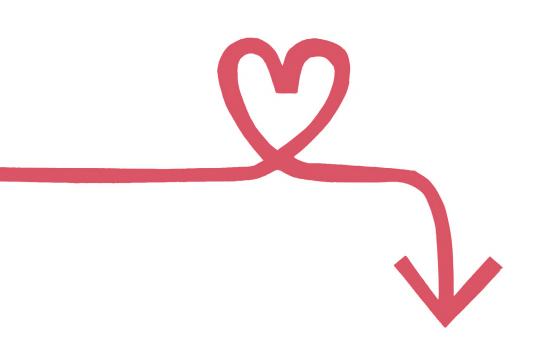
badenoch and strathspey Comunity ions



Community ConnXions The Way Ahead 2022-2027

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Foreword by Our Chair, Neil McIntosh

Badenoch and Strathspey Community Transport Company (BSCTC) is one of the most successful Community Transport Schemes in Scotland. We have continued to develop our services over the last two decades and today we are a lot more than just a car scheme. We offer a range of services that focus on inclusion and bringing people together through social contact.

For some time, we have considered the role and impact we have in the community. We realised that through the work we do via our services and partners, we provide connections within the community. The COVID pandemic allowed us to reflect and confirm that we do indeed provide vital connections and while transport is fundamental in delivering our services we are certainly more than just a car scheme.

This document is a result of the review we have undertaken as we prepare to come out of the pandemic. Now with our new name Community ConnXions it details our plans for the Charity over the next five years as we continue to evolve and focus on improving the lives and wellbeing of people in our community.



Neil McIntosh, Chair

Executive Summary

Who we are?

Set up in 1999 as Badenoch and Strathspey Community Transport Company, our Board, clients, volunteers and small band of staff became one of the most successful community transport companies in Scotland.

Through our work we tackle the underlying causes of isolation caused by a lack of access to transport by providing links to services and social contact for our clients.

Now, having developed so many more services we have taken the opportunity to reflect. We are no longer simply a transport company, through the many services we offer, we have become so much more for our communities.

With a change in name to Community ConnXions we have created a 5-year vision "Community ConnXions, The Way Ahead 2022 – 2027"

The landscape we operate in

In 2019, the Scottish Government recognised the many inequalities and loss of opportunity created by poor transport services and passed the Transport (Scotland) Act, followed by the National Transport Strategy, Protecting Our Climate & Improving Lives; Feb2020".

It recognises the unique limitations of inadequate transport in rural communities affecting physical and mental health, cutting off opportunity for specific groups - elderly, disabled, young people, single parents and limiting access to education and work opportunities.

What we want to achieve

Our Vision

"To improve the lives and wellbeing of people in our community enabling them to remain independent for longer"

Our 5 Year Focus

- Operate a community transport service at the "heart of the community" which is demand led and meets our client's needs.
- Value and grow our volunteer group acknowledging that they form an essential part of our service provision.

- Widen and increase our client groups to ensure we support all those who would benefit from community transport.
- Promote the benefits of community transport and Community ConnXions services locally and nationally.
- Collaborate with partners to influence local and national policy and practice to achieve better outcomes for our clients.
- Introduce digital technology that supports the growth and communication needs of the organisation and our clients.

Our Partners

Our work is aligned to Scotland's National Performance Framework and as such we are supported by the Scottish Government (core funding), NHS Highland and Highland Council.

Community ConnXions as also an important partner for other third sector and public sector organisations assisting in the delivery of an integrated transport solution to cut costs, offer flexibility and support the rising demand for health care services.

Investment

Under the leadership and direction of the current Board and Development Manager the organisation has been prudently managed ensuring financial stability and accumulation of strong reserves. This has given Community ConnXions to sure foundation for future projects.

	2021/22	2022/23	2023/24	2024/25
Income	227,106	238,250	252,400	267,500
Expenditure	223,312	241,922	254,292	350,300
Net Profit/Loss	3,794	-3,672	-1,892	2,200
Reserves	331,600	312,928	296,036	263,236



Community ConnXions The Way Ahead 2022-2027

About Us

Introduction

"Community transport is about providing flexible and accessible community-led solutions in response to unmet local transport needs, and often represents the only means of transport for many vulnerable and isolated people.

Significant user groups are older people and disabled people with most services and projects working in rural areas"¹

Our History

Badenoch & Strathspey is a remote rural area situated south of Inverness in the Scottish Highlands. Its small villages are considered amongst the most geographically deprived in Scotland due to their distance to services. Inaccessible and infrequent transport means many people are left isolated in their homes.

In 1999 Badenoch and Strathspey Community Transport Company (BSCTC) was created by and for the people of Badenoch & Strathspey to provide accessible transport. Based in Aviemore we cover an area bigger than the size of Greater London but with only 14,000 inhabitants.

Through this work BSCTC tackled the underlying causes of isolation providing links and social contacts for its clients.



Expansion of Our Services

Since 1999, our organisation has become one of the most successful Community Transport Schemes in Scotland. With the assistance of volunteer drivers and telephonists we have created community transport, which is safe, accessible, cost-effective, and flexible. The scheme is run by the community, for the community, and meets the individual needs of people isolated by inadequate transport. We have become highly respected by health professionals in the area. From care workers to doctors, all introduce patients to BSCTC to support their health and wellbeing.

We grew to well over 100 volunteer drivers and regularly had between 5 and 7 home-based telephonists, all supported by a small number of full time and part-time staff. Some of our activities include:

- A community car scheme utilising volunteer drivers.
- A door-to-door fully accessible bus service
- Assisted shopping service
- Befriending scheme
- Lunch & Supper Clubs
- And many other supported social activities such as mystery tours

During this period funding steadily increased, and the organisation acquired two accessible minibuses for private hire, an accessible car, free wheelchair loan and an electric trishaw service taking people from local care homes out and about.

For a comprehensive list of activities see Appendix A.

