



impact report 2015

future focus, current impact



'don't know what I would do without this bus'

'we don't know what we would have done without the accessible car'



welcome to our impact report

2



Dear colleague

Welcome to HCT Group's impact report, where we aim to set out the difference we have made to our communities over the past 12 months.

HCT Group is the world's leading transport social enterprise. Our founding commitment is to the role that transport can play in ensuring that the most vulnerable and marginalised in our society can access jobs, education, services – or even the simple freedom of being able to get out and about.

We earn our revenues from transport contracts won in the marketplace, delivering them to a high standard. Profits are then reinvested into high social impact transport services or projects in the communities we serve, and into providing training opportunities for people who are long term unemployed – making a real difference to people's lives.

This model has allowed us to grow from strength to strength. Our track record spans a wide range of services – from London red buses to social care transport, from school transport to Park and Ride, from community transport to training for skills and employment.

And yet, we want to do more. We believe that organisations like HCT Group have a responsibility to maximise the good that we do. For HCT Group, the answer is to grow to scale.

To be a successful social enterprise, we must also be a successful enterprise. Therefore growth needs to be both sustainable and profitable. But growth is not for its own sake, it has to equate to greater social impact in the communities where we operate.

We have achieved significant growth over the last 20 years and we aim for this to continue. However there will need to be different strategies for growth.

It was said to me recently that HCT Group has always been a market disrupter. I take this as a compliment and we need to continue in this vein – always challenge, always innovate, always try and do better in our communities.

We know that over the next few years local authorities will be under huge financial pressure. We must be able to support them to meet the needs of their service users in this environment. This can only happen with new, more cost effective ways of working and new business models. We need to show authorities the social enterprise way in delivering public services.

Much of our growth over the years has been organic, but we have also had successful mergers with other community transport (CT) operators to create greater social value. We believe we can go further in the next few years – purchasing private sector bus operators and then flip them into social enterprise operators, where the money stays in the system and greater social impact can be achieved.

We also believe that technology will drive growth and are exploring how can we use technology to reduce costs and increase our social impact by opening up opportunities for individuals and communities.

We know we will enter new markets, new geographies, deliver new services and form new partnerships. It is what we do, and tomorrow will not look like today ...

Best wishes

Dai Powell OBE
Chief Executive
HCT Group

contents

Welcome to our impact report	2
Measuring impact	3
Our year in business	5
Our social mission	9
What we do	12
Five years of impact	15
Access to local services	17
Physical and mental health	23
Family, friends and relationships	27
Citizenship and community	31
Employment, training and education	35
Income and financial inclusion	39
Conservation of the natural environment	41
Promoting safety	43
Staying accountable	45
Our social impact scorecard	46

At HCT Group, we believe that we must move beyond the accounting of passenger trips if we are to take a truly strategic view of our impact.

a new approach

In 2015, we have refocused our efforts to understand the difference we make in our communities – aiming to unlock what the passenger trips actually mean to the people who use our services.

This new focus has involved research with our service users to understand the deeper impact of our services. This has been in terms of access to essential services, health and wellbeing, sustaining relationships with friends and family and in being an active part of their community.

a broader question

Social enterprise as a movement is also wrestling with the same question – how to consistently and rigorously look at complex social impacts. Big Society Capital (BSC) has developed a comprehensive outcomes matrix that establishes some commonality for impact measurement. As a consequence, we have used this matrix as a method of assessing our performance – and put systems and processes in place to record this information.

the start, not the end

This report sets out our first endeavours in this new approach. We believe that the result of this work is the richest account yet of our social impact. However, we recognise that we are at the start of this journey and not the end. As such, we will continue to evaluate our reporting, putting in place new systems and measures to better understand the difference we make.



HTL

this bus is powered by ct plus



LIRZET

PIT 1

MIND-YOUR-HEAD

our year in business

HCT Group believes that in order to be a successful social enterprise, we must first be a successful enterprise. Whilst the rest of this report will concentrate on what our commercial performance enables – the delivery of our social mission – this section sets out our year in business.

about our business

HCT Group is in the transport business. We compete successfully in the market for transport contracts, often against major multinational bus operators. We operate a fleet of 477 vehicles from 10 depots with 946 staff and safely deliver over 20 million passenger journeys on our buses every year. Our track record spans:

mainstream bus services

We deliver the bus services in Jersey and Guernsey, as well as London red bus services.

school/college transport

We deliver both mainstream and special educational needs (SEN) school transport up and down the country.

staff transport

We provide contract staff transport for the NHS and others.

park and ride

We provide Park and Ride services in Bristol.

We also deliver contracts for services closely aligned to our social mission:

adult social care transport

A strong track record in delivering adult social care transport of all types.

Dial-a-Ride

We deliver a range of Dial-a-Ride and similar contracts for local authorities.

innovation and novel solutions

A huge range of novel and bespoke transport solutions to meet the needs of specific commissioners.

We have grown and succeeded for three reasons:

- we can offer our commissioning partners a huge range of cost effective transport services at a high quality
- we can innovate to find new ways of service delivery in challenging times
- we work in genuine partnership.

our business in 2014/15

HCT Group has seen organic growth of growth of 4% in the past financial year, with total revenues growing to £45.42m. This growth has been mainly due to strong performance in our Jersey and Ash Grove operations.

a return to profit

We have seen a strong financial performance across HCT Group during the 2014/15 financial year, recording a profit of £642k. This represents a further improvement on the trading loss in 2013/14 of £169k (with a profit in that year due to a land sale) – and a very strong turnaround from the trading loss of £1.5m in 2012/13.

This strong turnaround performance is due to an organisation wide project to improve every aspect of our operations that started in 2013/14 and continues to this day. This has included the introduction of a regional structure, the rigorous, weekly monitoring of key performance indicators and a number of projects to drive cost efficiency.

21,285,580

passenger journeys provided by HCT Group in 2014/15

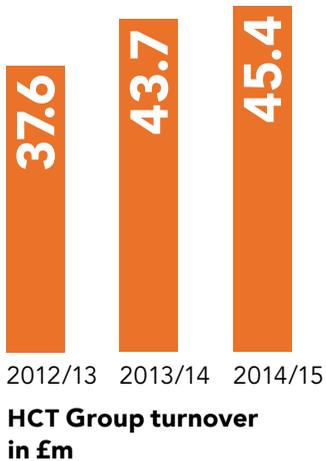


HCT Group turnover grew by 4% in 2014/15



HCT Group profit grew by 129% in 2014/15

'our competitors are not other bus companies. Our competitors are social exclusion, loneliness and social isolation'



2013/14 includes £431k on profits from a planned land sale

set for the future

A key development during financial year 2014/15 was the successful refinancing of our current social investment, raising £2.25m in a fundraising round that brought together investment from private sector institutions, specialist social investment institutions, first time social investors and another social enterprise. It has also paved the way for additional investment of up to £6.75m to finance our ambitious growth plans, with this deal due to be finalised in the second quarter of 2015/16.

Another important development has been the successful retender of our contract to deliver Guernsey's bus service – leading to a new five year contract with the States of Guernsey.

moving on from Robin Hood

Over many years, The HCT Group model has been simple – deliver transport contracts at a profit and then reinvest those profits into high impact services. This is the classic 'Robin Hood' model of social enterprise. 'Robin Hood' will always be a mainstay of HCT Group, but it does present some inherent contradictions. What happens to those essential services if you have a bad year? Is it right to expend so much time and energy on the commercial side to cover the costs of the social?

Outside of our explicitly commercial contracts, our competitors are not other bus companies. Our competitors are social exclusion, loneliness and social isolation. We will always seek to increase our impact.

We have always delivered services such as adult social care transport under contract – a sustainable way to maintain impact – but for the future, we are focussing on three big questions. First, we have challenged ourselves to improve the social impact of our out-and-out commercial services. Second, we are exploring new ways to deliver our highest impact services more cost effectively using new technology.

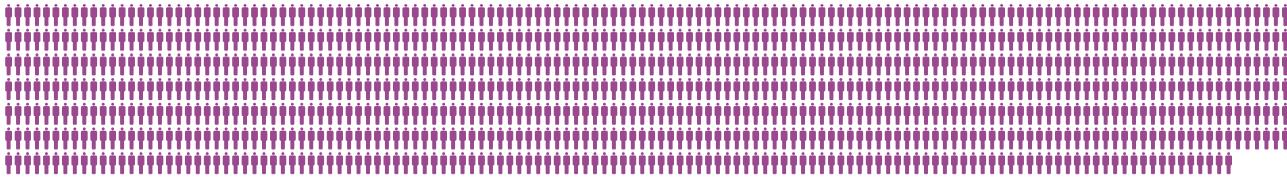
However, our third and most promising direction for the future is in developing services that are both high social impact yet inherently sustainable. For example, in 2014/15, we have developed a new approach to structuring the funding for independent travel training – this could enable us to bring a life changing programme to many more young people, provide deep savings to the public purse and open up a new area of trade for HCT Group. This is now ready to pilot in 2015/16 and we are actively signing up our first partners.

In 2014/15 we have also been developing new thinking about the 'transport of place' – a model that integrates all the various parallel systems of transport into a network for community benefit. In 2015/16 we have already started our first pilot of this approach with the launch of Parish Link in Jersey – a volunteer driven scheduled service using small vehicles to connect isolated communities to the main network, integrating community transport with mainstream public transport.

