

Report to Partnership Meeting 4 September 2015

RESEARCH AND STRATEGY DELIVERY

Highland Integrated Transport Provision Pilot Project

PURPOSE OF REPORT

To inform the Members of the current status of the Highland Integrated Transport project which secured funding from the Scottish Government as one of two pilot integrated transport projects designed to explore new approaches to the provision and integration of health and social care transport. This report summarises current position with regards to the Lochaber action learning project's principal initiative, the Lochaber Transport Advice and Bookings Service.

PROJECT DETAIL

The Highland Integrated Transport Provision Project is an on-going action learning (Pilot) project focusing on the Lochaber area aimed at developing a model that can be expanded across the entire Highland area.

The main driver for this project is the Audit Scotland Report on Transport for Health and Social Care of August 2011 which identified that transport services for health and social care are fragmented and there is a lack of leadership, ownership and monitoring of the services provided.

There are 4 project partners – NHS Highland, Scottish Ambulance Service, Highlands and Islands Transport Partnership (HITRANS) and The Highland Council.

Developing partnership working – amongst the project partners, transport providers and community representative organisations – is an important principle and goal for this project, enabling a better co-ordinated and integrated transport response for all users.

The scope of the project incorporates the key sectors of health and social care, and in addition, the requirement to support social inclusion and to consider aspects of home-to-school transport delivery in rural areas in developing an overall integrated transport service capable of meeting the project objectives.

The Pilot Project is the introduction of the Lochaber Transport Advice & Bookings Service (LTABS but also referred to as the central project initiative).

To provide oversight for the project a Transport Programme Board was established under the Chairmanship of William Gilfillan, Community Services Director, Highland Council with a membership drawn from the project partners (Highland Council, HITRANS, NHS Highland and Scottish Ambulance Service) and drawing in additional expertise from the Community Transport Association and Voluntary Action Lochaber (who were contracted to deliver the LTABS).

Lochaber Action Learning Project

On 6th August 2015 the Transport Programme Board assessed the project to date and provided direction regarding the future of the transport hub concept.

By way of a brief background to the principal initiative operating within the Lochaber action learning project, the operational phase of the Lochaber Transport Advice and Bookings Service (LTABS) began on 16th June 2014 and will conclude on 9th October 2015. The purpose of LTABS is to address transport-related problems in the provision of health and social care services as experienced by individuals, communities and health and social care professionals; and also those transport deficiencies which negatively affect social inclusion opportunities within communities.

LTABS is set up on the hub principle as a single point of contact for all transport enquiries, open to all people and organisations. Preparations for launching the service and ongoing liaison have involved developing knowledge of and relationships with Third Sector transport groups, commercial transport operators, as well as the statutory health and social care sector. LTABS has scoped the region, building a database of all available transport and profiling operators willing to subscribe to the LTABS concept.

5.4 The LTABS initiative has been established by the Integrated Transport Provision Project (now part of the Transport Programme) which involves NHS Highland, Scottish Ambulance Service, Highlands and Islands Transport Partnership, Highland Council and Voluntary Action Lochaber (operators of LTABS on behalf of the other project partners). Highland Council contracts with Voluntary Action Lochaber for the delivery of the LTABS service. Funding for the initiative is via Scottish Government, Highlands and Islands Transport Partnership and Highland Council.

The report considered by the Transport Programme Board is available at **Appendix A**. Discussion and agreement arising from the Transport Programme Board has directed that:

- The projected underspend should be applied to maintain the Lochaber Transport Advice and Bookings Service until 31st December 2015.
- That the project review, as attached at Appendix 4, should be sent to Scottish Government under the cover of a letter co-signed by the Chief Executives (and equivalent) of the project partners.
- That the submission to Scottish Government should convey the potential to expand the project in the first instance to Skye, Lochalsh and Wester Ross area (as defined by NHS Highland's operational areas).
- That the submission to Scottish Government should seek an opportunity to discuss the prospects for expanding and financing the project during 2016.
- That the submission to Scottish Government should convey a commitment from the project partners to, should a funding solution be developed to operate the expanded service for another year, undertake a joint analysis during 2016 of the opportunities for delivering Highland-wide net benefit.

Recommendation

1. Members are asked to note this report.

Risk	Impact	Comment
RTS delivery	√	Supports RTS objectives in improving accessibility to healthcare.
Policy	√	Supports the RTS Horizontal Measures designed to support Community and Health Transport.
Financial	-	The project is identified in the Business Plan and has no financial implications beyond the initial commitment of support that has been drawn down already.
Equality	√	The project will improve accessibility and reach of health transport for access to healthcare facilities.

