

Community Planning Partnership

11th September 2015

Agenda Item	8.
Report No	CPB 14/15

Lochaber Integrated Transport Provision Project

Report by Director of Community Services

Summary

A full operational year (July 2014 – June 2015) has been completed by the Lochaber Transport Advice and Bookings Service (LTABS). Utilising an under-spend of the resources already dedicated to the project LTABS has funding to continue until 31st December 2015. Costs to operate and extend the geographic and operational scope of LTABS for 2016 have been projected to be £60k. An imminent decision on whether to support LTABS during 2016 is required.

1. Background

- 1.1 The Lochaber Transport Advice and Bookings Service (LTABS) initiative has been established by the Integrated Transport Provision (ITP) 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).
- 1.2 The ITP Project was established in response to the 2011 Audit Scotland report which criticised the lack of joint working, lack of leadership and fragmentation of transport services for health and social care between Local Authorities, NHS Boards, the Ambulance Service, Regional Transport Partnerships and the Scottish Government.
- 1.3 With the advent of the Transport Programme, which has come into being as a direct result of the revenue budget savings required of Highland Council over the next four years, the ITP Project Board has been augmented by representation from the Community Transport Association and Highland Third Sector Interface.
- 1.4 LTABS is the principal initiative under the ITP Project. Funding for the initiative has been through Scottish Government, Highlands and Islands Transport Partnership, and Highland Council. Lochaber was selected by the ITP Project Board representatives to trial a co-operative approach to resolving transport problems utilising existing resources and transport assets in the area.
- 1.5 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. It is set up on the hub principle as a single point of

contact.

2. Lochaber Transport Advice and Bookings Service

- 2.1 LTABS typically receives requests from those for whom a standard transport solution is not suitable. The requests they receive are invariably characterised by factors (such as geography, health condition, other personal circumstances, appointment allocation and type of transport suitable) which take time and effort to resolve. A key operating principle is to educate and empower clients to resolve their repeat requirements independently where this is possible.
- 2.2 A network of relationships has been established between LTABS and transport providers (commercial and community providers), health and social care sectors, community representative groups and clients of the service to enable solutions for the range of requests made of the service.
- 2.3 Solutions not only include finding suitable transport options but also, on behalf of clients, liaising with hospital clinics to alter the timing of appointments and ascertaining the availability of travel expenses funding with the Finance Team at NHS Highland, as well as securing transport operator assistance to ensure less able clients get on and off at the correct destinations.
- 2.4 A review of the LTABS project has recently been completed and is at **Appendix 1**. It explores the costs of operating the project, the benefits that have resulted and estimates potential future costs and benefits.
- 2.5 Over the 12-month reporting period:
 - LTABS received 157 requests for assistance
 - 30 social category requests were received, 28 of which were provided with a helpful response/solution.
 - 127 of the requests were for healthcare-related transport; 107 solutions were provided.
 - The project in Lochaber also enabled a renal transport trial to occur. The trial has demonstrated that the concept and principles of alternative, non-Scottish Ambulance Service (SAS) transport provision are tenable for renal patient transport, permitting SAS flexibility to undertake other patient transport activities and to reduce the number of cancellations, whilst recognising that the specific form of alternative delivery needs to be refined.

3. The Future

- 3.1 The projected cost to operate a hub service during 2016 is £59,184; this covers maintaining the hub at Fort William, proceeding with the same staff input (one full time coordinator and two part-time operators), expanding the geographic scope of operations to include Skye, Lochalsh and Wester Ross, and profiling the Highland-wide opportunity to inform a decision on proceeding beyond 2016.
- 3.2 From NHS Highland's perspective, should the hub continue into 2016, there

are particular activities which could be targeted in addition to the day-to-day service provision:

- Examining transport options for taking discharged in-patients home.
 - A gap analysis and seeking to identify solutions to support the new healthcare site being planned for Broadford. (LTABS has already begun profiling the existing transport provision in the area to support the work of the Skye & Lochalsh Transport Access Group.)
 - Facilitating discussions with communities to explore healthcare transport opportunities.
- 3.3 Scottish Ambulance Service is considering the range of options, and possible associated costs, to potentially link up the hub with their Area Contact Centre. If this could be accomplished it would be a significant development and would realise one of the project's initial development aspirations.
- 3.4 Currently Highland Council manages the contract with Voluntary Action Lochaber (VAL). Highland Council will not be able to issue a second contract to VAL without going out to tender. Given the balance of activity towards the healthcare sector within the project the Transport Programme Board has discussed but not resolved the possibility of one of the other project partners taking over the lead agency role to manage the hub service.
- 3.5 In order to provide suitable notice to LTABS staff and to prepare and implement an appropriate exit strategy for the current project – for either closing down or progressing into a new phase in 2016 – the Transport Programme Board meeting scheduled for 1st October will:
- Wish to know from Highland Council, SAS, HITRANS, and NHS Highland whether their organisations are willing and able to contribute £15k each to operate the transport hub service during 2016.
 - Wish to know from HITRANS, SAS and NHS Highland which organisation will be prepared to take the lead contract and project management role to operate the hub service during 2016 (assuming the financial commitment is there).
 - Based on the two foregoing points a Transport Programme Board perspective and decision will be made on the continuation of the transport hub service into 2016.

The outcomes of this 1st October meeting will inform the next communication with Scottish Government.

- 3.6 The need for an exit strategy was one of the conditions attached to the Scottish Government's financial input to the current project. An exit strategy will be one of two options:
- The project concludes altogether as no sustainable future can be secured for the hub service. Or,
 - The project moves into a different phase with an expanded remit and with appropriate funding and governance to support it (the preferred and hoped for outcome which efforts continue towards).

In both instances there will be necessary, associated actions to proficiently

deliver the exit strategy.

- 3.7 For the first option key aspects of an exit strategy will include:
- All clients and other parties which LTABS has engaged with being advised of the hub's closure.
 - Project partners posting on their websites a range of contact points for seeking transport options in the Lochaber area.
 - All relevant aspects of the contract between Highland Council and Voluntary Action Lochaber being covered off.
- 3.8 For the second option key aspects of an exit strategy will include:
- The expansion of the service to Skye, Lochalsh and Wester Ross would need to be communicated to relevant parties.
 - A new contract would need to be established with Voluntary Action Lochaber, preferably by one of the other 3 original project partners.
 - Transfer of ownership of materials (the client and transport provider database) from Highland Council to the new contract lead.
 - An agreement to cover the financial contribution arrangements (if the service is continued using funds supplied by SAS, NHS Highland, HITRANS and Highland Council).
 - A clear, time-bound decision-making pathway to determine if the 2016 hub can be extended further geographically in 2017 and in further years.
- 3.9 Beyond 2016 Highland Council does not envisage contributing to the cost of operating the hub service. The research to be conducted during 2016 should produce information to determine whether there is a sufficiently attractive cost-benefit balance for the service to be run within the healthcare sector.
- 3.10 Highland Council will be introducing a new call for community transport grants during November 2015 which will seek to provide funding towards supporting the direct provision of community car schemes and other direct provision of transport by third sector organisations within geographically defined local community areas.

Recommendation

That Community Planning Partnership representatives convey to their organisations the important decisions which are imminently required for the Lochaber Integrated Transport Provision Project.

Designation: William Gilfillan, Director of Community Services, The Highland Council

Date: 11th September 2015

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APPENDIX 1

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

Executive Summary

Over the 12-month operational period:

1. Transport Requests and Solutions

- LTABS received 157 requests for assistance, and provided solutions for 135 of these requests.
- 30 social category requests were received, 28 of which were provided with a solution.
- 127 of the requests were for healthcare-related transport, and 107 solutions were provided.
- The project in Lochaber also enabled the renal transport trial to occur. As a result of renal patients being conveyed to and from their treatment by care home minibuses Scottish Ambulance Service was able to conduct other patient transport activities and to reduce the number of cancellations; the net outcome over the period February-June 2015 was that 8 more inpatient journeys took place and 29 more outpatient journeys took place.