The current year has been about developing our new ideas, 2015/16 will be about testing, piloting and refining them – with implementation as a fresh offer to our customers in the years to come.

our scale of operation

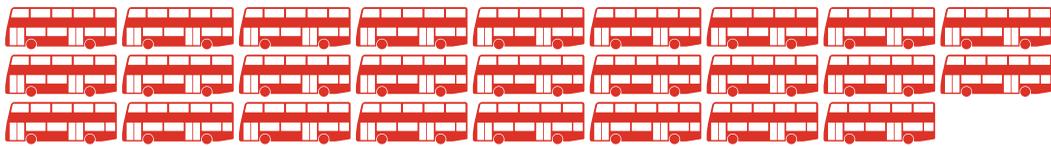
946
employees



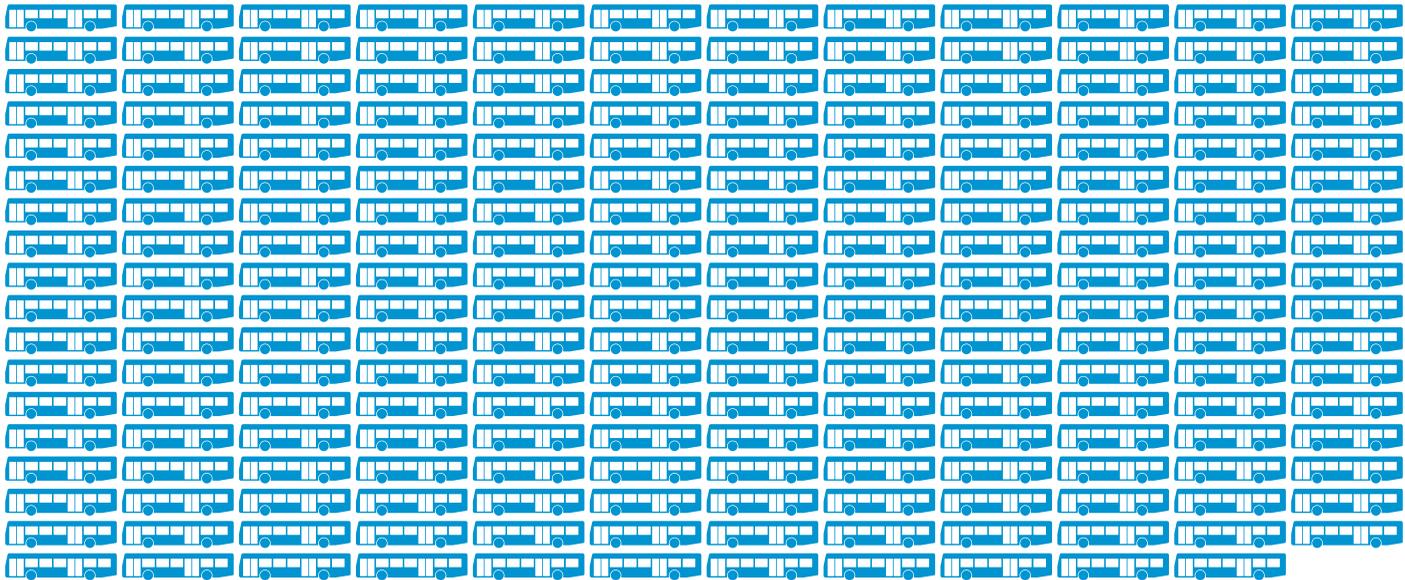
14
bendy buses



26
double decker buses



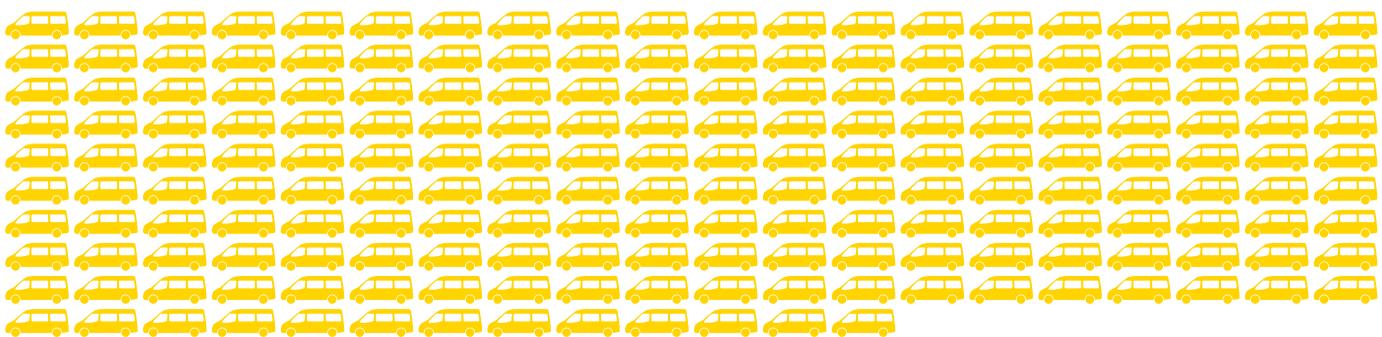
215
single decker buses



5
coaches



193
minibuses



24
cars and vans





our social mission

HCT Group exists for an explicit social purpose. Our mission is:

To enhance people's lives, provide opportunities and bring people and communities together through transport and training.

Our principal objective is to deliver on this mission, taking every opportunity to have a positive social impact: in everything that we do, maximising the good that we do. This is a far reaching aspiration, but is at the heart of our decisions and how we run our business.

transport makes a difference

The key to our impact is access – using transport to remove the barriers faced by the most vulnerable in our society. Transport makes an amazing difference to people's lives. It is the means by which the most marginalised in our society can access jobs, education, healthcare – or even the simple freedom of getting out and about, so central to our quality of life. This is a truth so self-evident that, often, we forget to think of it.

not just transport

We also target access to opportunity, providing training for people who are long term unemployed – and by seeking to create jobs in areas of high economic deprivation.

access matters

The most vulnerable in our society are the most likely to be affected by poor access. Close to a quarter of disabled people cite difficulties in using public transport,¹ with 29% of working age disabled people stating that it is a key barrier to employment² – representing a massive drop in life chances.

Among older people, the influence of social isolation on the increased risk of death is striking: a 26% increase for reported loneliness, 29% for social isolation, and 32% for living alone.³ There are 5 million older people who say that the television is their main form of company.⁴ Supporting people to get out and about saves lives.

For people who are long term unemployed, study after study has shown a connection between unemployment, mental health issues and lower life expectancy – the risk of suicide among unemployed people is 70% greater than for employed people.⁵

So access matters. By providing transport for older and disabled people, and by providing training for people who are long term unemployed, we can make a difference.

When an HCT Group community bus or community car or Dial-a-Ride service provides a passenger trip for an older person with limited mobility to get to the supermarket or a day centre, we're not just providing a journey.

That journey enables the older person to get out of the house and engage with the outside world. At the day centre they can catch up with friends and access services, and they can do their weekly shopping. This allows them to remain independent and also feel confident in going out. Having regular contact with people contributes to their mental wellbeing.

22%

of disabled people experience barriers to using public transport¹

5 million

older people say the television is their main form of company⁴

+70%

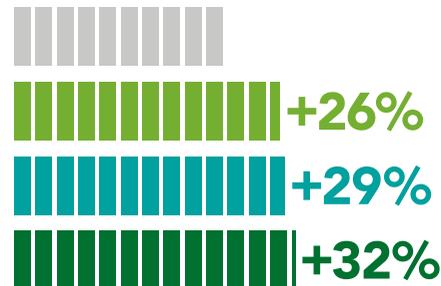
is the increased risk of suicide related to unemployment

the increased risk of death related to...³

reported loneliness is 26%

social isolation is 29%

living alone is 32%



When our Learning Centre supports someone who is long term unemployed into work, that individual gains not just a livelihood, but health and esteem benefits and better life chances.

This is why we do what we do. We know that transport and training are not solutions on their own, but they are an essential part of any measure to address these issues.

planning for impact

To plan our services and understand our impact, we systematically examine our approach using our theory of change. This involves exploring the link between:

- an activity
eg transport for disabled people
- with our outputs
eg trips to visit family
- to our desired outcomes
eg individuals have a strong social network and feel emotionally supported

To make this assessment of our impact more rigorous, we use the comprehensive outcomes matrix developed by Big Society Capital. In this system – and as set out in our theory of change opposite – the key areas of impact we are seeking are:

access to local facilities

The extent to which our services are supporting their users to live as independently as possible and to have the ongoing support needed to maintain their independence.

physical and mental health

The extent to which our services are supporting their users to maintain a sense of physical and mental wellbeing.

family, friends and relationships

The extent to which our services are supporting their users to have a positive social network that provides love, belonging and emotional and practical support.

citizenship and community

The extent to which our services are supporting their users to be active citizens and feel a part of their community.

employment, training and education

The extent to which our Learning Centre is supporting its learners into employment, education or further training.

income and financial inclusion

The extent to which our actions as an employer and purchaser have an impact in their own right.

conservation of the natural environment

The extent to which our actions as a provider of public transport have had a positive environmental impact.

how we measure our impact

The passenger trips that provide our outputs are tracked through our booking and logistics systems and collated to monitor our impact every month. Our outcomes are measures using a rolling annual cycle of focus groups and user surveys. Our Learning Centre data is gathered for returns to our partners such as the Skills Funding Agency (SFA), colleges and others. Environmental data is collected and analysed as part of our day-to-day transport operations and economic data is generated by a monthly analysis of payroll and supplier information.

1
Transport for everyone:
an action plan to improve
accessibility for all,
DfT 2012

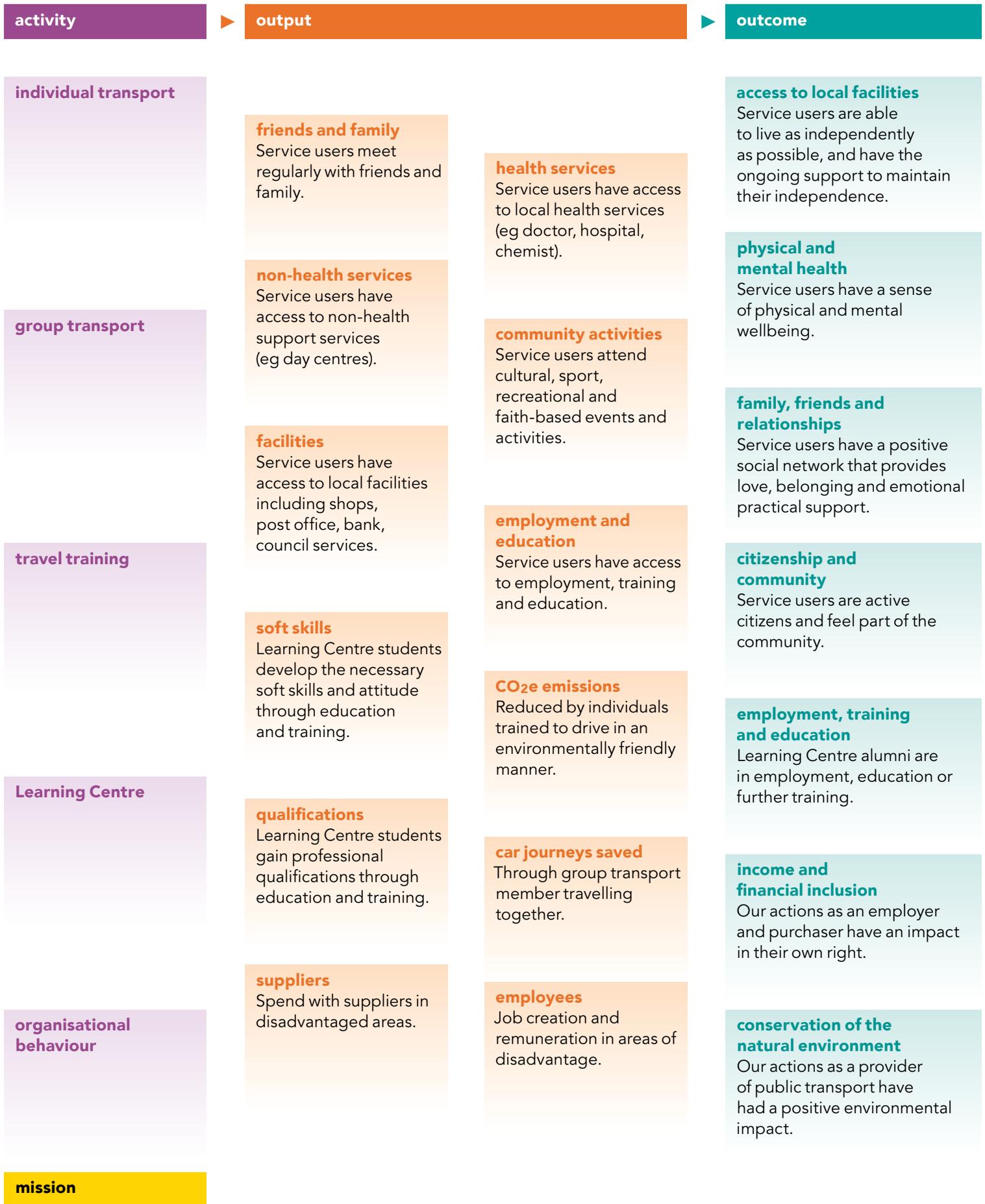
2
Disability in the
United Kingdom,
Papworth Trust 2014