The organisation, staff and volunteers have won numerous awards and the Development Manager was recognised with an MBE, demonstrating BSCTC's valued impact on the community.

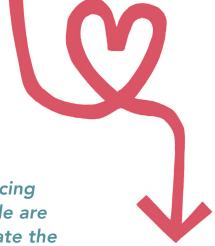
Where are we now?

The COVID pandemic had a marked impact on our communities.

Both volunteers and clients were no longer able to venture out, instead living in isolation and fear. As a result, the staff were focused on supporting client's basic needs, delivering shopping and medicines, and offering reassurance.

For Full Impact of COVID on the organisation see Appendix B.

"I look forward to seeing Derek the driver every week with my shopping. He always goes the extra mile to get me whatever I need and it is always delivered with a smile!"



"As a visually impared person, social distancing is hard to maintain—you never know if people are keeping their distance or not. I really appreciate the support I get from Where2Today."

"I never knew how much I would appreciate a walk and chat with friends but after being trapped at home for over a year, the Walking Group is now the highlight of my week"²

As things began to ease initiatives were introduced to our clients build their confidence to re-engage in society.

Part of that support saw a focus on outdoor activities and the launch of one of the most rewarding projects to date, the allotment.

Looking Ahead

As we come out of the pandemic, we have taken the opportunity to reflect. We are no longer simply a transport company. The pandemic has taught us that through the many services we offer, we have become so much more for our communities.

Our new 5-year vision, Community ConnXions, The Way Ahead 2022 – 2027, will see the launch of the next phase of development.

With a change of name to Community ConnXions, we will reach out past our current main client groups to all those in need of our services, expanding into outlying communities and continuing to work in partnership focused on our aim:

> "To improve the lives and wellbeing of people in our community enabling them to remain independent for longer"

Visions:

Values:

To improve the lives and wellbeing of people in our community enabling them to remain independent for longer.

Connect, Include \longrightarrow Enable

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Aims & Outcomes:

Clients Aim:

To enable people to have access to local services and activities which improve the ability to remain independent.

Volunteers Aim:

To ensure volunteers feel valued, supported and a part of a proactive team.

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Clients Outcome:

The health and wellbeing of people in our communities is enhanced as inclusion and social connection are increased.

Volunteers Outcome: Volunteers steadily increase

in number, are fulfilled in their role and enjoy their experience connecting with our communities.

Community Aim:

To ensure community transport is recognised as a critical component in connecting people in our communities.



Community Outcome: Community Transport remains high on the agenda of politicians, decision and policy makers.

What We Do:

To deliver our vision we will actively:

- Operate a community transport service at the "heart of the community" which is demand led and meets our client's needs.
- Value and grow our volunteer group acknowledging that they form an essential part of our service provision.
- Widen and increase our client groups to ensure we support those who would benefit from community transport.
- Promote the benefits of community transport and Community ConnXions services locally and nationally.
- Collaborate with partners to influence local and national policy and practice to achieve better outcomes for our clients.
- Introduce digital technology that supports the growth and communication needs of the organisation and our clients.



Goals and Evidence of Success

Goals	Evidence of Success
We create a community transport service at the "heart of the community" which is demand led and meets our client's needs.	 Transport provision is the prime enabler of social connection in Community ConnXions strategy.
	 Our central office (hub) is multi- purpose to include office space and staff that can support volunteers and clients in a caring way.
	 We have expanded our client group to all within our communities who have a need for our transport to help social inclusion and mental and physical well being.
	 We introduce technology to create a robust back- office system that supports the operation and digital services required by clients, volunteers, and staff.
	• We work in partnership with others, focusing on collaboration and influence .
Volunteers are acknowledged as critical to what BSCC does and form an essential part of the backbone to service	 We provide opportunities, including face to face and online, for our volunteers to network, collaborate and increase their knowledge and skill to help them deliver long lasting relationships with our clients.
provision.	 We listen to volunteers and implement a process for them to feedback successes, challenges and issues ensuring they have an enjoyable experience as a volunteer.
	 In partnership with staff a team of key volunteers is developed to eliminate bottlenecks, fill gaps when staff are unavailable and support outlying mini communities.
	 Targeted recruitment ensuring we have the right volunteers for the right roles is part of our ongoing success.
	 We effectively use technology , including phones, to create a structure to manage volunteers giving greater connection and flexibility.

Goals	Evidence of Success
We ensure the health and well-being of our client group through providing opportunities for social interaction, access to services and building long-term caring relationships	 We widen and increase our client group so that it reflects all those in our communities who would benefit mentally and physically from access to more social interaction. We upgrade and increase the use of technology as an enabler for clients, offering "self-service" and face to face options, as tools for better service delivery. Our service offering is demand led and scaled up following evaluation, and feedback from clients, volunteers, and staff. Transport remains the key enabler to connect clients to their communities, social activities, and services of their choice. We maintain and increase our public contact and profile through the creative use of social media and traditional marketing methods.
Community Transport is recognised both locally and nationally as a critical component in supporting the health and wellbeing of our communities.	 Community ConnXions creates an effective communication strategy which gives all in our communities who need our services the confidence to actively engage. We collaborate with partners to influence local and national policy and practice, regarding community transport. We develop a strong network of senior stakeholders, funders, and influencers to maintain and expand collaborative work which progresses the long-life sustainability of community transport.

Goals	Evidence of Success
Our governance reflects our commitment to the long-term sustainability of the organisation with a shared vision and purpose.	 The governance of BSCC assures its continued stability and growth. We act with care and diligence in the best interest of our clients, volunteers, and staff. We meet financial targets and work within agreed budgets. The well-being of all staff is supported through an annual well-being survey, follow up, and continuous individual support through BSCC's one-to-one programme. We commit to taking time out as a Board, staff and key volunteer group to consider how we continue
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Sector Analysis: Political, Sociocultural, Economic, Technological

Introduction

Within Badenoch and Strathspey many are unable to access public transport. The Highland Council fund a limited bus service, access is poor because of the distance people live from main bus routes, accessible coaches do not take people with mobility issues who cannot climb the steps of the bus, and timetables are limited often with no transport available at the weekend.

