



CONFERENCE REPORT

IMPROVING TRANSPORT WITH CARE SERVICES

19 JUNE 2006

1. Background

The Improving Transport with Care Services Conference was held on Monday 19 July 2006 at the Beardmore Hotel in Clydebank. This national event, jointly organised by the JIT, COSLA, the Scottish Ambulance Service and NHSScotland, promoted the Transport with Care initiative that is currently undergoing further development.

Context

Effective transport is an essential component to effective health and social care service delivery, as it is crucial in terms of access to services. Evidence from managers, service users, and the voluntary sector suggests that current arrangements are inadequate for several reasons, including a lack of clarity around eligibility, inadequate supply to meet demand projections, and continued uncertainty about criteria in light of health service redesign and demographic change.

Redesigning services to make better use of current resources, and to ascertain resource requirements for the future, is necessary to move towards more effective co-ordination and combination of transport services across Councils, Health Boards, the SAS and Community Transport organisations. During 2005, discussions were held on the need to develop an improvement programme for supported provision relating to health, community care and social services.

In July 2005, a joint bid from the JIT and SAS for Stage 1 development funding was submitted. Initial development of the Transport with Care project was undertaken by the JIT, SAS and HEDRA, a management consulting and technology service company.

In April 2006, the Stage 1 bid was approved, and a grant was awarded by the Scottish Executive Efficient Government Team to fund the development of a substantive Stage 2 bid for submission by 31 August 2006. This bid will be based on five main strands of work on which local authorities, health boards, and the voluntary sector transport providers have collaborated:

- 1) A service user perspective about the adequacy of current arrangements
- 2) An analysis of the capacity and costs
- 3) An assessment of the potential cost and impact of investing in common/ complementary booking systems across the local authority sector, of redeploying taxi spend into spare capacity within the public and community sectors, and of commissioning an extension of current services provided by the SAS, local authorities, and the community sectors.
- 4) Some benchmarking of costs between providers, and consideration of the potential for market testing in the future.
- 5) An appraisal of how far and how fast public sector partners are likely to develop closer working arrangements.

Conference Objectives

- Promote the Transport with Care initiative and raise its national profile
- Prompt regional and local interest and facilitate discussion and networking opportunities
- Demonstrate how booking systems for integrated transport can work
- Illustrate how a similar scheme in Norfolk has progressed
- Through regional workshops, ascertain what is currently happening to support joined up transport, what can be taken forward after the Conference, and what barriers need to be addressed

2. Summary

The Conference was well attended by delegates from local authorities, health boards, community transport providers and the voluntary sector. (A delegate list is available in the Appendices to this report.)

A series of presentations, including a ministerial address from Andy Kerr, MSP, set the context for the Transport with Care initiative, and illustrated some of the issues and challenges, along with a report on the progress of a similar initiative in Norfolk.

Work is currently underway to develop a substantive Stage 2 bid to the Efficient Government Fund (EGF) by 31 August 2006. Funding in the order of £2 million is being sought in order to support a national programme.

The views of key stakeholders must be taken into consideration when developing the bid, to ensure that the Transport with Care initiative retains a focus on successful delivery, should the bid be successful. This conference was an opportunity to raise the profile of the initiative and seek input and views, which will inform the subsequent work.

Key actions to take forward from the Conference:

- Develop the business case for a national programme supported by EGF
- Provide data relating to current use to inform the business case for the Stage 2 bid
- Need to engage all key stakeholders in the process – identify all the players locally and ascertain how they can be part of a sustainable solution to long-standing problems
- Acknowledge that there is scope to improve – and those at the conference have the knowledge, experience and resources to create solutions
- Partnership groups – link with regional transport
- Create a transport forum / put together a small pilot group
- Investigate scope for a common funding mechanism
- JIT can help by making information available via its website and providing practical support to local partners
- The Minister and President of COSLA look to those attending the conference to bring forward practical proposals

3. Key Points from Speakers' Presentations

Please note that speakers' biographies can be found in the Appendices to this conference report.

Kenny Milne – A Service User Perspective

Kenny welcomed attendees to the conference and gave a frank and open user perspective of transport services. Kenny's observations included the following:

- The importance of patient transport to those who use and rely on it, particularly people in remote areas and those without other transport options.
- The value of the service to users and the professionalism of the staff involved
- Users recognise that there is a cost to providing the service

And highlighted a few problems from the user perspective:

- The time involved; often it can take most of the day, when using patient transport, for a short appointment
- The discomfort to users when there is a long wait and a late return home.