3
ibid

4
Later life in the United
Kingdom, Age UK 2015

5
The economic crisis
and suicide,
Gunnel, Platt and Hawton,
BMJ 2009; 338

our theory of change



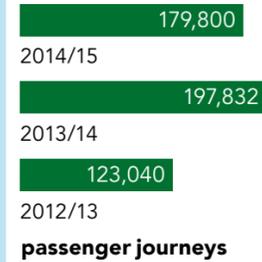
enhance people's lives, provide opportunities and bring people and communities together through transport and training

what we do

In addition to our commercial work HCT Group provides high social impact services in Bristol, Leeds, London.

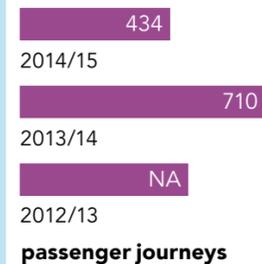
group transport

We support a wonderfully diverse range of community groups by providing group transport – the subsidised, accessible minibuses we have operated since our inception in 1982. They provide transport that allows community group members to travel together for their common purposes. The social impact of community groups is extraordinary and each has a story to tell. By providing transport we are a part of that story, acting as a critical enabler for the social impact of others. Most of the groups we serve have little or no other means of getting their members out and about.



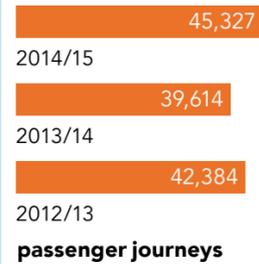
Bristol Car Club

Bristol Community Transport provides a car club service ensuring wheelchair users and their families can get out and about. It includes England's first on-street wheelchair accessible car, bookable online in a partnership with Co-Wheels car club.



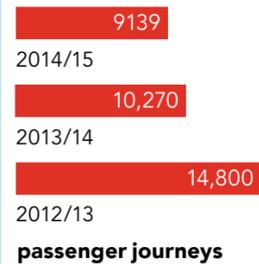
Dial-a-Ride

We provide a wide variety of Dial-a-Ride services in London supported by local authorities and other agencies – making use of everything we have learned about accessible transport to meet the needs of more people in our communities. We also operate Access Bus in Leeds – a demand-responsive service similar to Dial-a-Ride.



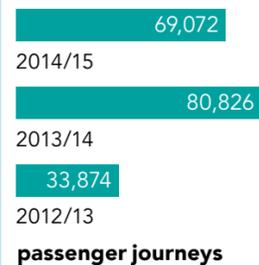
YourCar

YourCar is an accessible community car service aimed at those who find public transport difficult to use. Delivered partly by volunteers, YourCar is subsidised directly by the profits of commercial services.



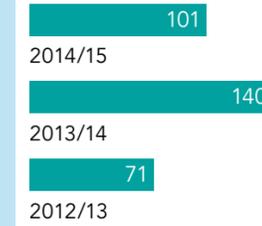
Bristol Community Bus

Bristol Community Transport provides a series of community bus services, helping older and disabled people reach a variety of essential local services. The routes are flexible, collecting service users from their doors and varying drop off points – really meeting individual needs.



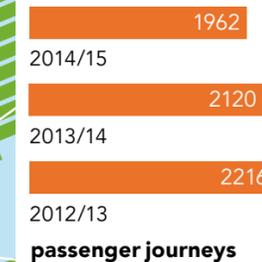
travel training

For many disabled people, a lifetime dependent on specialist transport hampers access to everything needed to lead a full and independent life. Travel training equips disabled people with the skills and confidence to travel independently on public transport, providing a step change in independence.



ScotAbility

Mobility scooters and powerchairs provide users with greater independence, improving their quality of life – but they are expensive and often impractical to store at home. ScotAbility, developed in partnership with the London Boroughs of Camden and Islington, enables members to borrow to scooters or powerchairs for free – and we deliver and collect the vehicles directly to and from service users' homes.



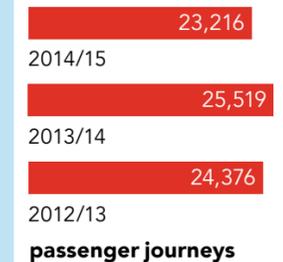
Community bus: Route 812

Focussing on the needs of older and disabled people – but open to all – this timetabled 'hail and ride' bus route in Islington connects people with the key services, shops, doctors' surgeries and day centres that they identify as important. Described as a lifeline by its service users, Route 812 is funded by the London Borough of Islington, Transport for London and by profit reinvestment from our commercial contracts.



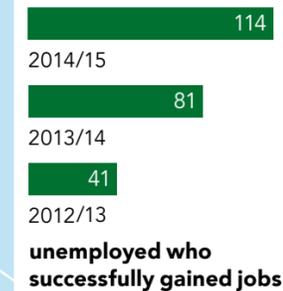
Capital Call

Developed in partnership with Transport for London, Capital Call connects people with mobility difficulties to quality assured minicabs in those parts of London where regular black taxis are scarce – supplementing the London-wide Taxicard scheme.



Learning Centre

Our Learning Centre's primary goal is to support people who are unemployed in building the skills and confidence to move into sustainable employment, creating a step change in their life chances.





five years of impact



HCT Group turnover grew by 62% during 2010/11–2014/15



HCT Group target for passenger trips for disadvantaged individuals exceeded by 79% during 2010/11–2014/15

In 2010, HCT Group conducted a major fundraising round, seeking social investment to finance the next stage of our growth – both in terms of our business and in terms of our impact. We successfully raised our target of £4m and have put the investment to work.

Our social investors, led by Bridges Ventures, sought both a financial and social return. As set out in [Our year in business](#) on pages 5–7, the part of the investment that fell due at the end of the current financial year has either been repaid or refinanced in our current fundraising round – with all investors receiving their agreed financial return over the period of their investment.

The social returns required by our investors set us stretching targets – to maximise the good that we do over the five years. At the end of their investment term, we are delighted to report our progress.

our results

Over the past five years, HCT Group has grown by 61.6%, nevertheless, we missed our growth target by the narrowest of margins, falling short by £0.6m. However, we have outperformed all expectations in measures of core impact services, with group transport trips over target by 48.4% and trips for disadvantaged individuals over target by 79%. The Learning Centre has also exceeded expectations, beating its target for qualifications by 9.5% and missing its target for unemployed people who obtained jobs by just six outcomes during the ‘Great Recession’.

Taken together with highly positive environmental metrics, we believe that our five year performance shows what social enterprise and far sighted social investment can achieve together for our communities.

1.77 million

passenger trips for community groups or disadvantaged individuals provided by HCT Group during 2010/11–2014/15

2540

qualifications for people who are long term unemployed awarded by HCT Group during 2010/11–2014/15

scorecard highlights over five years

growth		target	actual	variance
financial performance	Revenue	£46m	£45.4m	-£0.6m
social impact		target	actual	variance
community transport	Passenger trips provided to community groups	445,240	660,984	215,744
	Passenger trips provided to disadvantaged individuals	633,775	1,134,742	500,967
education and training	Individuals who gained qualifications	2320	2540	220
employment	Unemployed people who obtained jobs	392	386	-6
job creation	Jobs created at HCT Group	322	356	34
environmental impact		target	actual	variance
general	Car journeys saved through the use of community group transport	166,965	247,869	80,904
	Individuals trained to drive in an environmentally friendly manner	2778	4707	1929



access to local services

people aged 65 and over say they find it difficult to access a...¹



corner shop



local supermarket



post office



doctor's surgery



local hospital

access matters

The ability to access services is central to our quality of life – being able to go to the shops, the post office, the doctors' surgery or the hospital, being able to participate in sport, recreation or faith based activities. Yet these services might as well not exist if people can't get to them – access to services is a simple prerequisite of independence.

For older people in the UK, access to these services can be a real issue – 11% of those aged 65 and over say they find it difficult to access a corner shop, 12% find it difficult to get to their local supermarket, 14% to a post office, 12% to their doctor's surgery, and 25% to their local hospital.¹

These challenges increase with age – for example, those finding it difficult to reach the shops increases to 19% of those aged 80–84 and to 60% of those aged 90 or over.²

More than a third (36%) of disabled adults report difficulty accessing public services, with 28% stating they have difficulty accessing health services.³ When asked about the access barriers to buildings, 14% of disabled people cite difficulty with transport when getting to the building in the first place.⁴

Research from the Joseph Rowntree Foundation⁵ has highlighted the impact of young people accessing after-school activities such as sports, clubs and other interests – finding that participation improved knowledge and skills, self-control and confidence. However, the same research showed only 44% of disadvantaged young people were able to access these activities in comparison to 86% of young people from more affluent families.