All of this curtails people's social interaction and limits their access to family, friends and opportunity having a direct effect on physical and mental health.

The Political Landscape

Set against this backdrop, the Transport (Scotland) Act 2019³ was passed to halt the decline in patronage and improve bus services. This was followed by the "National Transport Strategy, Protecting Our Climate & Improving Lives; Feb2020"⁴ which set out an ambitious 20-year national transport strategy with 4 key aims:

- Reduce Inequality
- Take Climate Action
- Help Deliver an Inclusive Economy
- Improve Health and Well Being



Current Challenges

Reducing Inequality

- In many cases, those on low incomes are excluded from maintaining social connection, accessing employment or training opportunities due to the affordability and availability of transport options.⁵
- Childhood poverty is directly impacted through lack of connection, limited social interaction and financial constraints.⁶
- Gender poverty is equally impacted. Public transport routes and timetables are not designed to fit the more complex travel behaviour that many women have looking after family, known as "trip-chaining".⁷

Social Isolation⁸

- There is increasing recognition of social isolation and loneliness as major public health issues that can have significant impact on a person's physical and mental wellbeing.
- 6% of adults, have contact with family, friends, or neighbours less than once or twice a week.
- Many disabled people feel trapped due to the lack of accessible transport, particularly in rural areas.⁹

Young People's Needs¹⁰

- Young people's transport habits have changed too, now socialising, shopping, and accessing entertainment far more online. However, in rural areas hobbies and sports which require face to face interaction and team working are harder to access.
- High cost and low levels of frequency of public transport are having a disproportionate impact on young people and can lead to inferior employment and education opportunities.

Aging Population

- Highland Council population projections predict that those in the 60-74 age group in Badenoch and Strathspey will rise by 85% between 2001 and 2025 (2,659 to 4,923 people), and those in the 75+ age group by 103% (1,408 to 2,858 people).
- Scottish public sector spent £4.5bn on the elderly in 2011/12 which is predicted to rise to £8bn by 2031. ¹¹
- Factors impacting on older people accessing transport include inaccessible vehicles (particularly taxis, buses, and trains), journey comfort, frequency of bus services and poor integration between different transport services.¹²

Needs of Disabled People¹³

- Accessibility and cost issues affect those with disabilities living in remote and rural areas, restricting their freedom and interaction with others.
- Taking up employment opportunities can become challenging and can lead to more disabled people becoming isolated and trapped in poverty.

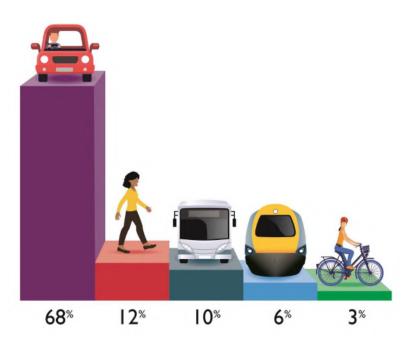


Figure 1 Transport Mode Share for Work 2018

Impact on Business¹⁴

- Longer commutes to work combined with more expensive fuel typically adds £30 to £40 per week to workers costs when compared to rural England.¹⁵
- Higher fuel costs and longer distances make businesses uncompetitive.
- Small scale enterprises, which make up most of the businesses in the area, are more reliant on flexible transport infrastructure to support deliveries to customers and suppliers.

Environmental Impact: Delivering on Net Zero Targets

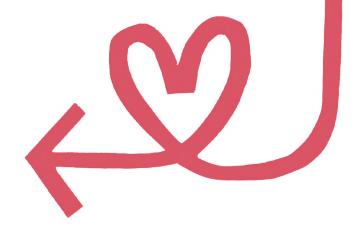
- Transport is currently Scotland's largest sectoral emitter, responsible for 37% of Scotland's total greenhouse gases in 2017. A key challenge for the Scottish Government is to reduce these impacts to achieve Scotland's net zero targets.
- Current decline in bus use and reducing passenger numbers risks driving down revenues and making some services unviable, resulting in their cancellations and, in increased use of cars.
- Changing travel behaviour and encouraging people to make trips by bus rather than by private car is a significant challenge. The Scottish Government views Community Transport as part of the solution offering a flexible, low-cost alternative.



Figure 4 Transport Mode Share for Work 2018

Technology¹⁶

- 23% of adults in Scotland don't have foundation digital skills.
- As the transport system is becoming increasingly digital there is a need to secure against cybercrime for users, for example protecting personal details when taking on new clients.
- Continuous digital innovation will require constant upskilling of staff and service infrastructure to remain relevant to clients and not be lost in the volume of cyber connection.



Partnership Opportunities

Scottish Government

The Scottish Government has been a long-standing supporter of community transport, recognising its positive role in tackling rural disadvantage and isolation while accessing the human asset of the community.

Through the "Investing in Communities Fund" the Scottish Government continues to contribute to Community ConnXions core costs.

Opportunities¹⁷

Community ConnXions is aligned with several of Scotland's National Performance Framework for example the National Outcome for communities:

"We live in communities that are inclusive, empowered, resilient and safe"

Others include Health, Environment and Poverty.

NHS Highland and Highland Council

NHS Highland and The Highland Council recognise Community ConnXions as an important partner to assist in the delivery of an integrated transport solution in Badenoch and Strathspey. Why?

- The Highland Council's continuously increasing costs for providing suitable rural transport to meet the needs of the Badenoch and Strathspey community.
- An aging population and accompanying rise in demand for health care services.
- Rise in physical and mental health care issues related to social isolation and lack of activity and social interaction

In summary, our partnership provides them with effective preventative care and the subsequent financial savings this brings.