Report by: Stephen Graham / Ranald Robertson
Designation: Project Manager, Highland Council / Partnership Director
Background papers: Appendix A – Transport Programme Board Report
Date: 25th August 2015

Appendix A - Integrated Transport Provision Project

Lochaber Transport Advice and Booking Service - Project Review and Future Opportunities, August 2015

Summary

- The operational phase of the Lochaber Transport Advice and Bookings Service (LTABS) project began on 16th June 2014 and will conclude on 9th October 2015.
- Many of the requests placed with LTABS are difficult to resolve; the average time taken to develop a solution being 3.46 hours.
- The advent of LTABS has introduced a new dynamic to supporting social inclusion and supporting patient transport requirements. There is now a central focal point for directing requests for assistance and this is being used by the public, by the medical sector and by community organisations.
- Between July 2014 and June 2015 LTABS received 157 requests for assistance with. Solutions were provided for 135 of the requests.
- Healthcare requests dominated – 127 requests and 107 solutions; 30 social category requests were received, solutions were provided for 28.
- It is estimated that securing transport for people to attend healthcare appointments helped NHS Highland to avoid costs over the year in the region of £14,663 - £15,958.
- The renal trial delivers a level of service which the patients are very pleased with. Over the period February – June 2015 SAS PTS were able to conduct 29 more outpatient journeys and 8 more inpatient journeys compared to the same period the previous year.
- The net annualised benefit to NHS Highland through the improved patient flows is estimated to be in the range £15,935 - £21,266.
- Of the £116,821 initially budgeted for the project's three phases it is likely that there will be underspending in the region of £16.5k.
- Projected costs for the first year post-project are £59,184; with the operation extended to include Skye, Lochalsh and Ross-shire.

1.0 Introduction

- 1.1 The operational phase of the Lochaber Transport Advice and Bookings Service (LTABS) project began on 16th June 2014 and will conclude on 9th October 2015.
- 1.2 The purpose of LTABS is to address transport-related problems in the provision of health and social care services as experienced by individuals, communities and health and social care professionals; and also those transport deficiencies which negatively affect social inclusion opportunities within communities.
- 1.3 The LTABS initiative has been established by the Integrated Transport Provision Project which involves NHS Highland, Scottish Ambulance Service, Highlands and Islands Transport Partnership, Highland Council and Voluntary Action Lochaber (which operates LTABS on behalf of the other project partners).
- 1.4 As the project has unfolded requests for transport for health and social care purposes, and in particular for health-related appointments, have consistently formed the majority of the assistance sought from LTABS. As a result, the benefits to the community and to the project partners are being substantially derived from solutions created to ensure people

can get to and from health appointments, and frequently hospital appointments from isolated parts of the community.

2.0 Establishing LTABS

- 2.1 LTABS is set up on the hub principle as a single point of contact for all transport enquiries, open to all people and organisations. Preparations for launching the service and ongoing liaison have involved developing knowledge of and relationships with Third Sector transport groups, commercial transport operators, as well as the statutory health and social care sector. LTABS has scoped the region, building a database of all available transport and profiling operators willing to subscribe to the LTABS concept.
 - 2.2 A community transport forum has been established involving all current community transport providers as well as potential new providers. This has helped all participants to form a better understanding of the needs of the community as well as establishing a channel through which to share the common operational needs and concerns being experienced by all of the groups. Networking through this forum has opened up opportunities for the groups to communicate between themselves, a positive development within the Lochaber community transport sector.
 - 2.3 LTABS also participates in the Lochaber Transport Forum which is open to all transport operators, commercial and community based, to ensure LTABS maintains an awareness of local transport developments and issues, and to keep LTABS to the forefront within the local transport sector.
 - 2.4 All Community Councils were canvassed for their support and to explore what they saw as the problem areas affecting their transport needs. All of these developments are augmented by the wide-ranging insight into community issues which VAL is aware of and concerned with through its primary third sector interface role.
 - 2.5 With this large database of information and the strong links to transport groups LTABS has responded to requests creating a range of transport solutions. Some solutions have involved complex multi-part transport plans, others have involved exploring a client's eligibility for travel to healthcare funding support, and other solutions have involved LTABS liaising with the healthcare providers to secure appointment times which enable clients to use established transport services.
 - 2.6 The majority of requests for transport have been for medical appointments. LTABS seek to not only find transport solutions but also to educate both members of the public and NHS departments as to the problems encountered in traveling to appointments as well as, where appropriate, the long term solutions available. This has led to a more pragmatic approach to fulfilling NHS appointments where LTABS interacts, on behalf of clients, with the healthcare and transport providers to provide a mutually beneficial solution; and in providing a solution will seek to empower and educate clients to resolve similar, future transport needs.
- ## **3.0 LTABS Skills**
- 3.1 The current LTABS team brought skills and experience with them which, combined with the LTABS approach to problem-solving, has enabled a high solutions success rate of 84% for healthcare-related requests and of 86% for all requests. LTABS has made considerable use of the team's capabilities which include:

- Effective customer service
- A firm grasp of rural transport issues
- Building working relationships and links with people and organisations
- Partnership working to create opportunities
- Database development
- Data analysis to support solutions

4.0 Facilitating NHS Appointments

4.1 LTABS has been capturing data for requests for transport throughout Lochaber. The majority of these requests (80%) have been to access NHS Highland’s services.

4.2 Between July 2014 and June 2015 there have been 127 such requests out of a total of 157, which either came from members of the public or from NHS services. LTABS has sourced a solution to the travel problem on 107 occasions (84% success rate).

4.3 NHS departments as well as GP practices (such as Mallaig, Glen Mhor and Tweeddale surgeries) have utilised LTABS’ skills to source transport solutions, enabling NHS personnel to focus on medical care. In dialogue with NHS hospital and community health personnel it was identified by medical practitioners that they waste precious time sourcing transport for patients.

4.4 Actively working with the requester, transport links, NHS Highland and Scottish Ambulance Service (SAS) LTABS enables medical appointments to be kept. The cost of a missed appointment at an NHS hospital outpatient clinic is estimated in 2013/14 to have been £161¹, cost of a day patient 2013/14 £202¹ and the average GP appointment 2013/14 £108². Table 1 overleaf illustrates the extent to which LTABS has helped NHS Highland to avoid incurring costs by ensuring appointments are fulfilled.

Table 1 – Costs Avoided by NHS Highland - LTABS Facilitated Healthcare Appointments

Healthcare Purpose	Number of Transport Solutions	Proportion of Healthcare Transport Solutions	Cost Avoided July 2104 – June 2015	
			Outpatient ¹	Day Patient ¹
Appointments to Clinics, Raigmore Hospital	28	22%	£4,508	£5,656
Appointments to Clinics, Belford Hospital	46	36%	£7,406	£9,292
Appointments to Outpatient Clinics, Out of Area Hospital	5	4%	£805	£1,010
Appointments to GP Practices, Lochaber ²	18	14%	£1,944	-
Sub Totals			£14,663	£15,958
Journeys to Care Homes	8	6%		

Dental Appointments ⁴	2	2%		
Failed to Arrange Transport	20	15%		
Totals	127	100%	£14,663	£15,958

Notes:

1. <http://www.isdscotland.org/Health-Topics/Finance/Costs/>
2. <http://www.england.nhs.uk/2014/03/05/missed-appts/>
3. [Dental Practices may charge for patients not attending appointments. M&S Dental Care Practice in Fort William applies charges ranging from £52 for not attending a routine check-up to £400 for not attending a root canal procedure.](#)

4.5 Thus LTABS support over one full year for those seeking to attend healthcare facilities has enabled NHS Highland to avoid costs associated with missed appointments in the range of £14,663 - £15,958.

4.6 The complex nature of finding transport solutions in an area with poor transport links and a large isolated elderly population has been testing for LTABS with an average request resolution time of 3.46 hours. An example of the assistance the team endeavours to provide to ensure a safe and complete travel plan is given below. This travel plan involved other members of the family and as part of the aim to educate and empower the public they were encouraged to contact the bus company if the client needed transport in the future for a similar situation.

Example of a complex request

Previously we had contacted the consultant to see if the appointment time could be changed. If we could move the appointment then the client would be able to get the bus from Lochaline to FW bus station. The consultant has given a better appointment time for this appointment. On Thursdays there is no service from Drimnin to Lochaline so this travel option relies on the client being able to get a lift to catch the bus at 09.30. Once the client arrives at the Fort William bus station they can then get the Car Scheme to the medical centre.

