delivery Plan do 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 in supporting improved delivery of transport services across the Highlands and Islands 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 benefits should HITRANS 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 provide optimum delivery of services, 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 regional transport 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



Our Business Plan should be based upon a realistic estimate of the funding which is likely to be available to HITRANS. Grant income from the Scottish Government directly to HITRANS in its first two years represented the vast majority of the Partnership's funding. The 2007 Spending Review fundamentally changed the funding route for implementation of proposals within the RTS. Capital funding is included in the Local Authority block grant with little or no ring fencing for transport. Core revenue funding for HITRANS is provided by Transport Scotland and our partner local authorities.

In 2012/2013 HITRANS received Grant-in-aid from Scottish Government/Transport Scotland of £522,750 to fund revenue expenditure to support implementation of the Regional Transport Strategy. For 2013/14 HITRANS has had confirmation that the Scottish Government direct Grant-in-Aid contribution will continue to be provided to HITRANS to the sum of £522,750.

## 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 2012/2013 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 nominal 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 for 2013/14.

The detailed Revenue Budget for 2013/2014 is shown in Appendix 2.

## Revenue: Other sources of funding

In order to deliver on our aspirations HITRANS investigate a wide range of funding opportunities. There are numerous European funding initiatives available to the Partnership as well as central Government funding. These opportunities continue to be assessed by HITRANS and we have enjoyed success through our engagement with other regions across Europe. Some successes that we have achieved in this arena are listed below and these represent current live projects:

- The START project has promoted better integrated public transport with improvements in real time information and services between transport hubs and the areas they serve.
- The TransTourism Project - The Partnership has been successful with other European Partners in the Northern Periphery Programme area in obtaining support funding from the European Commission to fund a project called TRANSTOURISM, aimed at promoting better access for visitors to areas. Our local commitment is to improve web and mobile phone based travel information on services within the Highlands and Islands for visitors not familiar with the internal transport networks to encourage them to come to the area and use public transport to enhance their experience of the region.
- Green and Active Highland - HITRANS is part funding an ERDF project led by The Highland Council which aims to promote greater levels of active travel by developing better walking and cycling facilities within communities, based largely on the output from the Active Travel Audits undertaken by HITRANS in its area.



- Food Port – HITRANS has secured funding through the North Sea Area Food Port project for our local project “Lifting the Spirit”. Through ‘Lifting the Spirit’ HITRANS is working with the Scotch Whisky Association and Whisky producers on a pilot project that will see bulk Whisky product moved from Speyside to the Central Belt by rail instead of road.

The Partnership is actively looking into the possibility of engagement in a number of other potential projects with European partners with a view to adding significant value in the delivery of transport services across the region. All these initiatives fit with HITRANS strategy objectives and our work to support our partner local authorities. There is a requirement for co-funding of trials, projects and studies from these European sources and allowance has been made within the Business Plan for this work.

## 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 and developing other potential funding opportunities may through joint working help support Government in delivering the 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 in time consider supporting an amendment to the Transport (Scotland) Act 2005, to allow for reserves, but this is unlikely in the near future. 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.

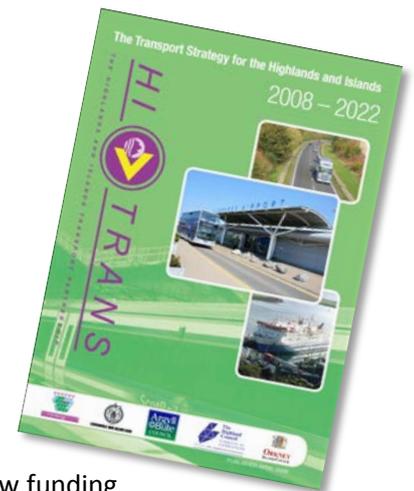
# 6. The Regional Transport Strategy



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 the Scottish Government's Economic Strategy. HITRANS is confident that our Strategy is in line with Local, Regional and National aspirations for the HITRANS area.