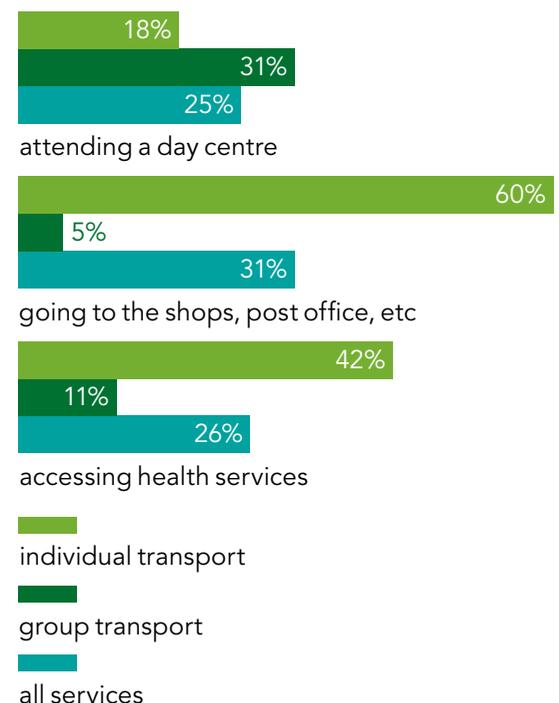
what we do

HCT Group provides a huge range of transport to connect people with the services they need to lead independent lives. We provide individual transport from community cars to Dial-a-Ride, all aimed at the most vulnerable in our society who find public transport difficult to use. We also provide group transport minibuses for community groups that share these objectives.

The community groups we work with also provide access to a huge range of activities – from encouraging participation in sport to enabling disadvantaged young people to access life-enhancing trips and activities.

access to local services

reasons why service users have used our transport



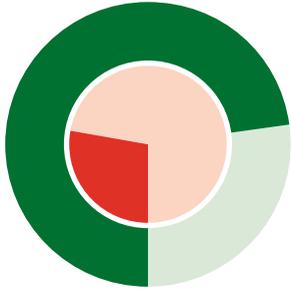
¹ Later life in the United Kingdom, Age UK 2015

² <http://ageukblog.org.uk/2012/07/08/barriers-to-food-shopping-for-older-people/>

³ Disability in the United Kingdom, Papworth Trust 2014

⁴ ibid

⁵ Wikeley, F, Bullock, K, Muschamp, Y and Ridge, T (2007) Educational relationships outside school: why access is important



28%
of disabled people say they have difficulty accessing health services¹

73%
of HCT Group individual transport users who completed our survey said they have improved access to healthcare

our impact

We explore our impact with our service users using booking data, focus groups and surveys. In 2015, our booking data shows how significant access to services has been, with 31% of all service users reporting that their trip was for accessing basic services that most take for granted – going to the shops, post office and so on. This figure rises to 60% for users of our individual transport services, showing how important these are for providing access for vulnerable people. Booking data also shows that individual transport is key for access to health services, with 42% of our service users stating that was a reason for making trip.

Our services have made a real difference. Survey data shows that over one third (34%) of service users who completed the survey feel that access to shops, culture, sport, recreation and faith based activities has improved.

For users of individual transport, 73% of survey respondents state that their access to healthcare has improved. With this improved access comes wider benefits – 39% of service users believe their independence has improved and 84% say that their ability to get out and about has improved.

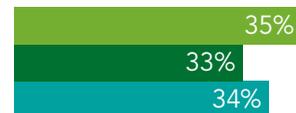


84%
of HCT Group service users who completed our survey said they can get out and about more

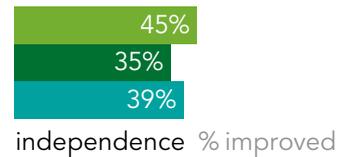
39%
of HCT Group service users who completed our survey said their independence has improved

access to local services

outcomes survey – our users said



access to shops, culture, sport, recreation and faith based activities % improved



independence % improved



transport service has improved ability to get out and about % agree



transport service has provided increased safe access to health services % agree

- individual transport
- group transport
- all respondents

¹ Disability in the United Kingdom, Papworth Trust 2014

Young Bristol

With group transport, disadvantaged young people are accessing many activities.



19

'the transport enables us to engage positively with a far greater number of young people'

Young Bristol is a youth driven charity that works to offer a choice of opportunities and experiences for all young people. They use the group transport service provided by Bristol Community Transport (BCT).

They support a network of 25 youth clubs that collectively run over 30 nightly sessions and engage with over 1000 young people a week. The youth clubs offer young people a safe place to go, positive sports, arts and personal development activities and a nurturing environment to explore issues they may be facing. Their coverage includes 14 areas in the 10% most deprived nationally and 23 areas out of the 50 most deprived in Bristol.

Young Bristol also provides outdoor activities ranging from kayaking to climbing, from abseiling to archery, delivering an adventure based programme designed to challenge and motivate young people – developing leadership and personal effectiveness. They particularly focus on supporting young people who have struggled in the formal education system and also young people who are asylum seekers and refugees.

Young Bristol's activities team engages with approximately over 5000 young people each year.

Young Bristol used to own their own minibuses but donated them to BCT as they were expensive to maintain and were only needed at certain times of day or certain periods of the year. In return, Young Bristol gain cut price minibus hire and host of other benefits – and the vehicles now support the whole community of Bristol.

'We require minibuses to transport young people to our activities, clubs and youth events,' explains Joe da Silva, Activities Administrator at Young Bristol. 'The transport enables us to engage positively with a far greater number of young people, as many of them lack dedicated transport of their own and would otherwise not be able to engage in our programmes.'

'Without the service, delivering our programmes would be a lot more difficult. We would either need to scale them back or seek alternative methods of delivery, which would ultimately affect the organisation's sustainability.'

1000

young people a week are engaged by Young Bristol

Joy's story

YourCar enables Joy to get to and from work and access a range of services.

20

'if the service was not available, it would limit what I can do'



Joy uses HCT Group's YourCar community car service in Hackney to get to work every day, Monday to Friday, and also for hospital appointments, shopping and other activities.

'Before the service was available I used to use normal minicabs as I was able to transfer into a car,' explains Joy.

'However, since I broke my knee in 2005 I cannot transfer out of my wheelchair. Without the YourCar service I would be stuck for work and would not get there on time.

'I can use the buses, but because I go to work during the school run and when I go home it's the evening rush hour, it's not always possible to get onto the bus in my wheelchair.

'The allocated place tends to be occupied by buggies or prams. This means I have to wait for next bus and might miss the start of work or my appointments. Going by bus means I am not guaranteed to get to and from work on time.

'The YourCar service is definitely better for my health as I don't have the stress of having to wait for a bus to and from work every day. If the service was not available, it would limit what I can do as I would have to depend on public transport.'

For Joy, YourCar is not just about access to work, but access to a range of services that barriers to using mainstream public transport would otherwise prevent.





physical and mental health



older people who are lonely are on average...²



1.6 times more likely to visit A&E



1.8 times more likely to visit their GP



3.5 times more likely to enter local authority funded residential care

access matters

The health and wellbeing impact of social isolation is increasingly well understood. In addition to clear evidence that social isolation has a strong negative effect on mortality,¹ older people who are lonely are on average 1.8 times more likely to visit their GP, 1.6 times more likely to visit A&E, 1.3 times more likely to have emergency admissions, 3.5 times more likely to enter local authority funded residential care, 3.4 times more likely to suffer depression and 1.9 times more likely to develop dementia.²

People aged 65 and over are much less likely to report taking the minimum levels of physical activity necessary to achieve health benefits, with only 19% reaching this level.³ This contrasts with the known benefits of an engaged and active life.

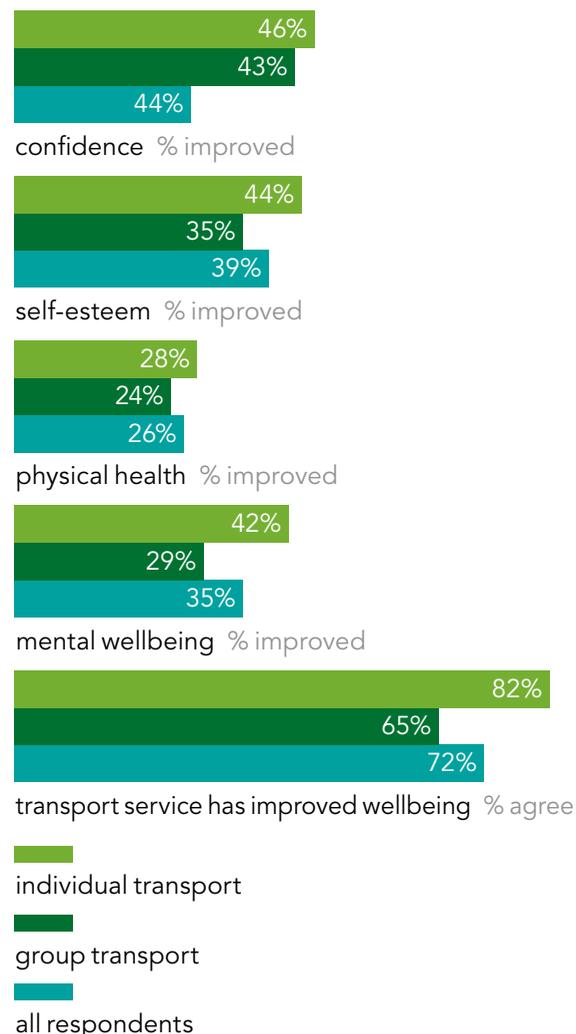
In addition to the wellbeing caused by getting out and about, those over 60 who use public transport have about 25% reduced odds of being obese compared with those who did not.⁴ Getting out and about can help people feel better.

what we do

HCT Group's services aim to help people to get out and about, leading more independent lives. All of our transport services aimed at individuals – from community buses to scooter loan schemes – aim to address the social exclusion of vulnerable people, tackling some of the underlying causes of poor health and wellbeing. We provide transport for community groups that also seek to address these issues – either directly through access to healthy living activities, sport and exercise – or indirectly through addressing isolation and loneliness.

physical and mental health

outcomes survey – our users said



our impact

We explore our impact with our service users using booking data, focus groups and surveys. In 2015, our research has shown that 72% of our service users who completed our survey feel that their overall wellbeing has been improved as a result of using our transport – with 82% of our individual transport service users indicating an improvement.

There has also been an improvement in our service users' confidence (44% of respondents indicating improvement) and in their self-esteem (39%), with 35% stating they had experienced an improvement in their mental wellbeing. Fewer users (26% of respondents) had experienced an improvement in their physical health, with more stating that they were in declining health, which is commensurate with our user profile.

1 Holt-Lunstad J, Smith TB, Layton JB (2010) Social relationships and mortality risk: a meta-analytic review. PLoS Med 7(7)

2 Investing to tackle loneliness – a discussion paper, Social Finance 2015

3 Later life in the United Kingdom, Age UK 2015

4 Valuing the social impacts of public transport, DfT 2013

Denise's story

YourCar's safety and reliability mean Denise's journey to work is now less stressful.



'staff at work have commented on how much more relaxed and less stressed I have been'

Denise uses our YourCar accessible community car service to get to and from work as a legal secretary for a firm of solicitors in Leeds. She contracted multiple sclerosis six years ago and, as her condition progressed it became increasingly difficult to continue to commute by train. She was determined to continue to work as she had a wide circle of close friends and colleagues and a career spanning over 18 years with the same company.

