welcome to our impact report

Dear colleague

When an organisation claims to exist for social good or claims to make a difference in our communities, then the most obvious questions to ask of them are “Did you make a difference?” and “Can you prove it?” Our annual social impact report is HCT Group’s answer to those important questions.

HCT Group’s ambition is indeed to create social good and to make a difference. As the world’s leading transport social enterprise, we believe we live in a society where disabled people are making fewer journeys than they were just five years ago, a society where social isolation is increasing, not decreasing. It is an unwelcome truth that, even as we have begun our path to scale, the social issues that we exist to tackle have worsened.

A transport system that should be part of the solution is, mostly, part of the problem. With most bus networks run for private profit – not for public benefit – decisions are being made in the interests of the wrong people.

Yet change could be coming. The forthcoming Bus Services Bill will give powers to many Authorities to franchise their bus networks, bringing them back to local democratic control. Should this legislation pass through Parliament, then it will represent the biggest shakeup of public transport in a generation – and the world in which HCT Group operates will change completely.

We want this change to happen. It could create a system that puts people first. It also widens the potential contribution we can make as an organisation, opening up opportunities for a social enterprise approach at a scale not seen before. We are ready for the challenge of this reordered world.

Best wishes

Dai Powell OBE
Chief Executive
HCT Group

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HCT Group exists to have a positive social impact – and measuring that impact effectively is at the heart of our approach.

We are now in the second year of our new method of measuring impact, aiming to better understand the difference we make. We are seeking to go further than simply counting passenger trips and unlock what those trips actually mean to the people who use our services.

outcomes, not outputs

Our new method for looking at impact has been based on two key elements. The first is detailed research with our service users to understand the deeper impact of our services, based on outcomes. The second has been to map what we have discovered against the Big Society Capital (BSC) outcomes matrix – a model of how to rigorously look at complex social impacts in a way that establishes some commonality for their measurement.

continuous improvement

We recognise that we are at the start of this journey and not the end. We are constantly seeking to improve the ways that we measure our impact, putting in place new systems and measures. In 2016, this has involved two projects. The first has been to improve the accuracy of our passenger trip recording, so that for the first time we are now able to present actual passenger counts for a range of our high-impact services – rather than use the industry standard methods to estimate them. The second has been to refine some of our survey questions from 2015 to gain a better insight into the difference we make.
Our year in business

Our commercial success enables our community impact. At HCT Group, we believe that the best way to be a sustainable social enterprise is to be an effective 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 551 vehicles from nine depots with 941 staff and safely deliver over 20 million passenger journeys on our buses every year. Our track record spans:

- **Red bus services**
  We deliver London red bus routes under contract to TfL.

- **Mainstream bus services**
  We deliver the bus services in Jersey and Guernsey.

- **School/college transport**
  We deliver both mainstream and SEN school transport up and down the country.

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.

- **Travel training**
  We provide training to enable young people with SEN to travel independently on public transport.

- **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 2015/16

HCT Group has seen a small reduction in turnover from £45.42m to £44.2m. This decline is due to the end of our Route 212 London red bus contract, but mitigated by growth in the Channel Islands.

A turnaround maintained

HCT Group has had another positive year, recording a profit of £440k – a level similar to the £642k reported in 2014/15, cementing the turnaround in performance reported over the two previous financial years. Work still remains to be done, as we aim to operate more profitably, yet HCT Group remains well positioned to achieve this in the future.

Our profitability has been supported by a strong performance in the Channel Islands, with strong ridership growth in both Jersey and Guernsey. The most significant challenge to our financial performance this year has been the impact of traffic on our London red bus services – in common with most London bus operators. As the construction of the Cycle Superhighway and Crossrail 1 come to an end, we are hoping that the traffic situation may ease, improving our results.
set for the future

A highlight of the financial year 2015/16 has been the successful conclusion in November of our second fundraising round. This is one of the largest transactions in the social enterprise sphere, bringing together investment or facilities from social investors, mainstream investors, a high street bank – plus charitable trusts and a social enterprise investing its reserves. It has led to a total of £10m funds being raised or made available, giving us the balance sheet strength to work on the next phase of growth and the social impact that we deliver.

The current financial year has also seen a strong business development performance, with significant contract wins that point towards profitable growth in 2016/17. Most notable of these are contracts for two further Transport for London (TfL) red bus routes – Routes 26 and W19, and the SEN transport contract for the London Borough of Wandsworth.

a new world

For many years, HCT Group has operated the classic ‘Robin Hood’ model of social enterprise: deliver contracts at a profit and then reinvest those profits into high-impact services. As we have emerged as a credible alternative to private sector operators for the delivery of mainstream bus services, our thinking has turned to what might be achieved if those were reimagined for the benefit of everyone in our communities.

The need for many high-impact services can be seen as a consequence of profound structural failure. After all, every Robin Hood story is about inequality. What if mainstream transport could be reengineered to meet almost everyone’s needs, so that the need for specialist services could be reduced or eliminated? What impact would there be on employment in a network where profitable routes subsidise loss-making but socially important ones? Can you integrate social provision into mainstream networks to prevent the costly commissioning of parallel transport systems?

HCT Group is moving from thinking about these ideas to implementing them. We have been developing ideas of the ‘transport of place’ for some time – a model that integrates all the various parallel systems of transport into a network for community benefit. In 2015/16 we began exploring with commissioners what this might look like on the ground.