The perception of many users is that there must be a way to provide more frequent transport options to address these problems, and the potential for integrating local authority transport services, such as buses, with NHS patient transport is viewed as a positive step that would enable users to get to their appointments quicker and, importantly, get home again more comfortably and with less delay.

Bill Brackenridge, Chair, Scottish Ambulance Service

Bill's opening remarks to the conference echoed Kenny's sentiments. Concisely summarised as follows, Bill described the four criteria for quality transport:

- Fast
- Frequent
- Reliable
- Comfortable

Andy Kerr, Minister for Health and Community Care

In his address, the Minister emphasised the need to look at creative, best value solutions, recognising that there are no quick fixes and plenty of challenges. He stressed the importance of:

- Working collaboratively to overcome the barriers of separate budgets, management structures and responsibilities of local authorities, health boards and the voluntary sector
- Recognising that patient transport is not a Cinderella service; it is an integral part of the health service and needs to be recognised as a key part of the patient journey and recovery – plan more effectively, integrate more closely

- CHPs and Community Planning in making better use of current resources – “sweating the existing assets” – and finding sustainable solutions
- Designing the service with patients in mind so that various issues relating to access – such as fear and apprehension – are addressed, along with inconvenience
- Equality of access – policy makers need to think carefully about eligibility criteria

Councillor Pat Watters, Chair of COSLA

Commenting from a local authority perspective, Councillor Watters discussed the scope for improvement and change, in particular:

- Improvements facilitated thus far by the Joint Future Agenda, specifically around Single Shared Assessment
- Engagement in Community Planning processes
- Ensuring that the patient / user experience remains the focus of transport services regardless of who provides them, bearing in mind that the person does not change when they move from health to social care services
- The scope for smarter use of resources across the public and community sectors to get more from existing vehicles and services

Sheila Fletcher, Community Transport Association

Sheila discussed the role and funding of the CTA and her concerns about the future of community transport, including the need to:

- Develop consistent and transparent eligibility criteria
- Address social inclusion and isolation as well as medical and community care needs
- Be radical and ensure community transport organisations have viable funding
- Link with public transport authorities

Liz Joyce, Locality Manager for Patient Transport, East Anglian Ambulance NHS Trust

Adrian Matthews, Director of Non-Emergency Services, East Anglian Ambulance NHS Trust

Liz and Adrian were invited to speak to the conference about their experiences of an integrated partnership for transport in Norfolk. The pilot scheme in Norfolk had similar aims to the Transport with Care initiative being developed in Scotland, namely:

- Reduce rural isolation and social exclusion
- Increase transport availability for health, social and well being journeys
- Eliminate the need for clients to make various arrangements for transport to attend appointments
- Effective use of funding
- Make efficient use of existing transport by integration, providing greater choice

- Ultimately, improve the quality of life for those who use and are affected by transport services

Liz and Adrian shared their experiences, both good and bad, with the conference to provide an honest account of the pilot project. Key messages included:

- Recognition that this was a huge piece of work and needed to be tackled in manageable chunks – the “how do you eat an elephant” analogy
- Ensuring the project board and project team were suited to the objectives and direction of the project, which involved major changes
- Being realistic about what transport resources the project should aim to coordinate. In the Norfolk pilot, it was decided that including the voluntary sector would be too difficult at first and, instead, could be part of a subsequent phase
- Maximising the good practice that already existed within the partnership and building on areas of agreement

You can find out more about the challenges encountered in the Norfolk pilot – and some of the solutions – by viewing the Liz and Adrian’s PowerPoint presentation, which is available on the JIT website <http://www.jitScotland.org.uk/action-areas/themes/transport/index.html>

4. Workshops

Four parallel workshops were run to give delegates the opportunity to consider and discuss the scope for service improvements in their region through greater collaboration. Based on the four geographic regions – North, South West, Central, and South East – delegates were asked to discuss practical steps that could be taken to develop and implement improved, integrated services.

Three key questions were asked:

What examples can you give about what's currently happening in your local area to improve joined up transport?

What are three things you'd like to take forward after today's conference?

What are the three main blockages or barriers to eventual integration – and how can JIT help?