Opportunities

NHS Highland and Highland Council are financially committed to the future support of Community ConnXions.



1. Community Transport

It could take up to 18 months for Community ConnXions successful car scheme to get back to anything like pre-pandemic levels. However, in the meantime NHS Highland has given the organisation a new contract to support transport to and from the new Badenoch and Strathspey Hospital.

With 24 in-patient beds, 12 consulting rooms, 3 minor injuries/out-of-hour treatment rooms, an x-ray facility and out-patient department with six consulting/clinic rooms, a group therapy room, physiotherapy gym, podiatry, and dental treatment rooms, there will be plenty of demand for Community ConnXions to offer flexible and affordable transport which will build over the period of this 5 year business plan.

2. Social Prescribing¹⁸

Community ConnXions is recognised as a "go to" partner for "social prescribing" by GP's and care professionals in the Badenoch and Strathspey area.

Social Prescribing is an initiative that recognises the health benefits that people gain when socially connected. Community ConnXions offers this through initiatives such as Befriending, walking groups afternoon tea parties, OTAGO exercise classes, a men's shed or working at the allotment.

It compliments existing mainstream health and social care provision by utilising the strengths and assets within the community sector and acts as an important bridge between the statutory and voluntary sector in the community, which is mutually beneficial.

Community ConnXions is highly experienced at this through the many services it offers and in recognition NHS Highland has confirmed an increase in funding of over 50% for the years 2023 – 26.

"It's life-changing for me, people talk to me and I can share how I feel!"

> "I feel so much fitter now, my arthritis is even better"

"It is such a fab place to be, all your worries are forgotten about"

3. National Lottery Heritage Fund

Green prescriptions are a form of social prescribing too. A way for health and social care practitioners to connect the people they are supporting with a range of non-clinical sources of support - such as Community ConnXions.

Green Health is about maintaining a healthy lifestyle, through physical activity and interaction with the natural environment.

Green Health Activities:¹⁹

- Connect people with nature for their improved health and wellbeing.
- Take place anywhere nature can be engaged with, including inside the home, garden, local park, or wild spaces.
- Can be active (e.g., walking) or inactive (e.g., mindfulness).
- Should be inclusive allowing for participation no matter the ability.

In 2021 in response to both the health and climate change challenges Cairngorms National Park has won a National Lottery Heritage Fund's Heritage Horizon Award of £12.5 million for a 10-year project focused on:

- Enhancing nature
- Improving people's health and well being
- Connecting Communities with nature
- Sharing their learning globally.

Led by NHS Highland – Green Health, Community ConnXions is working along with other partners to contribute to the fulfilment of the projects aims.

Community ConnXions can make a unique contribution through community transport. Starting out small this will grow over the 10 years of the project.

Other Partners

Since the start of the pandemic, like most charities, partnership relationships which before were loosely formed, quickly became more formalised.

Community ConnXions has always had very supportive key partners however during this period new servicers were designed with new partners.

The uniqueness of Community ConnXions offering, transport as an enabler, meant we were able to support organisations such as NHS Social Care ensuring that their clients who may have become more reliant on residential and hospital care managed to stay at home independently for longer.

Other partnerships include Lynmore Care Home, Grantown- on Spey and Base Camp Bikes delivering Green transport in the form of an e-trike for residents of care homes wishing to "get the wind in their hair".



SWOT Analysis

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Strengths

- Aligned to Scotland's National Performace Framework.
- Long-term public-sector funding partners.
- Agile in response to need & creation of services.
- Robust financial position with sufficient reserves.
- Low turnover on Board creating consistent leadership.
- Strong local and national networks (in public, private and 3rd sector).
- Productive & reliable. partnership between DM and volunteer grant fund developer.
- Locally and nationally held in high regard.
- Staff feel that the values of Community ConnXions align with values they feel are important and would recommend Community ConnXions as a good place to work.
- Staff feel that the values of BSCTC align with values they feel are important and would recommend BSCTC as a good place to work.

Weaknesses

- Poor premises "don't allow staff to work without distraction."
- Staff concerns about mental health, one to one support & team collaboration.
- Lack of digital & IT confidence & knowledge.
- Public perception of service for the elderly.
- Volunteer recovery/reengagement from pandemic will be slow.

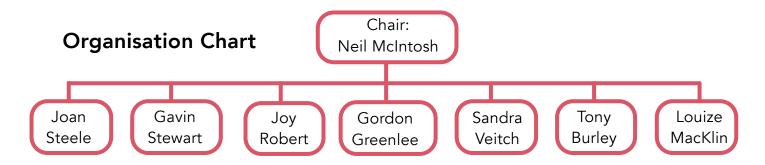
Opportunities

- Further alignment with SG National Performace Framework.
- Working alongside multiple partners.
- Long term partnership with THC & NHS Highland through community transport, green health, social prescribing.
- Ability to be agile resulting in new projects in outlying communities.
- New premises fully digitally connected.
- Division of current office manager role into two roles Office Manager and Finance & Board Governance Manager.
- Introduction of a Board Finance & HR subgroup to create a supportive HR framework.

Threats

- Government (UK & Scottish) financial constraints coming out of the pandemic.
- Shortages fuel, drivers etc caused by global issues, Brexit & COVID.
- DM, Staff & Board & Volunteer fatigue.
- Failure to follow through on the results of organisational Well Being survey.
- Failure to invest in updating Digital/IT infrastructure and upskilling staff.
- Board recruitment stops & skill's needed on Board not found.

Operational Structures and Functions Required



Neil McIntosh : Chair and experienced Board member within the charity sector. Through his work within the IT and SaaS industries he has extensive knowledge in digital technology, IT, governance, HR, customer success and customer service. He is a member of the Policy Sub Group and leads the Digital Evolution Group.

Gavin Stewart: Retired Businessman. Volunteer driver. Sits on Policy Sub Group and supports web development.