We have also developed a new approach to structuring the funding for travel training using Social Impact Bonds – this could enable us to bring a life-changing programme to many more young people and provide deep savings to the public purse. We have secured development funding, social investment and we are now actively signing up our first partners.

These new developments are also happening at a time of great change in the transport industry. The Bus Services Bill could well open up new territories to fresh approaches on a scale that just 12 months ago seemed out of reach. We believe that, together, these factors place HCT Group on the cusp of a step change in our potential to both increase our social impact and our growth.
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.

access matters

The most vulnerable in our society are the most likely to be affected by poor access. People with mobility difficulties make 42% fewer trips than people with no mobility difficulties – and the situation is worsening. In 2010, this figure was 33%. This decline in trips is not just in relative terms – people with mobility difficulties are getting out and about less than they were. In 2010 they made, on average, a total of 696 journeys per person per year. In 2014 that number stands at 569 – a 16% decline.

Research on social isolation and loneliness amongst older people shows in study after study its impact on mortality – those who are free from isolation have a 50% increased likelihood of survival. Yet 600,000 older people in the UK say that they get out of their home once a week or less. Supporting people to get out and about saves lives.

For people who are long-term unemployed, the connection between unemployment, mental health and lower life expectancy is well established – unemployment is associated with one in every five suicides. 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.
Each passenger journey for an older or disabled person represents a change – an opportunity to get out of the house, to feel part of a community, to access services, to see friends or family, to retain a sense of freedom and independence – to connect with others. Each Learning Centre graduate who finds work, escaping long-term unemployment, 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, first introduced in 2014. This involves exploring the link between:
- an activity we do eg providing transport for community groups
- with our outputs eg trips to day centres
- to our desired outcomes eg people can access the services they need to live as independently as possible.
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:
- 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. We continue to develop more robust methods to improve our accuracy. Our outcomes are measured using a rolling annual cycle of focus groups and user surveys, with survey questions continually under review to gain a deeper insight into our impact.
  Our Learning Centre data is gathered for returns to our partners such as the 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.
- access to local facilities
- physical and mental health
- family, friends and relationships
- employment, training and education
- income and financial inclusion
- conservation of the natural environment
- our mission

<table>
<thead>
<tr>
<th>activity</th>
<th>output</th>
<th>outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>individual transport</td>
<td>friends and family</td>
<td>health services</td>
</tr>
<tr>
<td>group transport</td>
<td>non-health services</td>
<td>community activities</td>
</tr>
<tr>
<td>travel training</td>
<td>facilities</td>
<td>employment and education</td>
</tr>
<tr>
<td>Learning Centre</td>
<td>qualifications</td>
<td>CO₂e emissions</td>
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<tr>
<td>organisational behaviour</td>
<td>suppliers</td>
<td>car journeys saved</td>
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<td></td>
<td></td>
<td>employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>conservation of the natural environment</td>
</tr>
</tbody>
</table>

individual transport
friends and family
Service users meet regularly with friends and family.

health services
Service users have access to local health services (eg doctor, hospital, chemist).

car journeys saved
Through group transport members travelling together.

non-health services
Service users have access to non-health support services (eg day centres).

community activities
Service users attend cultural, sport, recreational and faith-based events and activities.

CO₂e emissions
Reduced by individuals trained to drive in an environmentally friendly manner.

facilities
Service users have access to local facilities including shops, post office, bank, council services.

employment and education
Service users have access to employment, training and education.

soft skills
Learning Centre students develop the necessary soft skills and attitude through education and training.

employees
Job creation and remuneration in areas of disadvantage.

Learning Centre
qualifications
Learning Centre students gain professional qualifications through education and training.

conservation of the natural environment
Our actions as a provider of public transport have had a positive environmental impact.

organisation

suppliers
Spend with suppliers in disadvantaged areas.

mission
enhance people’s lives, provide opportunities and bring people and communities together through transport and training.

2 Department for Transport (2011) National travel survey: 2010, ONS
4 Age UK (2016) Later life in the UK
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.

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

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.

London

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.

London

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.

London

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.

London

ScootAbility

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. ScootAbility, developed in partnership with the London Boroughs of Camden and Islington, enables members to borrow scooters or powerchairs for free – and we deliver and collect the vehicles directly to and from service users’ homes.

London

Clinical Commissioning Group

A pilot project using ‘social prescribing’ for people who routinely visit their GP or A&E because they are lonely or isolated, rather than needing medical help, or who are becoming unwell due to serious loneliness or social isolation. Instead of medication, these people are ‘prescribed’ activities and we provide the transport – taking individuals to social events including lunch clubs, church visits and so on. These activities are directly linked to improving mental health and wellbeing, leading to fewer hospital admissions and GP appointments – a real social impact.
access to local services

access matters

The best services in the world are next to useless if you can’t get to them. We rely on our ability to go to the shops, the post office, the doctors’ surgery or the hospital – or to participate in sport, recreation or faith based activities. These are the basic elements of living independently.

For many older people, access to services is a real issue. There are 1.45 million people over the age of 65 in England who find it difficult to access their nearest hospital and 630,000 who find it difficult to access their GP. This challenge increases with age – with less than half of people over 80 finding it easy to travel to a hospital. 48% of people aged 80 and over in England – over 620,000 people – find it difficult to travel to their nearest supermarket.