Local initiatives to support joined up transport services:

- Good shared information in some areas on what's available locally
- Joint working groups are being established in some areas
- Some good local initiatives, such as joint partnerships
- Jointly funded posts in some areas, such as Perth and Kinross
- Transport Joint Working Group in Perth and Kinross / Dundee
- Joint partnership with WRVS in Aberfeldy (day hospital unit)

Things to take forward after today's conference:

- Visible leadership – find the acorn...but start small
- Partnership groups – link with regional transport
- Create a transport forum / put together a small pilot group
- Front load resources required
- Scope for local authorities to look at their overall transport resource and how they might be able to work together within their own organisation
- Investigate scope for a common funding mechanism
- Extend over 60 free transport to community transport
- Need to engage all key stakeholders in the process – identify all the players locally and ascertain how they can be part of a sustainable solution to long-standing problems
- "Just do it!"

Main blockages or barriers to eventual integration – and how can JIT help:

- Patchy engagement – local and national – room to improve this
- Money, resources and data – funding models, charging principles, etc
- Beware rigid criteria – greater clarity will help
- Funding and charging challenges
- Distrust between partners – need better communication and greater shared direction, with the focus being the service user
- Different purpose for services – how to mix different service users and patients, and maintain fit for purpose transport – encourage a whole systems approach

5. Next Steps

- Local partnerships in Dumfries and Galloway, Perth and Kinross, and South Lanarkshire are undertaking a data gathering exercise to provide shared evidence for the EGF business case. Data is to be collated and run through a common booking system to assess the potential for efficiencies if all vehicles are treated as a “virtual fleet”
- EGF submission to be made to the Scottish Executive by 31 August 2006
- A Programme Board to be established with members from the SAS, NHS Boards, COSLA, CTA, and user and carer representatives
- Other local partnerships to be invited / encouraged to participate and, if possible, submit data – partnerships that have expressed an initial interest to date include: Aberdeenshire, Moray, Orkney, and Shetland
- Further communication with all partnerships through this conference report and an update following submission of the EGF bid

6. Timeline

- April 05** Initial, successful, Transport with Care event held – where health, local authority, community transport and Scottish Executive officials endorsed the objectives of integrated transport arrangements and agreed to support proposals for practical developments.
- July 05** Joint bid from Scottish Ambulance Service and Joint Improvement Team submitted to SE Efficient Government team – for Stage 1 EGF development funding.
- April 06** Initial development of Transport with Care project via interim management board – approval of constituents of Stage 1 and 2 bids, and draft Project Initiation Document. Also, development of strategic planning discussions via 4 pilot partnerships – (ongoing).
- April 06** Stage 1 EGF Bid approved.
- May 06** Local authorities, health boards and the main voluntary sector providers invited to collaborate in work streams and asked to reply by 23 May 06.
- June 06** Transport providers requested to provide data to support analysis of the CLERIC booking system.
- June 06** Conference held in Clydebank to promote the national programme.
- July 06** Data analysis – workshop helping to support data and develop costed indication of potential efficiency gains resulting from use of open and integrated booking.
- August 06** Substantive State 2 EGF bid due by end of August – submission will be authorised by formal programme management board. Governance arrangements for Transport with Care project will consist of programme management board, Management Group and Programme Manager from this month onwards.

Transport with Care Conference Programme

- 9.30** Welcome and Introductions – a service user perspective – **Kenny Milne**
- 9.45** Opening Remarks – **Bill Brackenridge**, Chair, Scottish Ambulance Service
- 9.55** **Ministerial Address – Andy Kerr**
The importance of transport to support Delivery for Health
- 10.20** A Local Authority Perspective – **Councillor Pat Watters**
A vision for co-ordinated transport services
- 10.40** A Community Transport Perspective – **Sheila Fletcher, Community Transport Association**
- 11.00** Coffee/Tea
- 11.20** Learning from experience – Norfolk
- 12.00** Workshops
- 12.45** Lunch and IT demonstrations
- 2.15** Workshops (continued)
- 2.45** Aspirations and Next Steps – **Mary Newman and Mike Martin**
- 3.15-3.45** Stage 1 Partnerships – data collection/analysis, review of progress, sharing of ideas/experience (Option 1)
- 3.15-3.45** Demonstration of typical booking software (Option 2)

(tea and coffee will be available during these optional sessions)
- 3.45** Close

Note: The Workshop Sessions will be planned to enable some time to view the IT system used by the Ambulance Service for patient bookings. This system is capable of providing a journey booking service across various agencies. There are likely to be other systems capable of providing this functionality and systems will only be introduced following an appropriate procurement process that demonstrates Best Value.