In reviewing the draft Strategy before submission and revising and subsequently updating the associated delivery plan in the light of national and local resource commitments available to support its delivery and the new funding mechanism for delivery of capital projects and service improvements, we have made the necessary adjustments to the RTS package to ensure it provides a prioritised approach to investment while still meeting the realistic aspirations of the constituent Councils, Community Planning Partners and transport service providers. Councils continue to have to revise their Capital and Revenue Programmes in light of reducing funding availability and developing Single Outcome Agreements and as a result have been unable to commit to the specific investment proposals of the draft RTS Delivery Plan. This Plan still remains HITRANS aspiration and we will complete our review of its content during 2013/2014, taking account of the output from the Government's Infrastructure Investment Plan which sets the national transport investment priorities until 2030, and Councils revised Capital Programme commitments.



## 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 and the means of measuring success of implementation in a factual manner was further developed during 2010/11 with the agreement of interim Transport Indicator targets for 2013 and 2018, as well as final targets for 2022. Updates on performance against targets will be reported to the Board on a regular basis and included in the Partnership's Annual Report using the Framework that has been developed.

## Delivery Mechanisms

The predominant method of delivery that HITRANS had utilised to deliver improvements in service up to 2007/08 when a direct Capital Programme was available had been by the issue of Grant in Aid to the Partnership Authorities and other stakeholders. This has changed for the funding of regionally significant transport projects from 2008/09 as funding has been redirected, without ring fencing, to the Partnership authorities.

HITRANS working in partnership with its Member Councils has undertaken the process to establish Term Framework contracts, for a range of interventions and activities with the intention of appointing consultancy support available across the HITRANS area. By establishing these Framework contracts HITRANS and its constituent Councils intend to call on the appropriate technical support without the need for lengthy tendering procedures thus reducing the timescales for project delivery. 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 identification of projects to be delivered by 2030 within the Government's Infrastructure Investment Plan, and related regional projects included in

the draft RTS Delivery Plan, there is a clear opportunity for HITRANS and the constituent Councils to positively work with Government and its agencies to develop the Interventions to be taken forward, and HITRANS will continue to promote and 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.

The Programme of Research and Strategy Development proposed to be undertaken by HITRANS during 2013 - 2015 to support delivery of the Regional Transport Strategy is detailed in Appendix 3 to this Plan.

## Risk

HITRANS financial position requires stringent management and at times difficult decisions over resource priorities. It is important, therefore, that the maximum amount of resources is channelled into achieving HITRANS' objectives. There are, however, risks to us achieving these objectives. Risks are inevitable and, in practice, cannot be avoided. Risks, therefore, have to be managed, understood and controlled if we are to meet our objectives.

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.

The management of risk is not a new concept to HITRANS as risks are currently managed throughout the organisation, either consciously or sub-consciously. However, there is a need for a common corporate framework to facilitate a consistent and logical approach, which should lead to better decision-making and better use of resources. We are also obliged, under the process of corporate governance, to account for our actions. To achieve compliance with best practice we need to ensure that we have a robust system of risk management in place.

Consequently, HITRANS needs to be pro-active and prepared in the way we manage our risk portfolio. Incorporating a more formal approach to risk management in our day to day operations will enable us to deliver our responsibilities and work towards achieving our objectives. In fact, management of risks is fundamental to ensuring that we fulfil our objectives.

Between 2010 and 2012 the Partnership developed and agreed a Risk Management Strategy and established a Risk Register which is reviewed regularly. This strategy is firmly embedded in the work of the Partnership.

# 7. Revenue



The Research/Strategy Development Programme for 2013 to 2015 and the programme for delivery are as detailed in Appendix 2 and 3.