At first she used mainstream accessible taxis but, as Denise recalls, 'They became unreliable and made me anxious and worried about getting to work but also home at night. My husband is my carer and works nights – he would be worrying and wouldn't get any sleep until he knew I had arrived at work or was home safely.'

Consequently, she contacted Leeds Alternative Travel and became a member of the Your Car scheme using the accessible vehicles to transport her in her wheelchair to and from her workplace.

She says 'I feel safer when I travel as I'm secured in the vehicle, checked and double. The drivers really look after me and it's made a huge impact on my general mood and wellbeing as I am a lot calmer and able to function both at work and at home.

'Even staff at work have commented on how much more relaxed and less stressed I have been since starting to use the service and how I was in work early every day rather than how it was before.'

The impact the service has had is not just on Denise. 'My husband Ian works nights so he can care for me, he's now able to get the sleep he needs during the day before he goes to work, which has certainly helped take away the strain that was there before.'

The impact of safe and reliable transport has not just been a simple case of enabling Denise to continue to work. It has improved her wellbeing through maintaining her independence and reducing the stresses and strains caused by her previous travel options.

Joan's story

Community bus Route 812 helps Joan maintain her independence and wellbeing.

'my health and wellbeing has improved because of the things I take part in'

25



of HCT Group service users who completed our survey report improved wellbeing

Joan uses an HCT Group community bus – Route 812 – to get out and about.

'The service has always been there when I've needed it since my operation a couple of years ago. I had no need before then as I was more mobile,' said Joan. 'The bus takes me to my club (the Peel Centre), I also use it to go to the clinic and get my shopping.'

'The service is important because it takes me out and about to where I want to go. I could not afford taxis everywhere and I meet friends on the bus. Using the bus maintains my independence and it helps me to not feel isolated and the drivers are very helpful when I get my shopping.'

'I feel part of the community because I am not isolated. My health and wellbeing has improved because of the things I take part in at the Peel Centre. I also do not have to rely on my family to get my weekly shopping.'

'Without this service I would be isolated. If I could not use the 812 I would only see my family, as my friends all use the bus and we meet up en route or at the Peel Centre a few times a week.'

For Joan, the community bus is her key to challenging isolation and helping her to maintain independence, supporting her ongoing wellbeing.



family, friends and relationships

2.9 million

older people feel they have no one to turn to for help and support²

29%

of disabled people say they see their friends less than once a month⁴

37%

of HCT Group individual transport users who completed our survey said they use us to see friends and family

51%

of HCT Group service users who completed our survey said their frequency of social contact has improved

access matters

Seeing friends and family is at the heart of our wellbeing. A study of 6500 UK men and women aged over 52 found that being isolated from family and friends was linked with a 26% higher death risk over seven years. The scale of the issue is enormous. 3.5 million people aged over 65 live alone¹ 2.9 million of whom feel they have no one to turn to for help and support.² According to research for DWP, nearly a quarter (24%) of older people do not go out socially at least once a month.³

The issue is even more challenging for disabled people, with 29% saying that they see their friends just once a month or less.⁴ More than four out of ten disabled people (41%) said that being able to get out and about more would enable them to see friends more often and 22% said more accessible transport would help them to meet up with friends more.⁵ Ensuring friends and family can catch up has a huge social impact.

what we do

HCT Group provides services that connect people to their friends and family – and enables social situations that allow our service users to meet new people and improve their social contact. Individual services such as community cars and community buses help vulnerable people to see the people that matter most. Our group transport service enables community groups working to address social isolation and loneliness to bring people together to help people feel connected to others. Independent travel training enables young people with special educational needs (SEN) the opportunity to do more than just get to school – catching up with friends and leading active social lives.

our impact

We explore our impact with our service users using booking data, focus groups and surveys. In 2015, our bookings data showed that 37% of all individual transport service users made their booking for the express purpose of visiting friends and family.

Survey results show the difference our services are making. 51% of service users who completed our survey said that as a result of using our services their frequency of social contact had improved, with 47% saying that their feeling of connectedness to others had improved as a consequence. Improved access to friends and family also enables people to access their support networks, with 35% of service users saying that this had improved.

family, friends and relationships outcomes survey – our users said



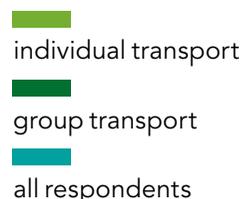
frequency of social contact % improved



feeling connected to others % improved



accessing the support you need % improved



¹ Later life in the United Kingdom, Age UK 2015

² ibid

³ Households below average income 2012/13, chapter 6, Department for Work and Pensions 2014

⁴ A right to friendship? Challenging the barriers to friendship for people with disabilities, Sense 2015

⁵ ibid

Jackie's story

BCT's wheelchair accessible car club helps Jackie bring her family closer together.

28

'we can all go on holiday as a family'



Jackie and her family use Bristol Community Transport's wheelchair accessible car club so that their family can go on holiday together.

'In our family, there are three of us in wheelchairs,' explains Jackie. 'The car club enables us to travel together as one family. Without it, we would not be able to go out together. We use the service to take holidays to Ilfracombe and stay in a caravan or chalet. We also use it for family get-togethers.'

The car club aims to help disabled people get out and about, improving quality of life and wellbeing. The service provides wheelchair accessible vehicles ensuring people can travel together. Vehicles are available by the hour, by the day or for complete weeks.

'It takes the worry out of travelling,' said Jackie. 'We can all go on holiday as a family, it saves us money on fuel instead of using two cars.'

'Without this car club, my mother and father-in-law would not be able to travel and these trips would be difficult to participate in. With the accessible car we can take two wheelchairs, one scooter, one walker and our equipment – plus my Yorkshire terrier, bless him!'

For Jackie, the impact of our accessible car club in Bristol has not just been getting from A to B, it has been to bring her and her family closer together, enjoying family life.

Kyle's story

Kyle secured a job after travel training and can now travel with his friends.

29



'we take it in turns to press the bell when we need to get off the bus'

101

young people with SEN trained by HCT Group to travel independently on public transport

Kyle, from Leeds, who has Down's syndrome and learning difficulties, has been learning to travel independently on public transport on our Travel Buddies Independent Travel Training programme.

Kyle originally travelled to his college course on local authority shared transport, but he found that a real challenge. 'I used to get a minibus, but I didn't like it,' explains Kyle. 'It took me a long time to get to college plus I wanted to get the bus with my friend who lived near me so we could talk about football.'

Kyle's journey to college involved taking two buses, but he completed the training in just seven weeks and was rightly proud of his achievement. His college reported that his attitude to learning and getting a job was outstanding.

Just one month after he completed his independent travel training, Kyle secured a job placement at McDonald's one day a week. Again this meant two buses and changing in the city centre – after only three journeys with the travel buddy he knew how to do it himself. Kyle went on to excel in the placement and secured himself a paid job with McDonald's two days a week.

'I can feel like my friends,' said Kyle. 'I feel more confident when travelling on my own on the bus, I really like it. I feel grown up and independent catching the bus to work, like my mum. If I didn't have training I wouldn't be able to go to work – I even know the time on a clock for when I need to leave home now too.'

Kyle also feels that it has helped to connect him with his friends and family. 'I now go to the club not far from my house on a Sunday to see my friends and some family, and I have a nice cold drink, play pool and listen to the music playing. Two of my friends have done the training now too and we help each other as well. We take it in turns to press the bell when we need to get off the bus.'

Rachel, Kyle's mother, has also noticed the difference. 'Since the training, Kyle has come on leaps and bounds – his confidence has shot through the roof and I am extremely proud that he has secured himself a job. This has had a massive effect on his confidence and he is growing into a fine independent young man.'



citizenship and community

36%

of young people do not feel part of their community²

47%

of disabled people say that the services they receive do not enable them to take part in community life¹

40%

of HCT Group group transport members who completed our survey said they had participated in voluntary work

30%

of HCT Group service users who completed our survey felt that their sense of a stake in their community had improved

access matters

Feeling that you belong in your community, taking part and being engaged is an essential part of social inclusion and a decent quality of life. This can be as active as regular volunteering, taking part in community events or as simple as knowing a neighbour to say 'hello' to.

However, nearly half (47%) of disabled people say that the services they receive do not enable them to take part in community life,¹ 36% of young people do not feel part of their community² and one million people over the age of 75 do not know their nearest neighbours.³

The appetite for getting involved is vast. Nearly 4.9 million people aged 65 and over in England take part in volunteering or civic engagement⁴ and find real benefits as a consequence, with 91% of older people saying that volunteering helps them to meet new people and make new friends, 76% saying that it makes them feel needed and 68% saying that it improves their confidence. Supporting people to take part makes a real difference.

what we do

HCT Group aims to help our service users connect with their communities, take part and gain the full benefits of that participation. Individual transport services such as YourCar and community bus services help older and disabled people get to volunteering and community opportunities. Our group transport services support the work of community groups, enabling people to volunteer, participate, campaign and make a difference on the issues that matter to them. Independent travel training provides young people with special educational needs (SEN) the opportunity to get out and about on their own, meeting friends, neighbours and taking part in community life.

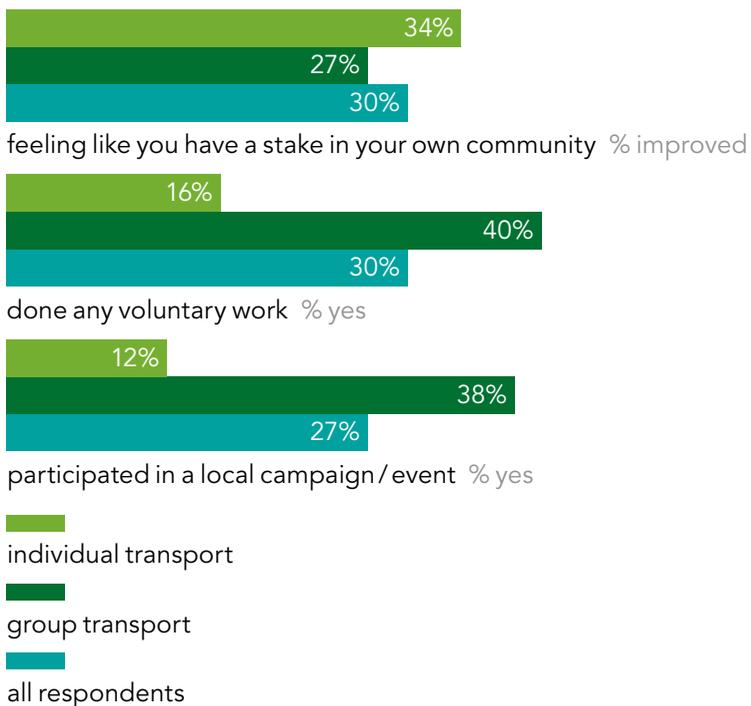
our impact

We explore our impact with our service users using booking data, focus groups and surveys. In 2015, our research has shown how we've helped our service users connect with their communities and be active citizens. Survey data shows that 30% of our service users who completed the survey have been enabled to undertake voluntary work – a figure that rises to 40% for group transport members. Our group transport services also help people take part in campaigns and events, with 38% of group transport respondents saying they had done so.