Disabled people face similar barriers. Over 1 in 4 disabled people have missed a hospital or GP appointment due to a lack of transport. Two in five (40%) disabled people in Britain were able to identify difficulties they had experienced accessing goods and services. 26% of disabled people say that lack of accessible transport is one of their key challenges.

Transport has a clear role to play in breaking down the barriers between the most marginalised in our society and the services needed to lead an independent life.

what we do

HCT Group provides a huge range of transport to connect people with the services they need. 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 youth participation in sport to providing high quality day centres for older people.

access to local services

reasons why service users have used our transport

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>attending a day centre</td>
<td>57%</td>
</tr>
<tr>
<td>going to the shops, post office, etc</td>
<td>33%</td>
</tr>
<tr>
<td>accessing health services</td>
<td>24%</td>
</tr>
<tr>
<td>going to work/training/education</td>
<td>15%</td>
</tr>
<tr>
<td>individual transport</td>
<td>15%</td>
</tr>
<tr>
<td>group transport</td>
<td>11%</td>
</tr>
<tr>
<td>all services</td>
<td>15%</td>
</tr>
</tbody>
</table>

2 Ibid.
3 Healthwatch Suffolk (2014) Non-emergency patient transport
5 Scope/OPM/Ipsos Mori (2014) Removing barriers, raising disabled people’s living standards
our impact

We explore our impact with our service users using booking data, focus groups and surveys. In 2016 our booking data shows how significant access to services has been, with 30% 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 57% 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 important for access to health services, with 16% of our service users stating that was a reason for making trip. Our services have made a real difference. Survey data shows that 62% of our service users who completed the survey feel that their access to shops, culture, sport, and recreation activities has improved. Over one third (36%) of our service users believe that their access to healthcare has improved and 30% feel that access to services such as day care centres has improved. With this improved access comes wider benefits – close to half (49%) of our service users believe their independence has improved – rising to 64% of our individual transport – and 84% say that their ability to get out and about has improved.

of HCT Group service users who completed our survey said their access to healthcare has improved

<table>
<thead>
<tr>
<th>Access to Local Services</th>
<th>Outcomes Survey – Our Users Said</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Shops, Culture, Sport, Recreation % Improved</td>
<td>54%</td>
</tr>
<tr>
<td>Access to Religious Services % Improved</td>
<td>49%</td>
</tr>
<tr>
<td>Independence % Improved</td>
<td>38%</td>
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<tr>
<td>Transport Service has Provided Increased Safe Access to Health Services % Agree</td>
<td>79%</td>
</tr>
<tr>
<td>Transport Service has Enhanced Ability to Get Out and About % Agree</td>
<td>79%</td>
</tr>
<tr>
<td>Access to Non-Health Support, Day Centres, Lunch Clubs, etc % Improved</td>
<td>79%</td>
</tr>
</tbody>
</table>

Charlotte’s story

Charlotte can now travel independently to access a wide range of services.

Charlotte, from Leeds, who has Down’s syndrome, has been learning to travel independently on public transport with our Travel Buddies Independent Travel Training programme. She first learned to travel independently so that she could go to college, but is now using public transport to access a wide range of services and activities.

‘Over two years, Charlotte has met all her goals, both in terms of self-confidence and her travel around Leeds city centre,’ explains Sharlene, Charlotte’s Travel Buddy. ‘She has learnt five routes which she travels over four days, travelling independently to dance and drama class on Mondays and Fridays, to her work placement at Leap café on Wednesdays, and to meet up with other students and attend Paperwork’s work place environment on Thursdays.’

‘I enjoy catching the bus all by myself,’ said Charlotte, when asked about what independent travel means for her. ‘I go to two jobs and dance and drama on four days. I can now go to the shop in the bus station for a drink on my own and pay for it by myself.’

Charlotte’s parents have also seen the difference the training has made. ‘We have seen a great improvement in Charlotte’s independence since her training,’ said Denise, Charlotte’s mother. ‘She is more confident about being out by herself and also returning home.

‘Since her training she can now access projects in Leeds which are close to the bus station and just out of the centre. It has increased her circle of friends which matters very much to her and to us.’
The Monday Club at the Southville Centre in Bristol is a group for older people providing a range of activities and outings. They use the group transport service provided by Bristol Community Transport (BCT) to bring members to the centre from their homes. Members of the Monday Club can attend for the morning, the afternoon or the whole day and there are activities to suit every taste and interest – quizzes, crafts, bowls and quoits, a rolling entertainment programme with 15 different acts, structured reminiscence sessions using old movies and music, talks on topics of shared interest, ‘chair-aerobics’ exercise sessions and more.

Getting out and about is important too. This year there will be a boat trip, a day out to Weston-super-Mare for the seaside, with the yearly Christmas lunch trip and even an outing to participate in a live TV audience – all with transport provided by BCT.

‘We provide a really diverse range of activities, but it’s the social side that’s most important,’ says Barbara Crowther at the Southville Centre.

‘For many members, this is their only opportunity to get out of the house and see people. It’s a place where people have formed lasting friendships – a core group has been coming for years, they have become friends and now get together themselves to socialise and share information.