2. LTABS' Costs

The operational costs (12 months)	£61,495
Set-up costs (3 months)	£17,369
Extended operational phase (4 months)	£20,497
Total	£99,361

3. Financial Benefits

The financial benefits for the 12-month operational period by way of cost-avoidance for NHS Highland (expressed as ranges) from the project are:

Ensuring 107 patients met their appointments	£14,663 - £15,958
SAS conveying more patients (net, annualised)	£39,370 - £50,032
Reduction in health workers time booking transport	£ 700 - £ 1,000
Total	£54,733 - £66,990

4. Other Benefits

- The social inclusion solutions.
- Supporting the community transport forum.
- The tangible links with clients, transport providers and the health and social care sectors.
- Establishing a focal point for the public and health and social care sectors to approach for transport advice and assistance in exploring the potential for a solution which may not be accessible for other individuals or organisations to create.

5. Future Costs

- Projected 3-year operational costs, with progressive geographic expansion to cover all of Highland by end of year 3 are:

Year 1 (2FTE)	£59,184	Aim: Expand to cover Skye, Lochalsh & SW Ross
Year 2 (3FTE)	£83,004	Aim: Expand to cover 2 more NHS Highland areas
Year 3 (4FTE)	£105,408	Aim: Complete coverage Highland (5 more areas)

6. Future Benefits

- Accepting the limitations of the approach being used in this section, a straight-line extrapolation of the financial benefits accomplished during the current operational year (and expressed in section 3 above) could produce potential future savings/cost avoidance **increments** to NHS Highland of:

Year 1	£54,733 - £66,990
Year 2	£109,466 - £133,980
Year 3	£273,665 - £334,950

Main Report

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 links and working relationships 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 One fifth of the healthcare transport requests to LTABS were made by the medical sector. Assuming it would have been medical receptionists or nurses making the arrangements in lieu of LTABS not existing then a small, additional benefit for the opportunity cost of time can be calculated (in the range £700 - £1,000, based on known hourly rates for those categories of staff, £8 and £11 respectively, and 3.5 hours average solution time per request).

4.5 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.

4.6 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.

4.7 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 utilizing NHS Highland care home minibuses. The approach being tested 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 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 If we make the assumption that there was an average of two patients on board for each journey the values in Table 3 can be recalculated as per Table 4.

Table 4: Cost Avoidance Impact (2 Patients Per Journey)

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	£9,338 or £11,706	£22,410 or £28,118
8 Inpatient Journeys (General) or 8 Inpatient Journeys (Surgical)	£10,192 or £12,256	£24,460 or £29,414
Outpatient + General Inpatient or Day Patient + Surgical Inpatient	£19,530 or £23,962	£46,870 or £57,532

- 5.7 The costs incurred by NHS Highland in running the renal transport trial can be estimated as follows:

Table 5: 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

- 5.8 Taking the net view from Tables 4 and 5 above the renal transport trial benefit to NHS Highland of cost avoidance over cost incurred is in the range £16,358 - £20,790 for February – June 2015, with an annual potential benefit in the range £39,370 - £50,032.

- 5.9 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.
- 5.10 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 6 summarizes the social transport aspect of LTABS' work.

Table 6: 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 helping the attendees to maintain links within their communities and delivers recognized 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 organizes 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 and trips 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 organizers. 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 7 overleaf.

Table 7: 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	<u>£ 22,988</u>
• Sub Total	£114,621
• Project Management, Mid-March 2014 to 9 th October 2015	<u>£ 2,200</u>
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 8 conveys forecast expenditure details.

Table 8: 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. 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 9 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 9: 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.