# 8. Marketing & Communications



The objective of HITRANS' marketing and communications strategy and Action Plan, 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 communications objectives through 2013/2014 will be to:

- **Provide** Newsletters following Partnership Meetings to publicise the decisions taken at the Meeting and the actions currently being taken by HITRANS to promote delivery of the RTS.
- **Refine** the HITRANS Website content to make it more informative and accessible.
- **Make** HITRANS a household name in the Highlands and Islands.
- **Continue** to 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 and active transport options etc. through highlighting the advantages, practical benefits and needs which these address.
- **Promote** the case working in partnership with other peripheral regions of the UK, and in particular the North East of Scotland, for these regions to have levels of access to the south east of England hub airports, particularly Heathrow, to allow their regional economies to meet their potential.



# 9. Resources



## Establishment

With effect of 1<sup>st</sup> April 2013, HITRANS will employ 6 paid Staff in 2013/14:

Ranald Robertson	- Partnership Director
Neil MacRae	- Partnership Manager
Frank Roach	- Partnership Manager
Katy Cunningham	- Office Manager (Inverness)
Christine Kendall	- Officer Manager (Lairg)
Vacant	- "Lifting the Spirit" Project Manager

The specific areas of engagement and activities of each employee in 2013/14 are detailed in HITRANS Partnership Approach to Delivery in Appendix 1.

Consultants will be engaged as and when required to support strategy, research and project requirements, in line with our ongoing practice.

## Permanent Advisors

The Partnership invites input from a number of Key Stakeholders at officer level on a regular basis through Permanent Advisor Meetings and ad hoc contact on specific issues. As well as a senior transportation officer from each of the 5 constituent Councils, a representative from the following organisations participates on an on-going basis in our Advisory arrangements:

- ❖ Highland and Islands Enterprise
- ❖ Scottish Council for Development and Industry
- ❖ The Health Sector
- ❖ Highlands and Islands Transport Co-ordination Group

Historic practice had been to invite a single nominee from each organisation to fulfil this role, but this resulted in occasions when a key stakeholder has been unable to input into Advisors Meetings. From 2012/13 HITRANS have offered each organisation the opportunity to nominate a substitute Advisor who can participate in Meetings on the occasions the Permanent Advisor is unavailable, in the same way as Substitute Members are permitted for Council Members of the Partnership.

## 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 were renegotiated at the end of 2008 and a new lease agreed at a reduced cost to the Partnership. This saving was realised through a reduction of our office floor space and the loss of a meeting room and office.

## Equipment / IT Resources

In an effort to maintain efficiency and effectiveness HITRANS practice has been to replace PCs on a 3 to 4 year cycle. One of the PCs is programmed for replacement in 2013/14. The redundant units are kept as standby units where serviceable. The existing small business server was replaced during 2011/12.

Video conferencing equipment is available within the Dalcross office and Skype is used by Partnership officers for internal meetings and to participate in conference calls. The Partnership officers aim to utilise these systems to minimise the need for unnecessary travel and produce efficiency gains.

During 2013/14 we will revise our internal office and communication systems to take increasing advantage of the enhanced facilities we have in the website Members Area as a means of enhancing the interface with our Members.