We contacted the client to discuss the option of getting a lift to Lochaline from Drimnin on a Thurs morning. After contacting the client it has been made clear that public transport is not an option, as the client uses a trolley to walk. As this is the only transport option for the client other than a taxi we will contact the bus company and request the driver helps the client on and off the bus and allows more time for them.

The travel plan is as follows

**Client to get a lift to Lochaline for 9.30a.m. Thurs to catch bus. Shiel Buses to notify driver that the client will be travelling and will require assistance. Once the client arrives at Fort William bus station at 10.52 they will get a car to the medical centre. The client forgets things and has to write everything down so we thought it best if the Car Scheme contacts them.*

- 18.03.15 : I also called Lina at Citylink Fort William asking her if it would be ok for her to make sure that the client gets on the 14.50 bus back to Lochaline and they told me they would gladly help us.

5.0 Renal Transport Trial

5.1 The renal trial has run as a collaborative operation involving NHS Highland, Scottish Ambulance Service, LTABS and Highland Council, with LTABS administering the progress of the trial. It has run from Monday 5th January 2015 to evaluate an alternative approach to providing renal patient transport utilising NHS Highland care home minibuses. The approach being trialled frees up the SAS Patient Transport Services (PTS)

vehicle which in turn has reduced the number of patient transport cancellations which SAS has had to make.

- 5.2 Table 2 illustrates the impact of the SAS PTS vehicle being more available in Lochaber during February – June 2015. These improvements have been accomplished despite the local SAS team being one person short.

Table 2: SAS Patient Transport Cancellations, February – June 2014/15 Comparison

Issue	February – June 2014	February – June 2015	Net Outcome
Cancellations of Inpatient transport due to no SAS resources	13	5	8 more Inpatient journeys took place
Cancellations of Outpatient transport due to no SAS resources	54	25	29 more Outpatient journeys took place

- 5.3 As cancellations tend to occur at short notice Table 3 overleaf seeks to illustrate how these patient transport improvements might impact upon NHS Highland cost avoidance. The cost figures quoted in paragraph 4.4 above are used to extrapolate the outpatient component whilst cost figures provided by NHS Highland are applied to the inpatient component (Belford General Medicine £637 per occupied bed day and Belford General Surgery £766 per occupied bed day).

Table 3: Cost Avoidance Impact

Category of Journey	Range of Cost Avoided During Trial February – June 2015	Range of Cost Avoidance Potential for One Full Year
29 Outpatient Journeys or 29 Day Patient Journeys	£4,669 or £5,853	£11,205 or £14,059
8 Inpatient Journeys (General) or 8 Inpatient Journeys (Surgical)	£5,096 or £6,128	£12,230 or £14,707
Outpatient + General Inpatient or Day Patient + Surgical Inpatient	£9,765 or £11,981	£23,435 or £28,766

- 5.4 Thus the gross cost avoidance impact of the renal trial is in the range £9,765 -£11,981 for the 5 months of the trial period, and in the range £23,435 - £28,766 when extrapolated to a full year.

- 5.5 Please note the cost avoidance figures assume one patient only per journey. In reality, for the outpatient and day patient journeys, it is likely that more than one person would be transported per journey, enhancing the cost avoidance potential. Further benefit would be gained from not having to reschedule missed appointments within the hospital system.
- 5.6 The costs incurred by NHS Highland in running the renal transport trial can be estimated as follows:

Table 4: Renal Patient Transport trial – Cost to NHS Highland

Cost Category	Cost incurred During Trial February – June 2015 ⁴	Cost Extrapolation for One Full Year
Staff ¹	£1,407	£3,327
Vehicle ²	£577	£1,365
Mileage ³	£1,188	£2,808
Total Costs	£3,172	£7,500

Notes:

1. Hourly pay rate of £9.14 applied – an average of SAS, NHS Highland and Highland Council driver rates - applied pro rata to the 7 hours per week the care home drivers are involved.
 2. SAS vehicle costs (repair and maintenance, insurance, etc.) of £30 per day applied pro rata to the 7 hours per week the care home minibus is utilised for renal patient transport.
 3. SAS mileage cost of £30 per 100 miles applied. Total mileage per week for the renal runs undertaken by care home minibus = 180 miles
 4. February – June 2015 = 22 weeks
- 5.7 Taking the net view from Tables 3 and 4 above the renal transport trial benefit to NHS Highland of cost avoidance over cost incurred is in the range £6,593 - £8,809 for February – June 2015, with an annual potential benefit in the range £15,935 - £21,266.
- 5.8 Feedback from the patients using the trial to attend renal appointments is that they prefer the trial vehicles as they are wider and more comfortable than the SAS patient transport vehicles. They also state that the service feels more personal as they are picked up by the same person for each appointment. Feedback from the renal patients is instructive - welfare and comfort of the patients attending these appointments is very important as their treatment and condition can adversely affect the way they feel.
- 5.9 NHS Highland and Scottish Ambulance Service are working together to produce a report which will define how the template established by the trial could be adapted and implemented in Lochaber as a permanent feature of renal patient transport and care.

6.0 Social Inclusion

- 6.1 The LTABS team have utilised their skill sets to resolve transport problems for other purposes including transport to lunch clubs, shopping trips and social group events. There have been 30 (19% of all requests) such requests with the team failing to resolve only 2 (6.6% of the 30 requests) of these. Part of the project's remit is to support solutions which reduce social isolation; 23 (14.6% of all requests) requests come into this category. A common factor in the client base is that normal commercial transport is either not suited to their condition or there has been a condition that prevents the normal usage of the transport. LTABS actively communicates with the transport providers on behalf of clients and arranges any special needs that are required to ease their travel-related stress.
- 6.2 Table 5 summarises the social transport aspect of LTABS' work.

Table 5: Transport for Social Purposes

Request Type	Number	Proportion of Requests	Examples
Social Inclusion	23	76%	Shopping, Active Citizen, Lunch Clubs
Social Care	2	7%	Private Care Home
Other Requests	3	10%	Airports, Vet's
Unresolved	2	7%	Education, Sport
Totals	30	100%	

- 6.3 The social transport solutions have produced welcome benefits within Lochaber:
- Transport costs have been sourced for two lunch clubs enabling at least 20 people for each club to be picked up and taken to and from a central point within the community for a luncheon meeting then returned home. This is playing a major role in helping the attendees to maintain links within their communities and delivers recognised benefits for physical and mental health.
 - Lochaber Sensory Care (LSC) has a significant role within the locality, providing support and services for socially isolated people and those with sensory impairments. Their Social Group organises trips to events and places of interest in the Highland area as well as a lunch group at a local hotel within Fort William. LTABS has worked with LSC to develop transport for these events, which has led to groups of between 10 – 20 elderly people participating in community activities whom might otherwise have had fewer opportunities to do so.
 - Transport has also been arranged for representatives from many countries to view Active Citizen Projects within the Lochaber area. LTABS sourced a local transport solution saving time and costs for the organisers. The visits led to an international perspective being introduced to Lochaber, educating, supporting and inspiring local social groups.

7.0 Project Costs

- 7.1 Total project costs of £116,821 were projected when planning the Lochaber Transport Advice and Bookings Service, as depicted in Table 6 below.

Table 6: Projected Costs for Operating LTABS Initiative

Set-up Phase (3 months)	
Projected costs	£16,262
Financed by Scottish Government	£16,262
Operations Phase (12 months)	
Projected Costs	£77,171

Financed by:	
Scottish Government	£50,000
Highland Council	£13,586
HITRANS	£13,585
Tertiary Phase (max. 4 months)	
Projected Costs	£23,388
Financed by:	
Highland Council	£11,973
HITRANS	£11,415
Total Project	
Projected Costs	£116,821
Financed by:	
Scottish Government	£66,262
Highland Council	£25,559
HITRANS	£25,000

7.2 The contract Highland Council operates on behalf of the project partners with Voluntary Action Lochaber has a maximum value of £114,621 over the three project phases; a further £2,200 was budgeted for Highland Council project management travel expenses:

• Set-up Phase, Mid-March to Mid-June 2014	£ 15,662
• Operations Phase, Mid-June 2014 to Mid-June 2015	£ 75,971
• Tertiary Phase, Mid-June to 9 th October 2015	£ 22,988
• Sub Total	£114,621
• Project Management, Mid-March 2014 to 9 th October 2015	£ 2,200
• Total	<u>£116,821</u>

7.3 Projected spend within the contract to 9th October 2015 is indicating an under-spend of around £15K. This money is currently ring-fenced as a restricted fund within Voluntary Action Lochaber's accounts. There is also a likely underspend of circa £1,600 in the project management travel expenses. Therefore there is likely to be a total underspend in the region of £16.5k by 9th October 2015. Table 7 conveys forecast expenditure details.