Speakers' Biographies

Andy Kerr MSP, Minister for Health & Community Care

Born on March 17, 1962, Mr Kerr was educated at Claremont High School in East Kilbride and obtained BA Social Sciences at Glasgow College.

Prior to entering the Scottish Parliament as MSP for East Kilbride in May 1999, he was a senior officer in Glasgow City Council land services department and served as an adviser in the Leader's office. He was also founder and managing director of Achieving, a consultancy aimed to promote quality assurance in the public sector and active in the Association for Public Sector Excellence.

He was convener of the Scottish Parliament's Transport and Environment Committee and served on the CBI working group designed to bring MSPs and business closer together as well as being on the cross-party group on ageing and the elderly.

He was first appointed Minister for Finance and Public Services in November 2001 and moved to become Minister for Health and Community Care in October 2004.

He is married and has three daughters.

William Brackenridge, Chairman

Mr Brackenridge retired from the position of Director, Scotland with the Hay Group Management Ltd, a management consultancy specialising in Human Resources issues. In addition to 24 years experience with that organisation, he worked with Strathclyde Regional Council as a Policy Planner and in the Cargo Division of British Airways. Mr Brackenridge was elected, without party affiliation or representing any interest group, to Helensburgh Community Council in May 2001. He currently holds a Ministerial appointment as a Non-Executive Director of NHS Highland.

Councillor Pat Watters, President of COSLA

Councillor Watters first entered local government in 1982 as a member for East Kilbride serving on Strathclyde Regional Council where he became Chair of Personnel, a position which he retained when moving to South Lanarkshire Council in 1995.

Councillor Watters was elected COSLA President for an historic second term in June 2003. He was first elected COSLA President in October 2001 having served as Vice President since June 1999.

He was, until elected President, also COSLA's Spokesperson for Personnel Resources and local government's Lead Negotiator at both national and local level, instrumental in negotiating the Scottish Single Status Agreement. He is Chair of the Scottish Strategy Forum for Local Authority Employees and Vice Chair of the National Joint Committee for Fire.

Councillor Watters was one of the leading members of the Education Management Side which successfully negotiated the historic McCrone agreement on Teachers' Pay and

Conditions. He was also instrumental in achieving a solution to the UK wide fire dispute in 2003.

Within his own Council, South Lanarkshire, in his capacity as Chair of Corporate Resources, he has been responsible for developing the Council's family-friendly policies that are an example to other employers in the area and has been responsible for pioneering the recent award of Investors in People to the Council's Personnel Services function, a first in Scotland.

Not satisfied with "spreading the word" within Britain, he is involved in personnel issues across Europe.

Councillor Watters is married with two grown-up children. A well respected figure in Scottish Public life, Councillor Watters enjoys reading, walking and cooking.

Kenny Milne, JIT Action Group User / Carer Representative

Mr Milne was employed in middle management in various types of work. His last job was as a Foreman / Site Manager for a small labouring company where he worked for 11 years until he was injured in an accident at his work just after his fortieth birthday, causing him to require three major operations on his lower back and rendering him to the use of a wheelchair. After a couple of years trying to recover, he started volunteering with the Red Cross, (helping run a garden group with the Red Cross disabled clients which has done for 2 years). He then became involved with The Three Towns Disability Forum and North Ayrshire Community Care Forum, both of which he has now been Chairman of for three years and five years respectively.

He is an active member of Scottish Community Care Forum management committee and a member of The Joint Improvement Team for Scotland (action group). He is also a member of North Ayrshire Joint Community Care Board, a member of the North Ayrshire Community Health Partnership committee and sits on the North Ayrshire Public Partnership Forum Development Group.

His main hobbies are painting (with any medium), gardening (he was voted The Garden News Community Gardener of the Year 2003), runs his own garden club with around 25 members who attend each fortnight, and finally is trying to learn to play guitar.

He is married with four sons aged between 19 and 24.

Sheila Fletcher, Community Transport Association

Sheila Fletcher is the Community Transport Association's Rural Transport Officer for Scotland working from her home office near Dingwall north of Inverness. Her role is to help and advise community groups throughout rural Scotland on all aspects of community transport including their applications to the Rural Community Transport Initiative.