Joan Steel : Retired teacher of Mathematics. Past Chair of BSCTC . Currently sits on Finance sub-group.

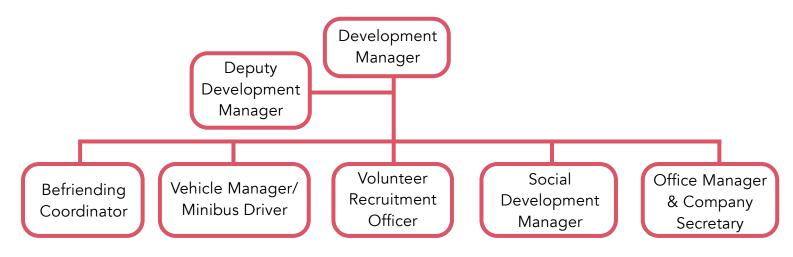
Joy Roberts: Service user , registered blind. Has extensive committee experience.

Sandra Veitch: Operations Manager at national charity dealing with Board, Governance, HR, Events and ICT. Sits on Digital Evolution Group.

Louize Macklin : Experience in social media, publicity on and offline, publishes tourism brochures and database building with a passion to help her community.

Gordon Greenlees: Retired Police officer with experience of working in multi-agency partnerships with the statutory, private and third sectors. Sits on Policy Sub Group.

Tony Burley: Former military career, managed a project working with offenders, outdoor consultancy and training provider, managed outdoor centres. Retired.





Functions Required

Background

With the onslaught of COVID the Board and staff have had to deal with unexpected, unplanned, life-changing demands. Over Summer 2020 we started to observe strains within our staff, Board and volunteers: volunteers were suddenly without the human contact and useful actions that benefited them, staff had to rapidly adapt to distanced working and new projects, and the Board needed new skills and support – their vision of what we were experienced a suddenly change.

But underlying all these changes was the fact that the social need for our services was still there and growing, we just had to deliver in different ways.

Any sudden change is problematical, especially in an organisation that has grown organically over two decades in response to local demand for services. New funding allowed us to recruit a consultant and review our work

Action Taken to Date

We have now delivered a new vision, introduced new Board procedures and recruited 3 new Board members.

Our Board Policy Sub Group is reviewing, updating, and formalising HR procedures with the support of professional HR advice.

We have also set up a group titled Digital Evolution to review the IT and Digital needs of the organisation.

Action Required

- Recruit a further three more Board members prior to current Board member's departure. Recommended knowledge and experience required—accountancy, communications, client experience.
- Appoint a Deputy Chair with a clear remit and responsibilities to share the work load as the organisation grows.
- Set up of a communications group made up of those experienced in communications on and offline and marketing.
- Expand the Digital Evolution Group to include the Development Manager and a staff member.



HR Requirements

The Well Being survey results highlighted the need to not only review policies but to also formalise the HR support and reporting within the organisation. Appendix C To date the organisation has invested in an HR professional, Dawn Brown of People Development Coaching Ltd who is working with the Policy sub-group to review and upgrade the staff contract, handbook, and policies.

Actions Required:

- Setup of a Finance & HR subgroup to support the DM and tackle the formalising of HR support, communications and reporting for the staff.
- Seek out new premises in line with business plan's Goals and Evidence of Success document.

Digital Capability

We need to evolve our digital capabilities for the staff and for our client users - this is no longer a nice to have - We are behind the curve.

To date the Digital and IT needs of the organisation have been supported by a loyal volunteer however a survey of staff demonstrated the multiple needs that had to be addressed.

Technology should be an enabler at all levels. Through collaboration, better data evaluation and automation we would save time and move towards our Digital and IT capability, making connection effortless.

The Digital Evolution group have highlighted 6 key areas that require attention:

- Software
- Hardware
- Knowledge /Education
- Support
- Security
- Data Retention

See Appendix E Evolving Digital & IT capability and need of Community Connections.

Actions Required:

- Division of the role of Office Manager/Company Secretary into two: Finance & Board Governance Officer and Office Manager with previous office management experience and digital know-how.
- A fully costed proposal and timeline presented to the Finance & HR subgroup and agreed by the full Board Jan-March 2022.
- Year 2 or 3 create role for communications officer with experience in social media. The role can be part or fulltime depending on need.

Finance

"Community transport works to a different business model to commercial passenger transport services It is always run for a social purpose and community benefit, but never for a profit therefore it often a more reliable and resilient way of ensuring a broader range of transport needs can be met."²⁰

Income and Exper	diture History	2017-2021
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	2017/18	2018/19	2019/20	2020/21
Income	214,238	198,337	194,306	235,207
Expenditure	204,383	198,598	185,868	165,744
Net Profit/(Loss)	9,855	(261)	8,438	69,463
Reserves	270,166	269,905	278,343	347,806

High Level Financial Budget Projections 2022-2025

	2021-22	2022-23	2023-24	2024-25
Income				
Donations & Fundraising	23,253	21,000	22,000	23,000
Grants	158,925	170,150	180,000	170,000
Own Funds	20,000	15,000	15,000	35,000
Generated Income	24,928	32,100	35,400	39,500
Total	227,106	238,250	252,400	267,500
Expenditure				
Salaries	150,433	156,332	160,557	166,100
Revenue Expenditure	72,879	85,590	93,735	992,000
Capital Expenditure/New Vehicle	0	0	0	85,000
Total	223, 312	241,922	254,292	350,300
		· · · · · ·		
Profit/Loss	3,794	-3,672	-1,892	2,200
Reserves	331,600	312,928	296,036	263,236

Assumptions

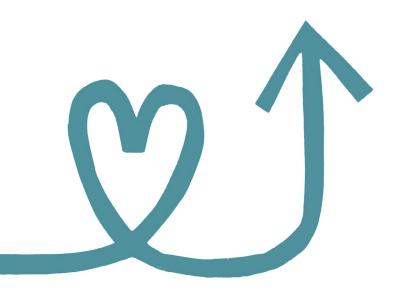
Badenoch and Strathspey Community ConnXion's work is aligned to the Scottish Governments National Performance Framework. As a result, it is supported by funding from Scottish Government (core funding), NHS Highland and Highland Council.