Taken together, our services have also helped people feel a part of their community, with 30% saying that their feeling of a stake in their community had improved.

citizenship and community

outcomes survey – our users said



1 Scope 2014
 2 Young people and their communities, The Prince's Trust 2010
 3 Royal Voluntary Society research, October 2013
 4 Later life in the United Kingdom, Age UK 2015

Hackney Seventh Day Adventist Church

Group transport enables church volunteers to make a difference in their community.

32

'the homeless people we work with tell us they always look out for "the big yellow bus"'



150

homeless people are supported each month as a result of Hackney Seventh Day Adventist Church volunteering

Hackney Seventh Day Adventist Church has a very diverse congregation of about 180 members, many of whom participate in range of volunteering activities organised by the church as a part of their religious faith.

'We use the HCT Group minibuses to help and feed the homeless around London. We also take young people and pathfinders to church events,' said Bruno Williams, First Elder of the church.

'When we go out to work with the homeless, the minibuses mean that we are able to go equipped with everything we need – hot food, hot drinks, clothing, blankets, sleeping bags. The homeless people we work with tell us they always look out for "the big yellow bus". On average, we help 150 homeless people a month.

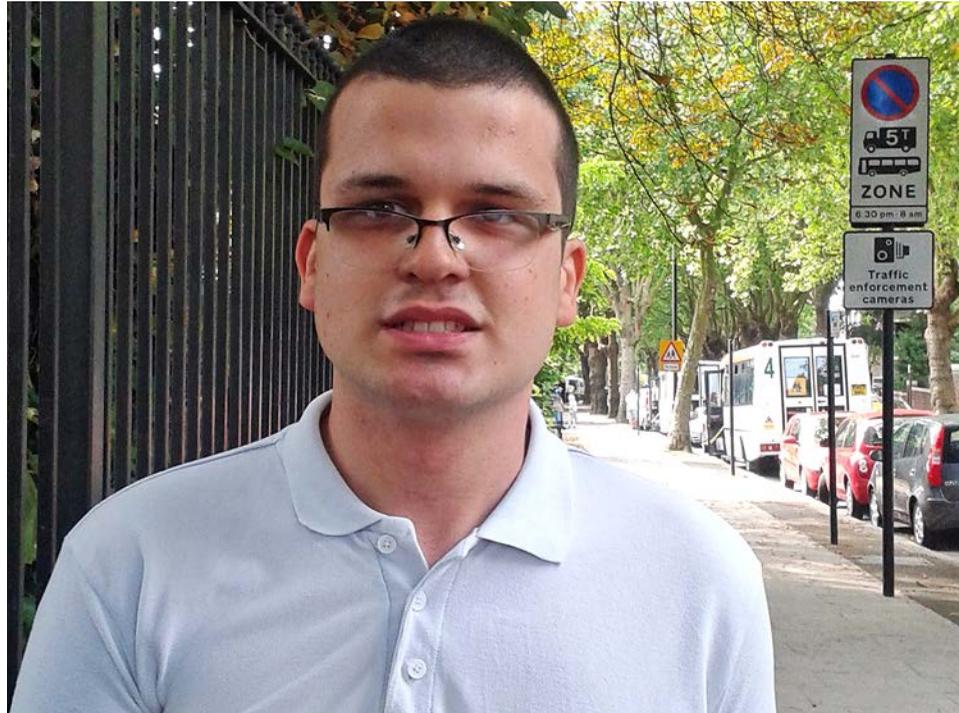
'Without HCT Group vehicles we would find it very challenging to do what we do. We would have to purchase a vehicle ourselves as we go to various locations across London such as Victoria, The Strand, Charing Cross and Lincoln's Inn Fields as part of our work with the homeless.

'Also, being able to use service allows the church to go on trips as a group – we go on awaydays and long haul trips to church events.'

The impact of our group transport service has been to enable the Hackney Seventh Day Adventist Church to carry out its volunteering, helping them to participate in their community and make a difference.

Robert's story

Travel training for Robert's school journey has unlocked his sense of community.



33

'I say "good morning" to my neighbours and they say it back, which I like'

Robert is a 16-year-old with a learning disability who has recently successfully undertaken travel training with HCT Group in Camden as part of our work with Camden Council.

Before receiving his training, Robert used to take a specialist SEN bus to school. After a period of seven weeks of one-to-one training and shadowing, Robert is now able to travel independently.

In addition to being able to travel to school independently, Robert has described a number of positive outcomes as a result of his new-found independence. These include being able to cope with travelling in crowds, knowing how to get himself to places and being able to leave later as his journey doesn't take as long. He was particularly proud of route planning a journey on a day when the tubes and buses weren't running, without needing to ask for help.

Robert says that he now feels more connected to his community. 'I say "good morning" to my neighbours and they say it back, which I like, because they see me every day. I enjoy having a talk and passing the time of day with the train staff in the morning and afternoon.'

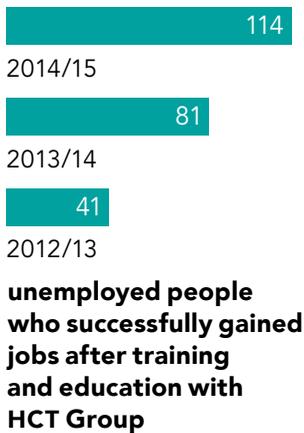
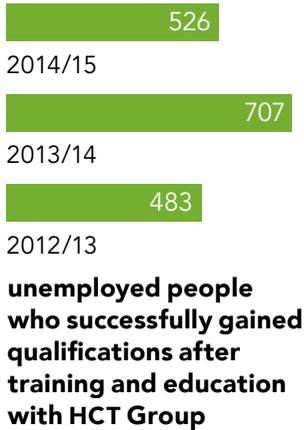
Robert's parents are pleased with the results too, reporting that he is 'less anxious and less tired from being on the bus so long'. They also felt he was 'more chatty, and confident in himself'.

Robert's advice for others considering travel training is 'give it a go, it's a good idea and better than being on the school bus!'

Independent travel training has unlocked not just the journey to school, but Robert's sense of place in his community, his self-confidence and independence – a real social impact.



employment, training and education



The Learning Centre’s primary goal is to support people who are unemployed in building the skills and confidence to move into sustainable employment, creating a step change in their life chances.

addressing unemployment

We understand that, for many of our learners, long periods of unemployment or other personal circumstances have sapped their confidence and self-esteem, eroded the skills and qualities needed to succeed at work and placed real barriers to accessing the labour market.

Our range of courses and programmes not only help learners to achieve qualifications, but also embed the day-to-day skills needed to thrive in employment – by mentoring for confidence, by providing information, advice and guidance to highlight choices and options, and by ongoing job search support.

a wide reach

The Learning Centre aims to increase the participation of learners from a wider community and now provides programmes in 20 out of 32 London boroughs. We also seek to ensure that participation reflects the communities we serve and the Learning Centre was recognised for its efforts this year – achieving the Investors in Diversity mark in 2014/15 for embedding equality, diversity and inclusion at the heart of what it does.

a focus on quality

Working with some of the hardest to reach groups in education, 94% of the Learning Centre’s learners completed their courses, with 93% attaining a qualification – reflecting our high standards of teaching and learning. In fact, retention and achievement on the Learning Centre’s different courses was close to or higher than the national average.

a focus on jobs

As employers needs change, so do our programmes. In 2014/15 we have introduced a new programme to reflect labour market needs – Children and Young People’s Workforce – which prepares people for jobs in the childcare sector. We also work closely with employers including Abellio, Treehouse Nursery and Protocol Education – to name but a few. This work with employers ensures our programmes are job-relevant, provides great placement opportunities and opens up job vacancies for our learners.

what we do

The Learning Centre’s programmes are based on the employment and skills needs of the communities where we work, covering a wide range of subjects – in fact we now do more non-transport related programmes than transport related ones.

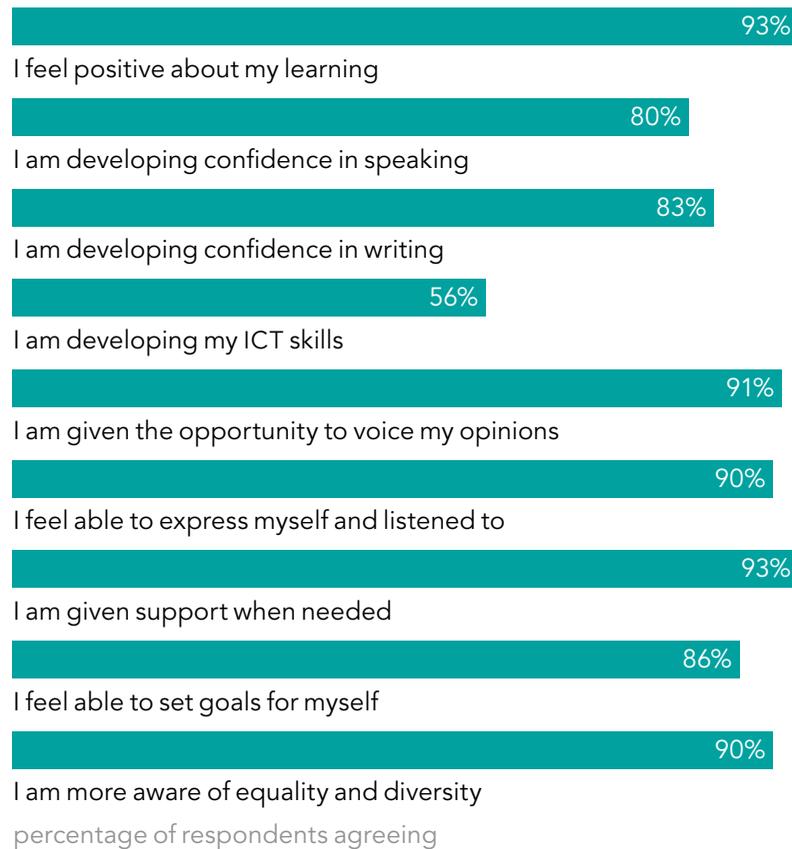
We work with a wide variety of agencies, partners and funders to deliver a rolling programme of accredited courses to people who are unemployed or classified as economically inactive. Our programmes are designed explicitly to support them to achieve employment outcomes. We also deliver commercial training in road passenger transport and, where appropriate, support the skills development of the group as a whole.