# 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

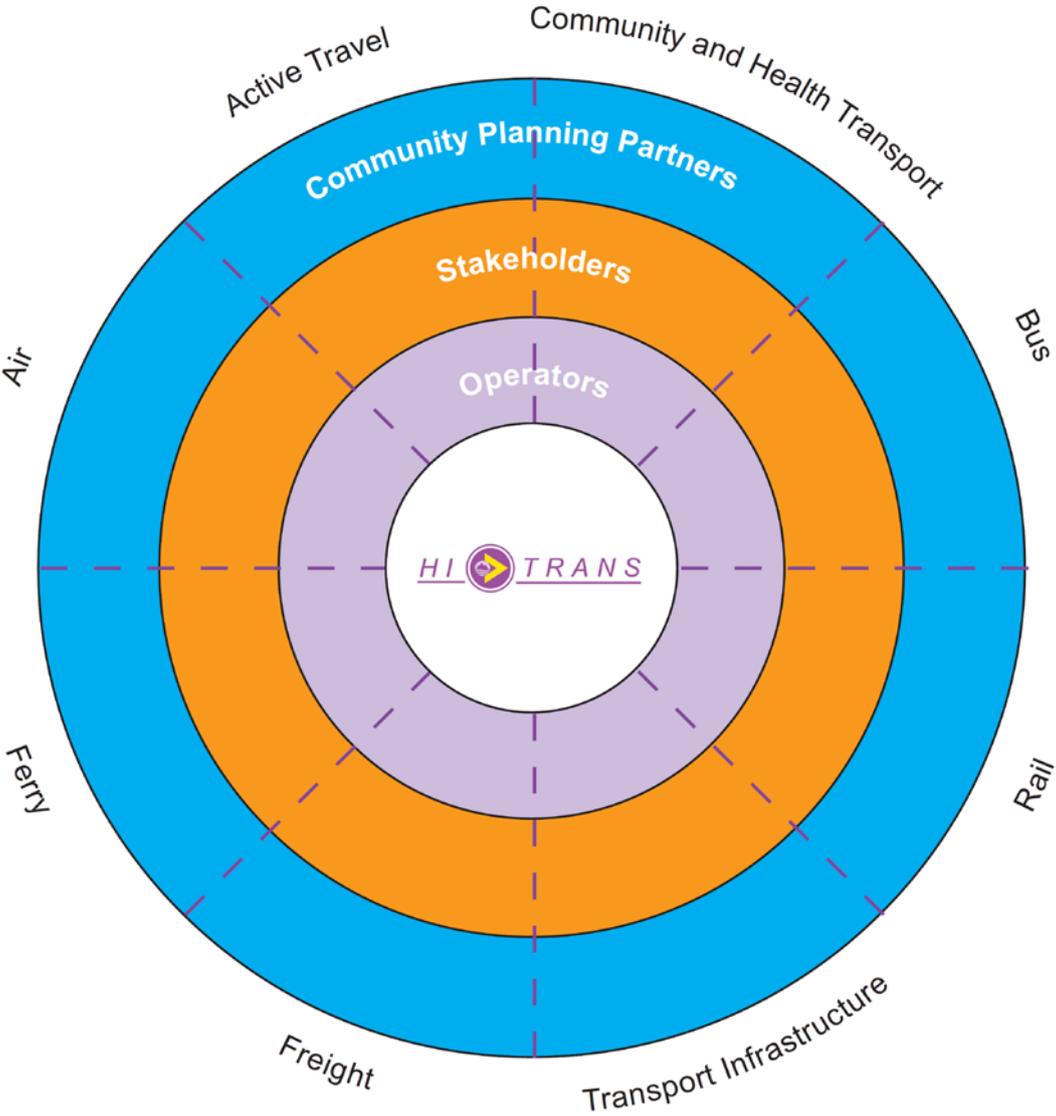
Area	Description
Active travel	Walking, cycling
Community and health transport	Third sector transport, social and health transport, car sharing schemes
Bus	Supported and commercial bus services, and taxis
Rail	Passenger and freight rail services
Transport Infrastructure	Roads (both trunk and local), 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 and updates will be provided on the HITRANS website.

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 2013/2014

Area	Proposed action	Timescale
<b>Rail</b>	Users and A+C Groups Meet 2x Stakeholders 1x	June 13, Dec 13 Mar 14
<b>Bus</b>	Stakeholders – meet 1x	Sept 13
<b>Community and Health Transport</b>	Meet Health Boards, and engage with Community Transport Operators	ongoing
<b>Active Travel</b>	A+C forum Meet 2x	May 13, Nov 13
<b>Air</b>	Stakeholder meeting 1x	August 13
<b>Ferry</b>	Ferry User Group Meetings	April 13, November 13, March 14
<b>Freight</b>	Meetings of Freight Quality Forum	May 13
<b>Transport Infrastructure</b>	Operator meetings, trunk, rail, air, meet each 1x	ongoing
<b>Equality Issues Development</b>	Feedback from Council Permanent Advisors	Ongoing through Advisors Meetings
<b>Public Transport co-ordination</b>	Meeting of public transport officers of each Council	May 13, September 13, February 14