The core funding is provided through a grant from the Investing in Communities Fund which is currently available until end of March 23.

The assumption made is that either this fund will be continued in some form or with 2 years to prepare funding can be gained from the other sources including Health, Environment and Poverty all areas of the National Performance Framework which Scottish Government are obliged to support.

"Surviving the Covid-19 pandemic was a significant achievement and there are positive indications of a gradual return to more normal levels of operations, as member organisations begin to re-open and services slowly start to resume. It demonstrates the financial robustness of the organisation and the resilience of the Board, staff, volunteers and clients. We have built a strong foundation and are looking forward to growing over the next 5 years"

-Maggie Lawson, Development Manager





Appendix A: Past Comprehensive List of Services Offered

Activities developed at BSCTC between 1990 – 2019.

To meet with the changing needs of the people of Badenoch & Strathspey, BSCTC changed the way they operate over the years as they listened to their clients. Getting from A to B wasn't enough people needed social interaction.

Activities include:

- A community car scheme, offering door-to-door services for registered clients.
- A door-to-door community on-demand car service for mobility affected residents in and around Aviemore. The service is readily used by people attending Day Care and doctors' appointments, as no other accessible transport is available to them.
- A volunteer door-to-door assisted shopping and prescription service one day per week in Aviemore using two wheelchair accessible vehicles, including a partnership project with a local taxi firm.
- A similar assisted shopping service in Grantown-on-Spey and surrounding area, using a small number of community car scheme drivers and volunteers.
- BSCTC's social events for groups such as the lunch clubs, support groups, social clubs, supper clubs, tea dances, exercise classes, volunteering and visitor attractions.
- A Befriending Service through volunteers that includes telephone befriending. The volunteer service involves visiting the client once a week for at least one hour, chatting, listening, or participating in activities such as crosswords, jigsaws, crafting cards, playing scrabble etc. Referrals for this service mainly come from our local Social Work or the Community Mental Health Team or local GP's.
- A door-to-door community registered bus service on weekdays (Mondays to Fridays) using a 12 seat wheelchair accessible minibus with a paid driver. The routes cover the majority of visitor attractions in the area.

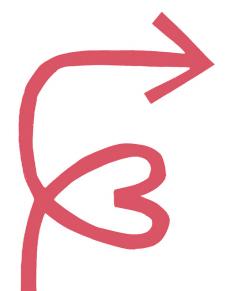
- Support to the Visually Impaired Support Group through the provision of sighted guiders, wheelchair pushers, administration, community transport and organisation of group outings
- 2 minibuses are available for community group hire in the evenings and at weekends as well as certain times during the week when not being used. BSCTC can also provide a volunteer driver for this service if required.
- A free scooter and wheelchair loan service are also available to support people with mobility issues.
- An e-trike service which enables more vulnerable clients who do not normally get out, an opportunity to get out and feel the "wind in their hair". Supported by trained cycle pilots.
- An allotment project involving volunteers who are in need of social interaction and looking to learn new skills.

Full training is provided for staff and volunteers to enable them to carry out their duty of care to all their service users.

Training consists of:

- Car scheme driving
- Minibus driving
- Emergency First Aid
- Telephonist training
- Sighted Guiding
- Deaf Awareness
- Dementia Awareness
- Winter Driving
- Passenger Assistant training
- Listen Well Training
- Introduction to Befriending
- Bereavement Training
- Walk Leader Training
- Use of wheelchairs and w/c restraints
- Pilot training for e-trike

All staff and volunteers with BSCTC are PVG checked both to ensure their own safety and the safety of people they look after.





Appendix B: Full Impact of COVID on the Organisation

Introduction

Pre-COVID in 2019 BSCTC provided 3,883 volunteer car journeys, 3,031 section 19 accessible bus service journeys, 4,880 section 22 registered bus journeys. 32 member groups used our accessible minibuses.

COVID changed all of that almost overnight.

90% of the clients did not leave their houses much, if at all, for the months after the March 2020 lockdown.

The need for our services became greater than ever before with over 300 calls and emails a month, but instead of taking people to services we had to adapted to bringing services to them.

We continue to deliver prescriptions and food bank items to clients and are maintaining closer contact with clients via phone, email, and socially distanced visits.

COVID has inevitably seen a decline or stop to services that cannot be achieved by social distancing like the community car scheme which used volunteers, driving their own cars to transport clients.

However, volunteers have been as hard hit by Covid as clients, as many of them are also older. It may take several years for the car scheme to recover and the social needs it met need to be met in other ways.

The Befriending service moved from in-person to phone calls, and we will retain this option for clients who request it. We have now been able to return to in-person befriending and social trips for some of our befriending group and will maintain this hybrid approach going forward.

We are also looking expand our outdoor activity through our own endeavours, such as the successful allotment and working with partners on initiatives such as Green Health.

Financial Impact

During this time, we faced extraordinary costs around home-working, PPE and cleaning materials and additional COVID-related training for staff and volunteers who maintained our essential befriending service.

We had to invest in phone and digital services to support this new way of working.

We recognised the additional support our volunteers needed, many elderly themselves, and recruited an experienced volunteer manager.

We saw income loss from clients not travelling and paying for services and adapted to new demands, recognising that cost was a barrier to poorer rural people, therefore making some services, temporarily, free of charge.

Other services now run with fewer clients, in accordance with Government COVID Guidelines and subsequently at higher cost, e.g., minibus trips.

We have also ensured that any client can have home delivery of prescriptions and foodbank food deliveries, all incurring us extra cost.