‘The Monday Club also provides a great opportunity to provide access to services. We offer a broad range of information and advice, access to a foot clinic and fire prevention services, to name but a few.

‘Nearly all of our members have health and/or mobility issues ranging from needing assistance to walk to using a wheelchair, so one of the main concerns of our members is how are they going to get to us!

‘When we started using BCT it made a huge difference to our members’ experience. The two volunteer drivers have been stunning, going out of their way to assist people in and out of their houses and on to the bus. Members have the added security of having a regular driver who they now know well and feel comfortable with. Many feel it is like being picked up by a member of their family.’
physical and mental health

access matters

In the UK, one million older people regularly go an entire month without speaking to anyone. Nearly a quarter (23%) of disabled people say that they feel lonely. Loneliness and social isolation are significant public health issues with a profoundly negative impact on people’s lives. Amongst older people, the influence of social isolation on the risk of death is comparable with issues like smoking and drinking – and is more serious than obesity. Research into social isolation tells us how important transport is. People without access to it are three times more likely to develop serious social detachment.

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 our CCG social prescribing project in Hackney, to 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.

our impact

We explore our impact with service users using booking data, focus groups and surveys. In 2016, our research has shown that 43% of those who completed our survey feel their mobility has improved, with 32% saying they feel healthier as a result of using our transport. There has also been an improvement in our service users’ confidence (31% of respondents indicating improvement) and in their sense of life satisfaction (32%), with 35% stating they had experienced an improvement in their mental health. Nearly one in three users (30%) reported that they feel better able to cope with ‘life’s ups and downs’, becoming more resilient as a consequence of using our transport.

Supporting people to get out and about saves lives. Getting out and about also has more direct health benefits for older people – it leads to a more active lifestyle. Research has shown that using public transport is correlated with walking three or more times a week, which may well be sufficient to contribute positively to health.

www.campaigntoendloneliness.org

1 Sense (2015) A right to friendship? Challenging the barriers to friendship for people with disabilities

<table>
<thead>
<tr>
<th>physical and mental health outcomes survey – our users said</th>
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<tbody>
<tr>
<td>mobility % improved</td>
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<tr>
<td>feeling healthy % improved</td>
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<tr>
<td>mental health % improved</td>
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<tr>
<td>coping with life’s ups and downs % improved</td>
</tr>
<tr>
<td>life satisfaction % agree</td>
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<tr>
<td>confidence % agree</td>
</tr>
<tr>
<td>individual transport</td>
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<tr>
<td>group transport</td>
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<td>all respondents</td>
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- 38% 38%
- 33% 34%
- 35% 33%
- 27% 28%
- 8% 34%
- 60% 51%

- 35% 33%
- 48% 49%
- 29% 30%
- 30% 29%
- 27% 27%
- 28% 28%
Hackney Community Transport provides minibuses for the two youth football teams of Frampton Park Baptist Church, helping them travel to their away games.

‘We want people to have a good life,’ explains Kevin Belcher at the church. ‘It’s a big part of our faith – it’s not just about turning up on Sunday. In our part of Hackney, young people tell us that they want something to do and football – both training and matches – can provide that. We’ve been running football now for seven or eight years and can have up to 30 under-16s turn up for training.

‘Sport brings people together, helping young people to develop friendships in a positive and constructive way. Last year, we had four young people from the team go on to university, partly due to the support they provided to each other through a friendship that developed from both football and being active in the church.

‘Also, Hackney has one of the highest rates of childhood obesity in the country – there are ten fried food outlets for every secondary school in the borough. Helping young people to participate in sport, to play regularly, is really important. We’re also looking at setting up something to provide an alternative to chicken and chips – it’s a real problem.

‘The transport helps us to get to our away games every other week – and we can also use the vehicles for church outings in the summer.’

Barbara’s story

Catching up with friends on the community bus helps Barbara’s wellbeing.

Barbara uses the Whitchurch Community Bus provided by Bristol Community Transport every Wednesday to get to the supermarket and catch up with her friends.

‘The highlight of my week is to see my little community bus coming along. I eagerly await the driver’s cheery voice as he assists me on to the bus,’ explains Barbara, who lives alone and would otherwise be housebound due to a fall.

For Barbara, being able to get out of the house, do things for herself and catch up with friends has had a direct impact on her wellbeing.

‘I have made seven more friends since I joined the bus. Before this I was very lonely and sometimes very sad, I would say a depressive state. Being part of the community, enjoying my time out, doing a little bit of my own shopping – and popping in to have a chat and a coffee or hot chocolate with my friends makes all the difference when you are on your own. It makes you feel better within yourself.’

‘If this service did not exist we would be all back to square one – it’s a lifeline for everyone. I can say that because that is how we all feel, I have encouraged three new members to use the service and would recommend it to anyone.’

‘it makes you feel better within yourself’
family, friends and relationships

access matters

Seeing friends and family is at the heart of our wellbeing. Older people with good social relationships have a 50% better survival rate than older people without them.1 Yet across the country, 1 in 4 (25%) people aged 75 and over report meeting with friends, relatives or work colleagues less than once week.2 One million older people regularly go an entire month without speaking to anyone.3

The issue is just as challenging for disabled people. Over half (53%) of disabled people believe that they face more barriers to making and keeping friends than non-disabled people4 – 36% of disabled people speak to friends less than once a week.5

Disabled people are twice as likely to say that the reason they don’t see their friends and family more is due to difficulty with transport when compared to non-disabled people. Ensuring friends and family can keep in touch – and bringing people together to form new friendships – has a real 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 to them. Our group transport service enables community groups working to address social isolation and loneliness to bring people together to help them feel connected to others. Independent Travel Training enables young people with SEN 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 2016, our bookings data showed that 26% of all individual transport service users were visiting friends and family.