### Key

A+C	Advisory and Consultative	
RR	Ranald Robertson	Partnership Director
NM	Neil MacRae	Partnership Manager
FR	Frank Roach	Partnership Manager
KC	Katy Cunningham	Office Manager, Inverness
CK	Christine Kendall	Office Manager, Lairg
LTS	Vacancy	“Lifting the Spirit” Project Manager
MM	Mike Mitchell	Finance Manager (THC)
DM	Derek Mackay	Partnership Secretary (CNES)
PF	Peter Findlay	Permanent Advisor, Public Transport
SMacN	Sam MacNaughton	Permanent Advisor, (THC)
PM	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	NM	KC/ NM
Community and Health Transport	KC	NM	KC/NM
Active Travel	CK	NM	CK/ NM
Air	CK	RR/NM	CK/NM/RR
Ferry	KC	RR/NM	KC/NM/RR
Freight	CK	FR / LTS	CK/LTS/FR
Transport Infrastructure	KC/CK	RR/NM/FR	RR/NM/FR KC/CK
Equalities	KC	RR	RR/KC
Integration of Services	CK/KC	FR/NM	FR/NM
Public Transport Co-ordination	CK	NM/PF	NM/PF

## Other Areas of Partnership Activity

Area	Lead	Comment
RTS Development - Monitoring and evaluation	RR	RTS approved by Government. Framework and targets produced to assess success in achieving outcomes linked to governments objectives.
Community Planning – engagement in CPPs	RR, Council Advisors and Board member for each CPP areal	Critical that the development and implementation of SOAs and cross sector agreement of priorities reflects the importance of transport in all public and private sector delivery areas.
Learning from European Best Practice – Working with partners in EU	RR/FR/NM	Intention to identify opportunities for working with partners to develop best practice, and investigating opportunities for engagement.
RTPs – joint working	Chair and RR	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.

Area	Lead	Comment
Joint Working between Councils	RR	Delivery of working arrangements between the 5 Councils to encourage sharing of resources and expertise and in particular to support Government in delivering IIP and Regional priorities.
START Interreg 4 Project	RR	Finalising delivery of European Project actions and outputs with Partners within the Highlands and Islands and across Europe.
TransTourism NPP Preparatory Pool Project	FR	Input to a preparatory project designed to follow on from the TransTourism Project.
Food Port Project (Lifting the Spirit)	FR / LTS	Managing the delivery of HITRANS activity through the Food Port North Sea Area ERDF project.
Travel Planning	NM	KC supporting in promoting sustainable transport arrangements by public and private sector employers and employees..
Development Planning	NM	Inputting into the development of Council's Development Plans, and engaging in pre-consultation during development of large scale projects within and across Council areas

## 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 2013/14.

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/NM
Equalities issues management	Implementation of HITRANS approach to Equalities	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/RR GL/RR
Travel Planning	Promote Travel Planning by Employers and monitor success	NM with external support
Press Relations/ Promotion	Establish delivery mechanisms to best meet the Partnership's needs, including Newsletters	RR/FR/NM with external support
Integration of Pub Trans	Improve linkages between transport modes and service providers	FR/NM
Community Planning	Engage in Community Planning across the highlands and islands	RR supported by KC
Study Management	Delivery of research programme	RR/FR/NM with external support
Project Management	Delivery of individual projects	NM/FR/RR
IT and Website Management	Support by external supplier RR/FR/NM/KC/CK input to website	RR/KC
Meetings, Events and Diary Management	Organisation/management of events and Board Meetings	KC
Member/ Officer/ Advisor Travel arrangements	Organisation, management and arrangements for payment	KC
Employee Development	Complete Personal Development Reviews for each employee	RR