Impact on Board and Staff

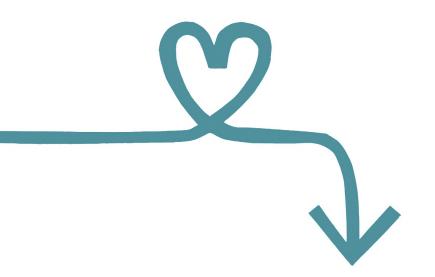
Our Board and staff have had to deal with unexpected, unplanned, life-changing demands.

Over Summer 2020 we started to observe strains within our staff, Board and volunteers. Volunteers were suddenly without the human contact and useful actions that benefited them.

Staff had to rapidly adapt to distanced working and new projects, and the Board needed new skills and support – their vision of what we were, experienced a sudden change.

Meanwhile all were dealing with the challenges presented for them personally while at the same time, underlying all these changes was the pressure, that the social need for their services was still there and the demand was critically increasing.

Any sudden change is problematical, especially in an organisation that has grown organically over two decades in response to local demand for services but this change was long term and relentless.





Appendix C: BSCTC Risk Register Review May 2021

Live working document reviewed regularly at Boad meetings

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Risk	Likelihood	Severity	Score	Controls	Amended Likelihood Score	Responsibility
BSCTC does not have the human resource capability to deliver the organ- isations objectives.	2	5	7	 Annual performance review & development plans in place Annual wellbeing survey Process Annual salary review against charity norms and BSCTC financial capability External HR Company secured to supply all HR policies Succession plan in place for DM 	1	 Development Manager— Staff Chair/ Development Manager Finance & HR Sub Group Finance & HR Sub Group Development Manager/ Chair
Damage to physical resources and disruption of BSCTC service. Data Protection including loss or breach.	2	4	7	 Annual insurance review By annual building review meeting with landlord Introduction of BSCTC Business Continuity Plan to cover, premises, vehicles, computers, office equipment, staff Data policy review and implementation plan External IT and Digital security company secured for organisation with legal responsibility for data and digital connection Digital skills audit and development programme on data breach prevention in place for staff Data breach statement – see Business Continuity Plan 	2	 Development Manager Development Manager Chair Development Manager/ Board Development Manager/ Board Development Manager Chair

Risk	Likelihood	Severity	Score	Controls	Amended Likelihood Score	Responsibility
Major loss of core funding or failure to gain sufficient funding for resources. organisa- tions objectives.	4	5	9	 Develop strong networks with policy makers, senior leaders, stakeholders, and funders, maintaining and expanding collaborative partnerships Create communications strategy including strategy for continuous sharing of real-life stories Experienced financial oversight when required for new projects or major financial change 	2	 Development Manager, Chair & Board Development Manager Finance & HR Sub Group
Board & Board Goverance Significant changes or gaps in the Board or failure of governance	3	4	7	 Aim for balance of roles on Board supported by a robust recruitment strategy and policy Co-opt experts on to the Board for specialised pieces of work Annual Board Self-Assessment Quarterly Chair & DM meeting & annual review Finance and HR committee quarterly Board report Quarterly review of risk register Calendar of action & review dates for legal and regulatory requirements, policies, and procedures in place 	1	 Chair Chair Chair Chair Chair Finance & HR committee Selected Board member Development Manager

Likelihood: unlikely 1, possible 2, probable 3, highly likely; 4 **Severity**: hardly 1, low 2, medium 3, high 4, extremely high 5. Any risk over a score of 6 should receive detailed attention.

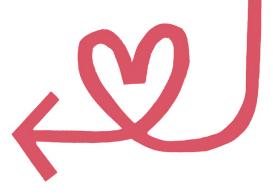
Green Completed, Blue In progress/Ongoing, Red Overdue.

Appendix D: Well-Being Survey

BSCTC Engagement Survey - May 2021

4 Key areas Covered:

- Staff Culture and Work Environment
- Recognition, Feedback and Satisfaction
- Personal Growth
- Relationships



Summary of Well Being Survey Data Response

Positives:

- All staff feel that the values of BSCTC align with values they feel are important and would recommend BSCTC as a good place to work.
- Staff feel that their work contributes to BSCTC's goals.
- BSCTC has a culture in which people feel they have the freedom to decide how to work and diversity is valued.
- Relationships with their manager are described as relaxed, easy, always available, friendly, can share ideas and views comfortably and there is a high level of trust.
- All have someone they would consider a friend within the organisation.

Areas of Concern:

- The working environment does not allow for staff to work without distractions.
- There is concern about mental welfare and need for structured, consistent one-to-one sessions.
- Need to develop a structured learning environment to ensure continuos personal development.
- More cross-over and greater collaboration of staff required.



Action taken to date (November 2021):

- Reduced number of Board reports for staff.
- Introduction of monthly coffee break.
- Professional HR company recruited People Development Coaching Ltd for policy review (including updated contracts and staff handbook)
- Office Managers role being reviewed to create two roles and decrease workload pressure.
- Three new Board members recruited, two with Management and team building experience.
- Management training for senior staff on appraisal interviews and one to one sessions.

Scheduled to be completed:

- Set up Finances and HR sub group to oversee all HR process and development.
- Redesign of work environments (Oct Dec'21)
- Design and staff training of one-to-one sessions including sections within e.g., Learning and Development, examples of collaborative working successful or otherwise (Jan Mar'22)
- Explore ways and behaviours for developing recognition formally and informally (April June'22)
- Introduction of BreathHR system to staff (Jan'22)
- Introduction of one-to-one sessions (Jan March'22)
- Staff review of team collaboration activities (Jan March'22)

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Appendix E: Evolving Digital Capability

"What is the direction of travel over the next 5 years and what is the end result?"