Survey results show the difference our services are making. 51% of service users who completed our survey say they use us to see friends and family. 26% of HCT Group individual transport service users who completed our survey say their loneliness has decreased. 51% of HCT Group individual transport service users who completed our survey say their frequency of social contact has increased. 59% of HCT Group individual transport service users who completed our survey say their feeling connected to others has improved.

2 ONS (2015) Inequalities in social capital by age and sex
3 www.campaigntoendloneliness.org
4 Sense (2015) A right to friendship? Challenging the barriers to friendship for people with disabilities
6 of HCT Group individual transport service users who completed our survey say their loneliness has decreased
St Joseph’s day hospice
Helping patients get to St Joseph’s day hospice brings people together.

Hackney Community Transport provides cover transport for the day hospice at St Joseph’s. The day hospice gives people with a life-limiting condition the opportunity to spend an enjoyable, lively day with others in a similar situation, in a friendly and caring environment.

‘The patients really enjoy coming here,’ explains Jackie Collins, healthcare assistant at St Joseph’s. ‘There are plenty of activities for them – pottery, art, quizzes, bingo – or they can just relax with a paper on the sofa, it’s up to them.

In addition to the social activities, there is access to complementary therapies, physiotherapy and exercise. There is also practical help, like access to a nurse if patients are worried about medication and to a doctor if required. They might see a social worker for help with benefits or other issues.

‘Most importantly, it’s a way for people to forget their illness for a time, to get support and to talk with each other – boosting people’s wellbeing. It brings people together – we’ve had patients who lived on the same street but who met here for the first time and become friends.’

Stephanie, a patient at the day hospice agrees. ‘I’ve been coming here for a while – I came for a few months last year and this year I’m here again. You can have a natter and give your opinions – I’m not quiet! I wouldn’t be able to get here without the transport.’

The day hospice uses Hackney Community Transport’s group transport service as a reserve for their ambulances, collecting patients from their homes and bringing them to the hospice. This involves providing a backup for their existing ambulance, covering staff holidays or sickness and vehicle maintenance – ensuring that there is never any disruption to the service and its patients.

Vuk’s story
After travel training, Vuk can now visit friends and family independently.

Vuk has been learning to travel on public transport with our Independent Travel Training programme in Camden, London.

Vuk’s original goal was to learn how to travel independently to his special school, but the skills he acquired have opened up a huge range of wider opportunities. Rather than staying on at his school’s sixth form Vuk has been able to attend a mainstream college, now goes shopping for his mother and out with friends in central London, and has even visited his brother in Loughborough.

‘I used to have limited travel before,’ explains Vuk. ‘I can now travel lots more places. I have recently been to Nandos for a friend’s birthday party. I am glad I could go as we have a really strong friendship. I also like to go bowling, I went to the one in Trafalgar Square with two friends from my old school.

I have just finished my first year at college and will start the next one in September. I have many ways to get to college, I could walk but I like to take the tube and bus because it is quicker. I enjoy college because I have a few good friends who I enjoy chilling out with and laughing and joking.

‘Sometimes at the weekend or after college I go shopping for my mum to the big Sainsbury’s in Camden. Sometimes my mum comes as well, but I like it better when I go on my own. I have now been twice to see my brother in Loughborough. My mum is worried that I will miss my stop and end up in Derby, but I’m not worried.’

Vuk’s mother, Svetlana, has also seen the difference that the programme has made. ‘The travel training has built his self-confidence, which has helped him to grow up and be more responsible,’ said Svetlana. ‘It has helped Vuk to improve his independence so he doesn’t have to rely on me for everything. He now has ambitions for his future which he didn’t have before. He is really proud of himself.’
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 or taking part in community events, or as simple as knowing a neighbour to say hello to. However, over half (52%) of disabled people say that they have an unmet aspiration to be more involved in community life.1 Almost half (48%) of young people who want to volunteer feel that the cost of travel is the single greatest barrier to taking part.2

The benefits of volunteering for older people are well recognised, with extensive research showing its impact on general life satisfaction, self-rated health, medical status, level of physical activity, symptomatic depression and subsequent mortality rates.3 Even something as simple as singing in a choir has been shown to improve people’s sense of connection to their community.4 Supporting people to take part makes a real difference.

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 that engage with all sections of our community, enabling people to volunteer, participate, campaign and make a difference to the issues that matter to them. Independent Travel Training enables young people with SEN to get out and about on their own, meeting friends, neighbours and taking part in community life.

We explore our impact with service users using booking data, focus groups and surveys. In 2016, our research has shown how we’ve helped service users connect with their communities and be active citizens. Booking data shows that 37% of trips were for the purpose of attending community events – a figure that rises to 55% of trips for community groups.

Data shows that 27% of our service users who completed the survey feel they have become more active in their community – including taking part in voluntary work. This has led to 31% of our survey respondents to state that they have an improved stake in their community.