Table 7: Forecasted Project Expenditure to 9th October 2015

Cost Elements	Project Budget March 2014 – October 2016	Forecast Expenditure March 2014 – October 2016	Projected Underspend (Subject to Projected, Related Bills)
Recruitment	£1,500	£590	£910
Salaries & Associated costs	£85,390	£85,515	(£125)

ICT Set up & Monthly Costs	£3,933	£1,330	£2,603
Equipment	£1,300	£1,260	£40
Rent & Utilities	£3,166	£3,166	£0
CEO Time	£4,666	£4,375	£291
Travel Costs	£1,000	£1,075	(£75)
Partner Contribution Time	£2,666	£1,250	£1,416
Training	£1,000	£0	£1,000
SROI	£3,000	£0	£3,000
Contingency	£7,000	£800	£6,200
Sub-Totals	£114,621	£99,361	£15,260
Project Management Travel	£2,200	£594	£1,606
Totals	£116,821	£99,955	£16,866

7.4 The funding for the project secured from The Scottish Government (for the NHS and SAS contributions) has been fully spent. The project is now utilising the funding contributed by HITRANS and Highland Council.

7.5 Options for using the projected underspend:

- Return the balance of funding to HITRANS and Highland Council.
- Apply the underspent finance to continue the LTABS project until the end of December 2015 to allow additional time for resolving and implementing a future service.
- Consider applying the sum as a transitional contribution to the NHS environment if a successor service can be established imminently.

8.0 Future of LTABS

8.1 As the Lochaber action learning project nears its contractual conclusion key questions are:

- Will the service be operated in some capacity post-project?
- Under which organisation's remit will the service be operated?
- Where will the funding come from?
- Will service delivery be through an in-house or third party channel?

8.2 Should the project partners determine that the service can be sustained into the future a phased development approach might be considered appropriate, such as:-

Year 1

Utilise the capacity and potential within the existing staffing structure (2 Full Time Equivalents, FTE) to expand the LTABS service to include Skye, Lochalsh and Ross-shire.

Year 2

Expand services to include, perhaps, Badenoch and Strathspey, with the introduction of a further area (e.g. rural Inverness) in the second part of year 2. This could be accomplished with the addition of one FTE staff.

Year 3

Provide a comprehensive transport advice and booking service for the whole of Highland. The hub operation might require 4 FTE staff at this juncture.

8.3 Specific opportunities for development will be informed by:

- An analysis of unmet healthcare transport demand across Highland (which SAS has undertaken to contribute to).
- The potential for **virtual co-location** of a transport hub service with the SAS Inverness Control Centre.
- NHS Highland developing a corporate view on its engagement with patient transport issues.
- New infrastructure developments at Aviemore and Broadford, and further into the future at Fort William.
- The NHS environment working together to identify and to examine other opportunities where substitution of SAS PTS transport with alternative transport solutions (potentially care home minibuses) might enable greater patient transport benefits to emerge.

8.4 Table 8 considers potential future costs over a 3-year period. The costs are based on the services being delivered from the existing An Drochaid site in Fort William. This would allow Voluntary Action Lochaber (VAL) to operate with lower operational costs, defraying service costs within the wider VAL business areas.

Table 8: Future Cost Projections for Transport Hub Service

Cost Elements	Year 1 – 2FTE	Year 2 – 3FTE	Year 3 – 4FTE
Salaries & Associated Costs	£48,000	£67,666	£88,500
Telephone & Internet	£1,200	£1,500	£2,000
Stationery & Administration	£1,200	£1,300	£1,500
Office Rental	£2,400	£2,500	£3,000
Travel	£500	£500	£600
Contingency	£1,500	£1,500	£2,000
Sub Totals	£54,800	£76,856	£97,600

Management Fee (8%)	£4,384	£6,148	£7,808
Totals	£59,184	£83,004	£105,408

9.0 Conclusion

9.1 LTABS has applied significant effort to build positive working relationships with the public, with community representative organisations, with transport providers, with the health sector and with social care providers. The networks established are tangible, built on a pragmatic approach to seeking effective use of existing transport resources.

9.2 The hub concept, enlivened by LTABS, has been a constructive influence in pulling together the contributions required to produce the positive results which have been much appreciated within Lochaber. With fair backing the LTABS approach can be applied to similar problems being experienced in many other parts of Highland.