Background

Digital Technology is continuing to evolve and is now an integral part of our lives. As with all organisations we need to ensure that our digital capability evolves and is appropriate to meet the needs of our organisation. Our staff need to have appropriate digital tools, as well as the knowledge and skills to use them, to help deliver our services. As the use of digital tools grows, so does the number of cyberattacks which can have a devastating impact on businesses, charities and individuals alike. It is therefore important that while we develop our digital capability, we also implement security systems to provide protection.

BSCTC was faithfully served by volunteer Alan Brown for almost 20 years. With the benefit of working for many years in digital technology, he has helped the company through numerous difficult situations.

Alan designed numerous databases, guided the Development Manger on the purchase of a laptops and PC's, kept the PC's up to date and manged the installed software. He is currently nearing the end of designing and implementing a new travel booking system to replace the rather cumbersome system that is being used. Alan is now part of our newly formed Digital Evolution group and he has produced an audit of our hardware, software, data and IT support.

The Digital Evolution group are looking to the future considering "What is the direction of travel over the next 5 years and what is the end result?"

Internal Review

In answer to the question "How could digital and IT processes be made effortless at BSCTC" staff and management highlighted 6 key areas of concern and frustration:

Software, Hardware, Knowledge/Education, Support, Security, Data Retention & Storage "Easy to use and understand would be my main ask"

"Management support 24/7 and at the very least an easy-to-use manual please"

"Some way of streamlining processes"

"Should allow for seamless working anywhere"

"Share our knowledge .. or lack of it."

Board Accountability

Both the Board Risk Register and Continuity Plan highlighted the need for and the commitment to:

- Data policy review and implementation plan
- External IT and Digital security company secured for organisation with legal responsibility for data and digital connection
- Digital skills audit and development programme on data breach prevention in place for staff
- Data breach statement see Business Continuity Plan

Political and Socioeconomic Factors

Scotland's National Performance Framework highlights the importance of continuous digital improvement and the associated outcomes in Education, Economy, Community, Work & Business and Poverty.

The Essential Digital Skills Framework launched in May 2018 and Scotland National Transport Strategy 2020 also mention the need to continuously invest in staff and technology to stay ahead of the curve.

Statistics:

- It's estimated that by 2025, there will be 38 billion connected devices, rising to 50 billion by 2030
- 96% of people in Scotland are now using the internet
- Scotland is ahead of all 'regions' across the UK, except London, in terms of improved digital skills (35%) and increased internet usage (63%)
- 4% of our population in Scotland haven't used the internet in the past 3 months.



Conclusion

With so many indicators both internal to the organisation , national and universally, Community ConnXions must accept that :

"We need to evolve our digital capabilities for the staff and for our client users - this is no longer a nice to have "

Our aim is to look for appropriate tools and technology that

- Enable us to deliver our services
- It's effortless to use
- Allows for better collaboration and increases efficiency and capability

Looking at the six areas highlighted as part of our internal review a proposal will be developed by the Digital Evolution group that focuses on the following

Software

- Embrace modern cloud-based platforms
- Focus on a common suite of apps rather than disjointed/disconnected apps
- Minimise bespoke / customised apps
- Allow easy collaboration and shared working
- Keep it relevant and appropriate
- Easy to use and effortless
- Minimise bespoke / customised apps

Hardware

- Bring hardware up to date so it's capable of running the latest operating systems and applications
- Consider portability of hardware
- Implement a hardware refresh cycle

Knowledge/Education

• Implement a continuous learning environment rather than looking at training being an extra

Support

• Identify an appropriate support plan for the organisation covering hardware, software and knowledge of operations

Security

• Develop a layered security approach covering hardware, software, networks and people using appropriate tools and knowledge

Data Retention

- Ensure data is retained in line with the data retention policy
- Data is controlled
- Implement a robust data backup solution

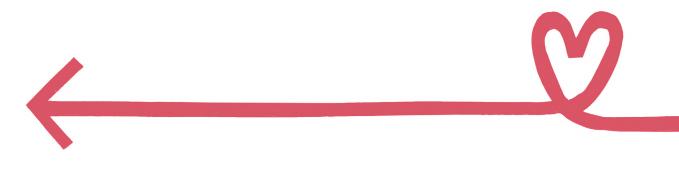
"My run sheet is printed for the next day so I know what I am doing. Don't see how that would be made any easier unless there was an integrated system and it was loaded to that. I very rarely get any alterations to my day, that are not on the sheet but as we get busier, who knows. Also someway of streamlining the shopping process would be helpful. At present a client, phones in and it is noted on a piece of paper, that is then given to me and I transfer it to another piece of paper. I do it this way as I know where everything is in the shops."

—Mini Bus Driver



Endnotes

- 1 https://ctauk.org/policy/response-to-the-health-social-care-and-sport-committee-inquiry -into-loneliness-and-isolation/
- 2 Badenoch and Strathspey Community Transport Company Report June 2021
- 3 https://www.transport.gov.scot/our-approach/transport-scotland-act-2019/
- 4 https://www.transport.gov.scot/publication/national-transport-strategy-2/
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- 9 https://www.gov.scot/publications/equally-safe/
- 10 https://youngscot.net/ysobservatory/national-transport-review
- 11 https://www.gov.scot/publications/expenditure-adult-social-care-servicesscotland-2003-04-2013-14/
- 12 https://www.gov.scot/publications/scottish-health-survey-2018-volume-1-main-report/
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- 18 https://www.chex.org.uk/our-work/2020/1/1/briefing-social-prescribing-redefining-health -and-social-care
- 19 https://www.researchgate.net/publication/342086714_Greenspace_interventions_for _mental_health_in_clinical_and_non-clinical_populations_What_works_for_whom_and _in_what_circumstances
- 20 https://ctauk.org/policy/response-to-the-health-social-care-and-sport-committee-inquiry -into-loneliness-and-isolation/





Badenoch and Strathspey Community Transport Company (BSCTC)

trading as

Badenoch and Strathspey Community ConnXions (BSCC)

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