Learning Centre results

The Learning Centre has another strong year. Total learner qualifications appear to be down over the financial year (April to March), this which has largely been due to different timings of learners starting over the academic year (August to July). Over the academic year, the Learning Centre is on track for another record – at least 822 qualifications.

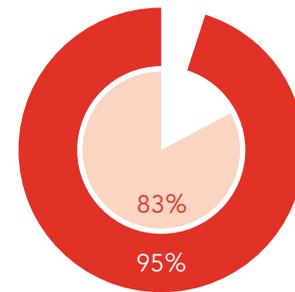
Over the financial year, there has been a real growth in job outcomes, which have grown in absolute terms by 41%. In fact, the job outcome rate has doubled since last year, from 11% to 22%. We are optimistic that this success rate can also be maintained over the full academic year.

employment, training and education learners developing soft skills

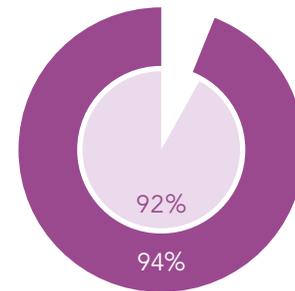


more than qualifications

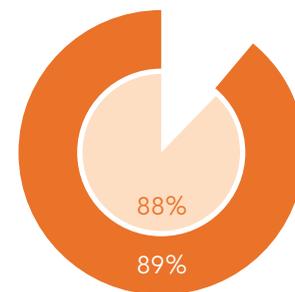
The Learning Centre is about more than qualifications and job outcomes. We aim to develop the broader skills needed for our learners to thrive in life and work. We assess our impact using learner surveys, with a decisive majority of learners telling us about improvements in confidence, self-expression and goal setting – among a range of other measures.



children and young people's workforce



warehousing and storage



supporting teaching and learning in schools

Learning Centre success rate versus national average success rate



programmes delivered in 2014/15 include:

accredited qualifications

- Road Passenger Vehicle Driving NVQ Level 2
Opening up careers driving minibuses for schools, youth clubs and local authorities, with opportunities for progression onto training to drive mainstream buses.
- Driving Goods Vehicle (Van and Courier) NVQ Level 2
Helping people get van driving jobs with stores, courier service, etc.
- Warehousing and Storage NVQ Level 2
For jobs at logistics companies or progression into further training eg forklift truck driving.
- Manager CPC for Road Passenger Transport Operations Level 3
Ideal for career progression within the bus industry.
- Supporting Teaching and Learning in Schools NVQ Level 2
Preparing learners for careers as teaching assistants at preschool, primary and secondary or progression to teaching careers and adult education as tutors / assessors.
- Children and Young People Workforce NVQ Level 2
Ideal for jobs in childcare such as nursery assistant or childminders.

approved courses

- Minibus Driver Awareness Scheme MiDAS
- Passenger Assistant Training Scheme PATS
- Manual Handling for Carers
- Emergency First Aid

Driver CPC for Professional PCV Drivers

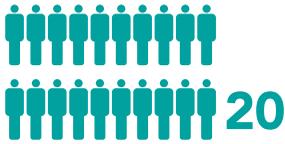
The essential training for bus drivers to remain in professional good standing.

Driver CPC courses

- Promoting Safer Driving Awareness (Cycle Awareness)
- Reducing Accident/ Incident and Threat of Terrorism
- Effective Communication and Working Together
- Disability Awareness and Equality
- Exceeding Customer Expectations
- Manual Handling and Ergo-Drive
- PCV Bus Driving Induction Part 1
- PCV Bus Driving Induction Part 2
- Road Safety and Regulations
- Customer Care Awareness
- Emergency First Aid
- Eco-Safe Driving



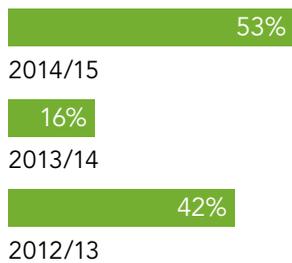
income and financial inclusion



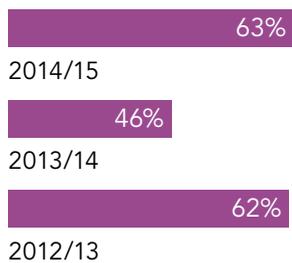
**20 new jobs created
at HCT Group in 2014/15**

£8.42m

**total payments made by
HCT Group to suppliers
or subcontractors**



**proportion of total
spend by HCT Group in
areas of disadvantage**



**proportion of
HCT Group employees in
areas of disadvantage**

We aim to take every opportunity we can to maximise our social impact – including how we conduct our commercial operations. We recognise that our work affects everyone it touches and that our actions as an economic entity can make a real difference to income and financial inclusion – particularly as we have a depot or operations in six of England’s 15 most deprived areas.

This means thinking about who our suppliers are, how we go about recruitment and what else we can do to have a social impact.

choosing our suppliers

Wherever practical, we aim to direct our expenditure to suppliers that are local to our operations or are in areas of high economic deprivation – these are often the same. We also aim to increase the social impact of our spend. This includes a fairtrade procurement project across the whole organisation, ensuring that staff consumables are fairtrade where possible.

As our balance of operations changed, our performance in this regard dipped. This was in part due to our extensive operations in Jersey and Guernsey, which are not areas of economic deprivation. However, both are island economies with communities that prioritise spending locally. As a consequence of this trend, we have redoubled our efforts to make the greatest impact with our spending, with 53% of supplier spend now in areas of economic deprivation – a five year high.

This improvement has also been reflected in our recruitment, with 63% of employees based in areas of disadvantage.

buying social

We also aim to identify and select suppliers that share our values, procuring from social enterprises and co-operatives wherever possible. This has involved selecting co-op suppliers for our mobile phones and web design, and we have also sourced a wind powered solution for our web hosting. We will be continuing our search for cost effective, high quality suppliers that share our values over the year ahead.

sharing our knowledge

Our journey began as Hackney Community Transport, a small community transport charity. As we have grown to become a social enterprise of increasingly national scale, we have learned a great deal about how to grow, how to succeed in new marketplaces and how to operationally deliver on our promises. We believe that we have a responsibility to support our peers in the social enterprise movement, doing what we can to raise its profile, contributing to the debate and sharing what we know. In 2014/15 this involved:

- Dai Powell, our Chief Executive, speaking at a wide range of events and conferences, plus participating on the boards of Big Society Capital and Social Enterprise UK.
- Working with the Institute of Public Policy Research to develop new approaches to structuring transport so that it meets the needs of communities using a ‘whole place’ approach. The report from this work is due to be released in the summer of 2015.



conservation of the natural environment

caring for the environment

At HCT Group, our Caring for the Environment programme is a key part of our approach to maximising our community benefit as a social enterprise.

The programme began in 2009/10 and has continued into 2014/15. It comprises three distinct but complementary strands of work that enable us to reduce the impact we make on the environment.

measuring our environmental impact

We operate a fleet of nearly 500 buses, minibuses and community cars across our ten depots. This makes understanding the impact we have on the environment very important, as it enables us to work on actively reducing it.

We measure the organisation's annual carbon footprint, allowing us to work out the amount of carbon dioxide emitted (CO₂e) per kilometre driven and our CO₂e per passenger journey. Measuring and monitoring these metrics allows us to take action on reducing our footprint and identify whether we have succeeded.

In 2014/15 we've coordinated with suppliers to better measure our use of electricity, gas, water and waste streams with a view to reducing our impact in these areas.

We have continued working towards the Green Mark, carrying out environmental audits in key depots and implemented an environmental management system for HCT Group. This is in line with the objectives of ISOs 14001, 2004 (environmental management systems), 14031 (environmental performance evaluation) and 19011 (environmental auditing).

maximising our positive impact

As a public transport provider, we support an environmentally friendly choice for individuals and groups alike. Where we operate mainstream bus services we can make the case to the travelling public to switch from car to bus travel, greatly reducing a community's carbon footprint. For example, this year we've grown annual ridership in Jersey by 8% to over four million passenger journeys, with corresponding environmental benefits.

One of the key activities we deliver as a social enterprise is group transport – accessible minibuses for a wide range of community groups – a service that is financially supported by our broader transport services.

We deliver community transport in five London boroughs plus Leeds and Bristol. We have worked hard to support community groups to travel together, saving almost a quarter of a million car journeys over the last five years, which is the equivalent of enough cars to fill the entire M1 motorway heading north from London to Leeds!

Our community transport operations also provide MiDAS training – which includes driving in an environmentally friendly manner. During the course of 2014/15 we enabled 1400 community drivers to receive this training and thus reduce the carbon footprint for each minibus journey they undertake.

0.889

2014/15

0.931

2013/14

0.778

2012/13

CO₂ emissions per km driven in kg

0.606

2014/15

0.613

2013/14

0.624

2012/13

CO₂ emissions per passenger journey in kg

12,891.6

2014/15

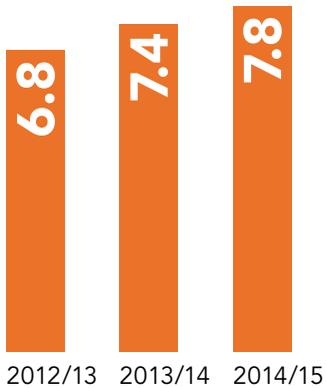
12,269.4

2013/14

10,966.7

2012/13

HCT Group's carbon footprint in tonnes CO₂ equivalent



**average age of
HCT Group vehicles
in years**

making change happen

Despite the positive choice represented by public transport and groups travelling together, our vehicles still burn fossil fuels. We have put in place a wide variety of projects to reduce the environmental impact attendant on running a bus company. This has included purchasing fuel efficient vehicles, using ultra-low-sulphur fuels, a recycling project that avoids waste going to landfill, a maintenance schedule that maximises fuel efficiency and a policy of keeping our fleet age well below the industry average.

We have continued our pilot project with a diesel–electric vehicle, helping us to develop the skills and knowledge needed to operate and maintain hybrid vehicles in the future. The bus is also part of a partnership with University College London (UCL) – it is fitted with sensors to test the impact of vehicle movement on passengers’ comfort and safety. This year, UCL has also been using the vehicle to test the efficiency of hybrid engines using real-life data, with the aim of balancing and improving the performance of different elements of a hybrid drive system.

In 2014/15 we have conducted a successful pilot project to modify the cooling system on buses with e-fans, gaining a fuel efficiency (and corresponding emissions) saving of 6%. After the success of the pilot, we are looking to roll this out further across the fleet in 2015/16.