1 Grayston R (2015) Disabled people’s experiences of social care, Scope
2 British Youth Council (2010) ‘Recognise and respect us’ Overcoming barriers to youth volunteering
3 Lee Y, Brudney J (2008) The impact of volunteering on successful ageing, VAJ, volume 9 number 1
Ebony Horse Club

Taking young people out on horseriding trips builds confidence.

Ebony Horse Club is a community riding centre based in the Coldharbour ward of Brixton – one of the most disadvantaged inner city neighbourhoods in the country. The club helps local young people to broaden their horizons and improve their lives through working with horses and horseriding.

‘It’s more than just participating in a sport,’ explains Linda Hinds, operations manager at the club. ‘The idea is that by learning to ride, young people gain self-confidence and valuable new skills – teamwork, communications and timekeeping. Through learning to look after horses, young people develop responsibility and respect for other living beings. It really helps young people achieve their potential.’

The club also employs two youth workers who mentor young people that may be experiencing significant challenges at school and at home, providing information, advice and guidance – with many young people inspired to go on to college, university or horse-related careers.

‘We have 113 members – and each young person is different,’ said Linda. ‘We do see young people learning to ride who really enjoying working with the horses. They move on to volunteering, helping to get the animals ready for sessions, then helping out with lessons and even mentoring other young people – being a real part of their community and developing a broad range of skills.

A big part of the club’s activity takes people out of London, with trips out to famous yards, eventing yards – even playing polo. There is also an annual trip to Wales to give young people experience of hacking. LaScOT provide the transport for these trips, helping to increase the club’s impact by widening young people’s horizons.’

Leeds Alternative Travel provides minibus transport and MiDAS training for Cloverleafworld Ministries, helping their work with the homeless in Leeds.

‘It started five years ago with a drive to take the message we preach to a more practical level,’ explains Pastor Paul Okhuoya at Cloverleaf. ‘We started going out into Leeds and, looking at the needs there, we saw a real issue with homelessness. So twice a week for a year, we hit the streets, bringing tea and sandwiches.

‘After a time, we wanted to add some dignity to the process, bringing people off the streets to a central place where we could provide a hot meal. We were able to secure a property and start a monthly event we call Love Feast. This is where we first encountered Leeds Alternative Travel, which could provide the transport we needed to bring up to 50 homeless people to our centre.

‘With many facing addiction problems, it became clear that rather than just feeding people we needed to think about the causes of their homelessness. We added a level of support to the meal, helping people to start to address their addiction problems, building healthier and better habits.

‘Over time, this was reinforced with trained counsellor volunteers, volunteer medical students who were at an appropriate stage in their studies to help and, eventually, a formal 12-step support programme – Reconnect. So from taking sandwiches out to the streets, we have grown to helping people come in for hot food, a clothes bank, professional counselling, a formal support programme and medical help.

‘An important part of addressing homelessness is to equip people with skills. This aspect of our work became more important when we began helping homeless migrant workers. We bring people to our centre for a job club and interview preparation – and have trained people as volunteer drivers using Leeds Alternative Travel’s MiDAS programme so we can provide skills that could lead to a job.

‘The range of services we provide mean that we have to transport a lot of people. Taxis are too expensive and working with Leeds alternative Travel means that we can support as many people in the community as possible.’
employment, training and education

our Learning Centre
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.

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 run 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 HCT Group as a whole.

addressing unemployment
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 helps learners to achieve qualifications, but also embeds 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 12 London boroughs: Barnet, Bexley, Croydon, Enfield, Greenwich, Hackney, Haringey, Lambeth, Lewisham, Southwark, Tower Hamlets and Wandsworth.

The Learning Centre also aims to remove the barriers to participation for the hardest to reach. We seek out learning environments that will boost confidence and participation, avoiding traditional classroom settings. From a bus depot in Hackney, to a McDonald’s in Woolwich with great public transport access, to finding teaching space in childcare centres to make it easier for parents.

a focus on quality
Working with some of the hardest to reach groups in education, 98% of the Learning Centre’s learners completed their courses, with 95% 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 averages.

A focus on jobs
As employers’ needs change, so do our programmes. In 2015/16 we have introduced a new programme at Level 1 to reflect labour market needs – Work Skills – that prepares learners for employment, and have extended our offer for Supporting Teaching and Learning in Schools to Level 3. We also work closely with employers including Stagecoach, Go-Ahead, Argos and Protocol Education – to name but a few. This ensures our programmes are job-relevant, provides great placement opportunities and opens up job vacancies for our learners.
Learning Centre results
The Learning Centre has had another strong year. Total learner qualifications are down over the financial year (April to March) but this is largely due to learners starting at different points in the academic year (August to July). Over the academic year, the Learning Centre is on track for another good performance – at least 588 qualifications for the year.

The Learning Centre’s real success story has been in terms of job outcomes, with a record number (203) of unemployed people finding work over the past financial year. This more than doubles the job outcome rate – from 22% in 2015 to 46% in 2016. We are optimistic that this success rate can also be maintained over the full academic year.