Sheila joined the CTA in February 2004, after 14 years with Highland Council, half of which she spent in the Public Transport Unit, latterly as their Rural and Community Transport Officer. She had a very broad role with the Council dealing not only with public and community transport but also concessionary fares, travel information for tourists, ferry contracts and EMIRES, a European web project with the aim of integrating information on job vacancies, training and public transport.



Conference Delegate List

First Name	Designation	Organisation
Kathleen Hepburn	Senior Services Manager, Clinical Services	Aberdeen City CHP
Lloyd Watt	Social Work Manager	Aberdeenshire Council
Marion Mackay	Principal Officer (Concessionary Travel & Community Transport)	Aberdeenshire Council
Don Hunter-Grant	Director	Annandale Transport Initiative
Lorna MacKinnon	Community Transport Officer	Argyll & Bute Council
Jim McInally		Blantyre Volunteer Group
David Miller	Operations Director	British Red Cross
Rachel Milne	Co-ordinator	Buchan Dial-a-Community Bus
Fiona Collie	Policy Manager	Carers Scotland
Ian Raven	Manager - PDU	City of Edinburgh Council
Steve Renwick	Associate Consultant	City of Edinburgh Council
Sheila Fletcher	Rural Transport Officer for Scotland	Community Transport
Graham Dunn	Development Officer	Community Transport Glasgow
Councillor Pat Watters	President	COSLA
Alan McKeown	Team Leader, Health & Social Care	COSLA
Alastair Sutherland	Transport & Access Development Officer	Create Ltd
Dennis Fisher	Rural Transport Officer	CTA
Alex Hilliam		DHC
Derek Halden	Director	DHC
Ian Walker	Development Officer	Dumfries & Galloway Accessible Transport Forum
Douglas Kirkpatrick	Team Leader (Passenger Transport)	Dumfries & Galloway Council
Trevor Docherty	Team Leader - Community Transport	Dundee City Council
Adrian Matthews	Director of Non-Emergency Services	East Anglian Ambulance NHS Trust
Margaret Ferguson	Older People Service Development Manager	East Dunbartonshire Council
Pamela McCreadie	Transportation Assistant	East Dunbartonshire Council
Lesley Aitkenhead		East Lothian Community Care Forum
Gary McGowan	Public Transport Officer	Falkirk Council
Alex Weir	Social Economy Development Officer	Greater Easterhouse Development Company
John Devine	Head of Economic Services	Greater Easterhouse Development Company
Wayne Pearson	Chief Executive	Handicabs (Lothian)
Muriel Williams	Chairman	Handicabs (Lothian)
Alan Knott	Team Leader (Info & Admin)	Highland Council
Bob Edwards	Rural & Community Transport Officer	Highland Council
Mervyn James	Development Worker	Lochaber Community Care Forum
Benny MacDonald	Co-ordinator	Lochaber Community Care Scheme
Jimmy Cook	Chairman	Lothian Community Transport Services
Trevor Meadows	Convener	MACS