# Appendix 2

## Revenue Budget for 2013/14



Budget Heading	Budget 2013/14 Recommendation
<b>Income</b>	
Argyll and Bute	£28,700
Comhairle nan Eilean Siar	£18,900
Highland	£88,800
Moray	£46,400
Orkney	£17,200
Scottish Government - Core	£200,000
Scottish Government – Non-core	£322,750
<b>Total Income</b>	<b>£722,750</b>
<b>Running Costs</b>	
Director	£96,000
Partnership Managers	£118,000
Office Managers	£58,000
Staff Travelling and Subsistence	£25,000
Members/Advisors Travel/Subsistence	£10,000
Partnership/Consultation Meetings	£15,000
Office Costs – Property	£18,000
Office Costs - Administration	£20,000
<b>Total Running Costs</b>	<b>£360,000</b>
<b>Programme Costs</b>	
Publicity	£12,500
Research and Strategy Development	£309,250
<b>Total Programme Costs</b>	<b>£321,750</b>
<b>Finance/HR/Legal/Admin</b>	
Comhairle nan Eilean Siar	£8,000
Highland	£22,500
External Audit	£10,500
<b>Total</b>	<b>£41,000</b>
<b>Total Costs</b>	<b>£722,750</b>

# Appendix 3

## Research/Strategy/Development Programme for 2013 – 2015



Area	2013/14	2014/15	Lead	Comments
ERDF - Active Travel Highland	0	-	NM	Support for Highland Council ERDF project as previously agreed by the Board, and promotion of delivery of critical routes as identified in the Active Travel Audits on the basis of partner match funding.
ERDF - Food Port	20000		FR	Partner contribution to the Food Port North Sea Area Project to support delivery of "Lifting the Spirit".
ERDF / INTERREG Project Support	35000	30000	RR/NM/FR	Support for possible new EU funding activity.
Active Travel Infrastructure Delivery Programme	50000	50000	NM	Delivery of actions identified in the Active Travel Audits as critical to promotion of increased sustainable travel within communities.
Road - Severe Weather Transport Information Project	10000	10000	NM	Extension to live eye cameras and severe weather alerts to points on the local road network across the region.
Bus Investment Fund / BRDG Development	40000	40000	NM/RR	Partnership contribution to support bids to the Bus Investment Fund.
Regionally Significant Scheme Development	25000	25000	NM/TJ	Support to develop the design of strategic improvements of regionally significant transport schemes.
STPR Road Network Project Development	25000	25000	NM	Support to develop the design of strategic projects.
Community and Health Transport	5000	5000	RR/NM	Part funding to support the development of a trial Integrated Transport Hubs.

Area	2013/14	2014/15	Lead	Comments
Smart Ticketing Project Support	30000	35000	NM/RR	Trials of smart cross modal ticketing to improve customer experience in using public transport in the Highlands and Islands.
Network Rail Control Period 5 - Project Development	40000	30000	FR	Research to support delivery of improved rail services within NR Control Period 5. Includes STPR projects.
Real Time Information Development	25000	35000	NM / RR	Delivery of improved real time information for public transport passengers.
Bus Service Development Demand Forecast	10000	10000	NM	Work to support the case making for bus service improvements including forecasting future demand.
Development and promotion with Nestrans of case for sustainable air connectivity through London hub	5000		RR	Further work to provide evidence in support of the need for the Highlands and Islands to have secure connectivity to world markets.
Skye Air Service Technical Feasibility	5000	10000		GNSS Procedure Development Support.
Regional Air Service Development Study	10000		RR/NM	Study to establish and assess options for development of additional air network links that would support economic growth and community sustainability.
Total Identified Project Expenditure	335000	305000		
<b>Current Estimated Budget</b>	<b>309250</b>			

for further information please contact

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