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 – amongst a range of other measures.

employment, training and education
learners developing soft skills

<table>
<thead>
<tr>
<th>Percentage of Respondents Agreeing</th>
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<tbody>
<tr>
<td>I feel positive about my learning</td>
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<tr>
<td>I am developing confidence in speaking</td>
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<tr>
<td>I am developing confidence in writing</td>
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<tr>
<td>I am developing my ICT skills</td>
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<tr>
<td>I am given the opportunity to voice my opinions</td>
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<tr>
<td>I feel able to express myself and be listened to</td>
</tr>
<tr>
<td>I feel able to set goals for myself</td>
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<tr>
<td>I am more aware of equality and diversity</td>
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</tbody>
</table>

percentage of respondents agreeing

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 – amongst a range of other measures.

Learning Centre success rate versus national average success rate

<table>
<thead>
<tr>
<th>Percentage of Learners</th>
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<tbody>
<tr>
<td>Road Passenger Vehicle Driving</td>
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<tr>
<td>Warehousing and Storage</td>
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<tr>
<td>Supporting Teaching and Learning in Schools</td>
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<tr>
<td>Learning Centre</td>
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<tr>
<td>National Average</td>
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</tbody>
</table>

programmes delivered in 2015/16 include:

accredited qualifications
- Road Passenger Vehicle Driving QCF Level 2
  Opening up careers driving minibuses for schools, youth clubs and local authorities, with opportunities for progression onto D licence training to drive mainstream buses.
- Driving Goods Vehicle (Van and Courier) QCF Level 2
  Helping people get van driving jobs with stores, courier service, etc.
- Warehousing and Storage QCF Level 2
  For jobs at logistics companies or progression into further training e.g. forklift truck driving.

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
- 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
- In the Zone

Manager CPC for Road Passenger Transport Operations Level 3
Ideal for career progression within the bus industry.

Supporting Teaching and Learning in Schools QCF Levels 2 and 3
Preparing learners for careers as teaching assistants at preschool, primary and secondary or progression to teaching careers and adult education as tutors/assessors.

Work Skills QCF Level 1
Preparing learners (young people and lone parents) for employment in their industry of choice.
Stephen’s story
Stephen is pursuing his ambition after his Learning Centre course.

Stephen recently gained his Road Passenger Vehicle Driving NVQ Level 2 at our Learning Centre and is now pursuing his ambition to become a Dial-a-Ride driver.

‘I had worked as a driver for Sainsbury’s until my mother-in-law had a stroke and I needed to become a full-time carer,’ explains Stephen. ‘It became a 24/7 responsibility when my wife needed a hip operation. During that time, my mother-in-law would go to a community centre – taken by our local Dial-a-Ride service.

‘I got to see first-hand the amazing work that Dial-a-Ride does for people like my mother-in-law. So after 12 months and with more care arranged, I wanted to return to work and decided that Dial-a-Ride was what I wanted as a future career. I could see the impact that this work had on people.

‘As my first step, I took the Road Passenger Vehicle Driving course at the Learning Centre, getting an understanding of safe minibus driving, ways of working with vulnerable people, safely securing wheelchairs in vehicles – a bit of everything really. It’s been about confidence, in how to work with people who use this type of service.

‘After the programme, I successfully applied for a position on Hackney Community Transport’s ScootAbility service – which is a great first step to my aim of becoming a Dial-a-Ride driver and a chance to help people. As I’m waiting for my DBS I’ve been volunteering on the YourCar service, driving disabled passengers all over London. It’s been perfect – and has been building my confidence in working with disabled people.

‘I set myself a goal of becoming a Dial-a-Ride driver, making a difference. The Learning Centre has been the first step in getting there and now I’m building the experience I need to succeed.’
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 seven of our depots are in areas of high economic deprivation.1

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

**economic impact**

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. As our balance of operations has changed, our performance in this regard has dipped. This is 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. Nevertheless, we have maintained our efforts to make the greatest impact with our spending, with 23% of supplier spend in areas of economic deprivation.

Our actions as an employer are also a part of our impact. We focus our growth, where practical, on areas of deprivation, leading to a high proportion of our payroll being paid to employees in deprived areas – 44% in 2016 – supporting these economies.

Interestingly, neighbourhoods change over time. We have recently restated these figures after the publication of the latest IMD rankings,2 updated in 2015. Hackney, the founding borough of the organisation, is no longer listed amongst the 20 most deprived at the borough level3 – we like to think that we have played some small part in this.

**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 deliver on our commitments. 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 2015/16 this involved:

- Dai Powell, our chief executive, and other members of our executive and senior management team speaking at a wide range of events and conferences, plus participating on the boards of Big Society Capital and Social Enterprise UK
- hosting visiting groups form other social enterprises and delegations from overseas – for example, from Vietnam, Columbia and Japan – spreading the word about social enterprise as a means of addressing social issues
- working with the States of Jersey to produce a practical guide to bus franchising for local authorities considering the new powers suggested by the Bus Services Bill

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1 Most deprived 25% of Lower-layer Super Output Areas (LSOA) based on the 2011 Census in the index of multiple deprivation 2015
2 We are now using postcode-level data in our analysis of economic impact to gain the most accurate picture possible
3 There are still large pockets of deprivation in Hackney at the postcode level, however
buying social

We also aim to increase the social impact of our spending. In 2015/16 this has included a major push to identify ‘social’ sector suppliers, expanding the scope of our existing Fairtrade procurement project that originally ensured that staff consumables were fairly traded where possible.