Appendix 3

First Name	Designation	Organisation
Jane Horsburgh	Member	MACS
George McKendrick	Member	MACS
John Blair	General Manager, Frontline Services	Midlothian Council
Alex Park	Public Transport Consultant	Midlothian Council
Robert Taylor	Service Manager (Transport)	Midlothian Council
Andy Kerr	MSP	Minister for Health & Community Care
Brian Burns	Resources Manager	NAC Social Services
John Robinson	Foreman Driver	NAC Social Services
Lynn Sproat	Transport Co-ordinator	NHS Ayrshire & Arran
George Lightbody	General Services Manager	NHS Ayrshire & Arran
Rosemary Woodcock	Consultant	NHS Borders
David Foreman	Operations Director	NHS Dumfries & Galloway
Rachel Strachan	Assistant Director	NHS Fife
Clare Strain	Travel Planning Officer	NHS GG&C
Niall McGrogan	Head of Community Engagement & Transport	NHS Greater Glasgow & Clyde
Kate Munro	Community Engagement Manager	NHS Greater Glasgow & Clyde
Dot Jardine	Integrated Discharge Manager	NHS Greater Glasgow & Clyde
Richard Hassell	Clinical Services Manager	NHS Greater Glasgow & Clyde
Douglas Seago	Head of Facilities Management	NHS Highland
Caroline Champion	Planning & Public Involvement Manager	NHS Highland
Martin Hill	Modernisation Director	NHS Lanarkshire
Dr Malcolm Kerr	Primary Care Advisory	NHS Quality Improvement Scotland
Michael Cook	General Manager, Community Division	NHS Western Isles
Doug Bennett	Project Manager	Norfolk Council Passenger Transport Unit
Eddie Bulik	Development Co-ordinator	North Ayrshire Community Health Partnership
Lynn Taymor	Senior Administrative Officer	North Ayrshire Council
Susan Adamson	Administration Assistant	North Ayrshire Council
Duncan Hearsam	General Manager	Order of Malta Dial-a-Journey Ltd
Liz Joyce	Locality Manager	Patient Transport Services, Norfolk
Sue Sadler		Perth & Kinross Community Transport Group
Andrew Warrington	Public Transport Manager	Perth & Kinross Council
John Berry	Public Transport Officer	Perth & Kinross Council
William Brackenridge	Chairman	Scottish Ambulance Service
Mary Newman	Associate Director for Efficient Government	Scottish Ambulance Service
Peter Connor	Head of A&E Services	Scottish Ambulance Service
Jeanette Jeffrey	Head of PTS	Scottish Ambulance Service
James McCafferty	General Manager	Scottish Ambulance Service
Richard Reynolds	Head of Service	Scottish Ambulance Service
Loraine Newberry	Programme Co-ordinator	Scottish Ambulance Service
Bill Haining	Area Service Manager	Scottish Ambulance Service
Douglas Marr	Non-Executive Director	Scottish Ambulance Service
Christine Humphries	Non-Executive Director	Scottish Ambulance Service
Adrian Lucas	Chief Executive	Scottish Ambulance Service
Ian Golding	Head of Service	Scottish Ambulance Service
Keith Hiddleston	Area Service Manager	Scottish Ambulance Service
Pat O'Meara	Head of Scottish Ambulance Service Patient Transport Service	Scottish Ambulance Service
Ronnie Downie	Area Service Manager	Scottish Ambulance Service
Pauline Moore	Director of Finance	Scottish Ambulance Service
Alex Russell	Operations Manager	Scottish Ambulance Service
Gillian Williamson	PA to Director of Operations	Scottish Ambulance Service

Appendix 3

First Name	Designation	Organisation
Suzanne Dawson	Non-Executive Director	Scottish Ambulance Service
Calum Kerr	National Service Re-Design Manager	Scottish Ambulance Service
Mike Martin	Joint Improvement Team	Scottish Executive
Kenny Milne	JIT Action Group User/Carer Rep	Scottish Executive
Elaine Torrance	Joint Improvement Team	Scottish Executive
Nicola Lynch	Joint Improvement Team	Scottish Executive
Ian Bruce	Service Manager (Transport)	Shetland Islands Council
Anne-Marie Nicolson	Locality Manager	Shetland Islands Council
Morag Hutchison	Principal Officer (Community Care)	South Ayrshire Council
Peter Henry	Passenger Services Manager	South Lanarkshire Council
Raymond Paterson	Bus Driver / Union Representative	South Lanarkshire Council
Peter Henry		South Lanarkshire Council
Marie McHugh	Finance Officer	South Lanarkshire Council
Rhoda Macleod	Residential & Day Care Manager	South Lanarkshire Council
Alex Davidson	Head of Adult Services	South Lanarkshire Council
Keri Stewart	Sustainable Development Manager	Strathclyde Partnership for Transport
John Robin	Bus Agencies Manager	Strathclyde Partnerships for Transport
Chris Hall	Community Transport Officer	The Moray Council
Gordon Muir	Managing Director	The Rural Development Trust
Professor Robert Ball	Dean, Faculty of Management	University of Stirling
Terry Findlay	Director	West Glasgow CHCP
Michael Cook	General Manager, Community Division	Western Isles Health Board
James Burns	Transport Co-ordinator	Wigtownshire Community Transport
Stephen McIlroy	Community Development Territory Manager	WRVS
Rosemary Rankin	Territory Manager - Tayside	WRVS
Rachel Cackett	Media & Public Affairs Manager, Scotland	WRVS
Senga Awlson	Territory Manager	WRVS
Sandra Robertson	Territory Manager	WRVS
Ann Gault	Co-ordinator	WRVS