We have continued to roll out our exciting telematics project across HCT Group, helping to reduce fuel use. Telematics provides a real-time display for drivers, showing them the environmental impact of their driving. Their performance on harsh braking or accelerating, overrevving and so on is shown using an easy-to-follow traffic light system so drivers can see in practice what is happening. The data is also available to managers – drivers with strong performance can be praised, and drivers with work still to do can be supported to improve through further professional development.

our environmental performance

Key performance indicators for our environmental impact in year ending 31 March 2015 show that our overall carbon footprint has increased by 5% versus 2014, as the number of services we provide has grown. Positively, our carbon intensity has not increased in line with our growth in ridership of 6%, and therefore both CO₂e per passenger journey and CO₂e per kilometre driven were slightly lower year-on-year, reflecting the positive impact of those projects listed above.

250,000

community groups travelling together with HCT Group have saved almost a quarter of a million car journeys over the last five years, which is the equivalent of enough cars to fill the entire M1 motorway heading north from London to Leeds!



promoting safety

The safety of our staff, passengers, service users and the public at large is a clear priority for HCT Group. We ensure that health and safety practices at work are consistent and rigorously monitored. Health and safety forms a part of each staff member's induction, and regular briefings are undertaken to ensure that staff understand their responsibility to minimise risk in all areas of their work.

Instructions on safe working practices are included within our health and safety policy, which all operations staff are provided with and must sign as a term of employment. Staff supervisors are responsible for ensuring that all of their team members have read and fully understood all relevant health and safety policies and procedures. These are reviewed annually, or on significant changes to our business, and modified to ensure effectiveness.

an organisation-wide safety management system

During 2014/15 we have undertaken a variety of projects to improve our safety. The most significant of these projects is continued implementation and ongoing development of an organisation-wide safety management system. This new system covers the full range of safety practices across HCT Group, ensuring that all areas work consistently to the same high standard. This activity is also helping us to work towards ISO 45001 (occupational health and safety management systems).

We have also maintained our externally accredited SAFEcontractor status and have continued the use of external health and safety audits, gaining further insights into how we can improve our performance. In addition, we have joined the British Safety Council to benchmark ourselves against other industries and ensure we are fully up-to-date with best practice.

We have maintained our practice of 'toolbox talks' across the Group – an industry good practice method of improving safety practice. They involve a rolling programme of bitesized continuing professional development (CPD) sessions, each covering a different aspect of the new system and safe working practices.

a safe workplace

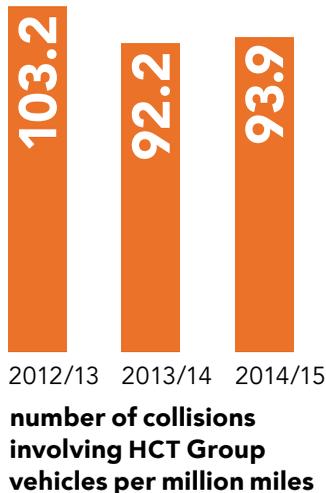
HCT Group does whatever it can to maintain a safe environment. This includes:

- carrying out risk assessments and reviewing them when necessary, providing adequate resources to maintain and improve standards of health and safety
 - providing and maintaining systems of work that are safe and without risk to health
 - ensuring all machinery, plant and equipment is maintained in a safe condition
- among many other measures.

our safety performance

Data from 2014/15 shows that our performance in reducing collisions has maintained the progress made in 2013/14. However, we believe that our collisions rate is still too high and we need to do more to improve our performance.

As a consequence, every collision involving an HCT Group vehicle is investigated with a view putting further measures in place to reduce on-road collisions. We are also conducting a benchmarking exercise against similar operators to identify good practice.





staying accountable

As a social enterprise, it is imperative that we deliver on our mission effectively with a view to making the greatest possible long term impact. This means it is critical to remain accountable to our stakeholders: our beneficiaries, our service users, our employees and others – engaging with them at every opportunity. HCT Group has put in place a scalable approach to accountability that keeps both the social mission and the financial and operational excellence of the organisation heading in an ambitious and achievable direction.

Board of Trustees

As HCT Group has grown our governance needs have changed and developed. We have put in place an experienced Board with a very broad range of sector and profession specific skills. The Board meets regularly and has a maximum of 11 members, each on a three year rolling cycle of membership.

We have a Social Impact Monitoring Advisory Committee, which is a subcommittee made up of Board members and social investors. Their role is to monitor and evaluate our social impact and its measurement and advise on how this should develop.

Regional Advisory Committees

In order to keep the social mission at the forefront of our business decisions, we have created Regional Advisory Committees (RACs) comprised of a range of local stakeholders. RACs are up and running in Yorkshire and Bristol. RACs meet independently twice a year to develop and make recommendations on appropriate allocation of HCT Group's profit reinvestment, highlight any regional specific opportunities to increase our impact and advise on the current operation of services in their regions. We are currently reviewing how to increase the impact of our local governance structures and how to ensure that these structures work in all our operational areas.

Social Enterprise Champions

Effective two-way engagement with staff about our mission is critical if we are to achieve our potential as a social enterprise. The idea behind the Social Enterprise Champions programme is to work with a cross section of our frontline staff who learn all about social enterprise, our own social impact and why it's a good idea. Our 2014/15 Champions will join the previous two intakes in getting the message about our social mission across to colleagues and helping with staff inductions. Our aim is to continue the programme to build a critical mass of staff who can support their colleagues to understand what social enterprise really means.

external accountability

As well as remaining accountable to ourselves, our employees and our service users, we must also remain accountable to our funders: social investors, commercial customers and grant-makers. Regular performance measurement for both operational activity and social impact has been built into our systems to monitor our progress in delivering our mission, to better inform our management decisions and to provide information for our partners.

In Jersey and Guernsey we are responsible for the whole bus service, so to remain accountable to passengers we have implemented a system of rolling annual parish meetings – taking feedback, listening to concerns and exploring new ideas.

our social impact scorecard

46

social impact		2013/14	2014/15
community transport	Passenger trips provided to community groups ²	197,832	179,800
	Passenger trips provided to disadvantaged individuals ³	275,568	224,324
access to local facilities	Access to shops, culture, sport, recreation and faith-based activities % improved	NA	34%
	Independence % improved	NA	39%
	Transport service has provided increased safe access to health services % agree	NA	43%
	Transport service has improved ability to get out and about % agree	NA	84%
physical and mental health	Confidence % improved	NA	44%
	Self-esteem % improved	NA	39%
	Physical health % improved	NA	26%
	Mental wellbeing % improved	NA	35%
	Transport service has improved wellbeing % agree	NA	72%
family, friends and relationships	Frequency of social contact % improved	NA	51%
	Feeling connected to others % improved	NA	47%
	Accessing the support you need % improved	NA	35%
citizenship and community	Feeling like you have a stake in your own community % improved	NA	30%
	Participated in a local campaign/event % yes	NA	27%
travel training	Buddy trainees	140	101
education and training	Individuals not working for HCT Group who gained qualifications ⁴ as a result of training and support by HCT Group	760	634
	Those who were previously unemployed	707	526
	Those who were previously employed	53	108
learners developing soft skills	I feel positive about my learning	NA	92.2%
	I am developing confidence in speaking	NA	77.8%
	I am developing confidence in writing	NA	79.2%
	I am developing my ICT skills	NA	63.0%
	I am given the opportunity to voice my opinions	NA	89.6%
	I feel able to express myself	NA	89.2%
	I feel listened to	NA	89.2%
	I feel able to set goals for myself	NA	84.9%
	I am more aware of equality and diversity	NA	93.8%
external job creation	Unemployed people who obtained jobs outside HCT Group as a result of training and support provided by HCT Group	81	114

economic impact		2013/14	2014/15
financial performance	Current revenue	43.3	45.4
	Operating profit	(0.2)	0.6
social investment	Profit reinvested back into activities for community benefit	0.1	0.1
	% of prior year's profit	NA	NA
additional investment	External investment attracted into areas of disadvantage ¹	0.5	0.7
employment	Number of employees	926	946
	Remuneration to employees net of tax	23.8	23.1
	% of employees in areas of disadvantage ¹	46%	63%
job creation	FTE jobs created at HCT Group	135	20
	% of those were created in areas of disadvantage ¹	15%	60%
suppliers	Payments made to suppliers or subcontractors	£7.16	£8.42
	% of total spend in areas of disadvantage ¹	16%	53%
environmental impact		2013/14	2014/15
general	Car journeys saved through the use of community group transport ⁵	74,187	67,425
	Individuals trained to drive in an environmentally friendly manner	1234	1400
	Average age of fleet years	7.4	7.8
emissions	GHG emissions tonnes of CO ₂	12,269.4	12,891.6
	CO ₂ emissions per passenger journey kg/journey	0.613	0.606
	CO ₂ emissions per km driven kg/km	0.931	0.889
diversity monitoring		2013/14	2014/15
management diversity	Proportion female	35%	37%
	Proportion ethnic minority	12%	11%
employee diversity	Proportion female	22%	23%

1
The bottom 25% of local authorities according to the Index of Multiple Deprivation (IMD 2007).

2
Voluntary or community groups operating on a not-for-profit basis.

3
People who may be at risk of social exclusion through poor (or lack of) access to transport due to physical restrictions, lack of information, restricted availability of public transport or cost.

4
Nationally accredited transport and health and social care qualifications.

5
Based on eight passengers travelling on each group transport trip, compared to two passengers for an average car journey, resulting in a saving of three car journeys.

about HCT Group

HCT Group is a social enterprise in the transport industry, safely providing well over 20 million passenger trips on our buses every year. We deliver a range of transport services – from London red buses to social services transport, from school transport to Park and Ride, from community transport to education and training.

We reinvest the profits from our commercial work into high social impact transport services or projects in the communities we serve, and into providing training opportunities for people who are long-term unemployed – making a real difference to people's lives.

For more information, please see www.hctgroup.org

HCT Group

1st floor
141 Curtain Road
London EC2A 3AR

tel

020 7275 2400

fax

020 7608 8969

e-mail

info@hctgroup.org

HCT Group is a company registered in England and Wales. Company number 1747483. Registered charity number 1091318. VAT number 805311274. Our registered and main correspondence address is: Ash Grove Bus Depot, Mare Street, London E8 4RH

Written by Frank Villeneuve-Smith and Andy Smith

Design: David Shaw

Photography: © Alex Grace except © Young Bristol (page 19), © HCT Group (pages 24, 28 and 33), © Paul Benson (page 29), © Hackney Seventh Day Adventist Church (page 32) and © Ronnie Hughes (page 44)

Print: Blackmore Ltd, Shaftesbury, Dorset

© HCT Group 2015. All rights reserved