The new project aimed to identify and select suppliers that share our values, procuring from social enterprises, cooperatives and the broader social sector wherever possible. The new project also replaced high-minded aspiration with a hard target – to reach a total of 50 different social sector suppliers by the end of 2015/16.

The 50-supplier target has been exceeded, with HCT Group trading with at least 60 like-minded organisations over the course of the year. This has involved selecting cooperative suppliers for our telephony and web design, a wind-powered solution for our web hosting and fellow social enterprises for meeting spaces and events. We are also now working with other social enterprises as commercial tender partners.

We will be continuing our search for cost-effective, high quality suppliers that share our values over the year ahead – and continue to monitor and target our performance.
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 2015/16. It comprises of 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 over 550 buses, minibuses and community cars across the country. 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 2015/16 we have conducted a full audit of our energy use under the Energy Saving Opportunities Scheme (ESOS), providing our clearest picture yet of energy use across HCT Group – and opportunities to reduce that use. We are currently evaluating a number of potential energy efficiency projects for implementation in 2016/17.

**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 are actively making the case to the travelling public to switch from car to bus. For example, this year we’ve grown annual ridership in Jersey by 5% to over 4.2 million passenger journeys. Customer research has revealed that 57% of our passengers at peak times in Jersey have access to a car but choose to take the bus instead – the start of real modal shift.

One of the key activities we deliver as a social enterprise is group transport – accessible minibuses for a wide range of community groups. We deliver this in five London boroughs plus Leeds and Bristol. Enabling community groups to travel together saved over 65,000 car journeys in 2015/16.

Our community transport operations also provide MiDAS training – which includes driving in an environmentally friendly manner. During the course of 2015/16 we enabled almost 600 community drivers to receive this training and thus reduce the carbon footprint for each minibus journey they undertake.
**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. In London, our entire TfL fleet now meets the Euro IV emission standards as a minimum. We have ordered our first fleet of diesel-electric vehicles, with 21 hybrids due to arrive over the summer of 2016. They join our original hybrid vehicle which is operated in partnership with University College London. The vehicle is fitted with sensors to test the impact of vehicle movement on passengers and to generate real life data on the performance of different elements of a hybrid drive system, helping to improve future designs.

After a successful pilot last year, we have begun a rolling project to modify cooling systems on buses with e-fans, installing the new technology on 25 further buses. This provides a fuel efficiency (and corresponding emissions) saving per bus of 6%.

**our environmental performance**

Key performance indicators for our environmental impact in year ending 31 March 2016 show that our overall carbon footprint has decreased by 9% versus 2014, most likely due to the end of our Route 212 contract in London. Our carbon intensity in terms of CO2e per kilometre driven has decreased by 12.5%, with carbon intensity in terms of CO2e per passenger journey also decreasing by 4.3% - potentially reflecting the positive impact of those projects listed above.

We are trialling the replacement of vehicle system components known as ‘parasitic ancillaries’. These energy-hungry systems normally use power directly from the engine and include hydraulic power steering, air-compressor-driven braking, and superchargers – all contributing to emissions. By replacing these with battery-powered systems, smart alternators and high density lithium ion batteries, it is estimated that a vehicle’s emissions can be cut by up to 20%. We are currently evaluating the performance of the trial vehicle before a possible rollout across the fleet.

We have continued to implement 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. This feedback helps to reduce harsh braking or accelerating, overrevving and so on, leading to a reduction in emissions.

**our safety culture**

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.

**a safe workplace**

HCT Group does whatever it can to maintain a safe environment, including:

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

**our safety performance**

Data from 2015/16 shows that we have 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. We are members of the British Safety Council, helping us to benchmark HCT Group against other industries and ensure we are fully up to date with best practice.

We have maintained our practice of regular ‘toolbox talks’ across HCT Group. These involve a rolling programme of bitesized training sessions, each covering a different aspect of the system and safe working practices.

**promoting safety**

...
innovation and learning

HCT Group is constantly seeking new ways to make a difference and maximise impact. From new types of community transport to new ways of making mainstream transport more accessible, every area of our operation aims for innovation. We capture the learning from each new project – whether a success or a failure, sharing the lessons across HCT Group and beyond.

Working with the occupational therapy team at Overdale Hospital, we provide one-to-one support for new wheelchair users to access public transport. We provide a full transport induction over three or four one-hour sessions with a professional trainer. The training covers confidence building, manoeuvring and securing wheelchairs on a bus, boarding and disembarking, bus stop visits to the person's most commonly used stops and practice sessions on service buses. The service is totally free, open to anyone who would benefit and has recently been extended to support people with a visual impairment. The programme came about as a direct result of an idea shared with us at a parish meeting.

We believe that mainstream bus services should be both accessible and welcoming to disabled people. To achieve a step change in the disability awareness of our drivers in Jersey, we have engaged with the island's disability charities to provide awareness sessions. To date, this has included sessions from Jersey Mencap, Autism Jersey, Jersey Deaf, Jersey Alzheimer’s, Jersey Stroke Association, EyeCan and Guide Dogs for the Blind – and wherever possible, talks have included input direct from service users. This has had the additional benefit of building relationships with Jersey’s third sector so, for example, Jersey Mencap bring their clients to the bus station to build their confidence by meeting our staff.

In 2015/16 we piloted a new kind of community bus service in Jersey – ParishLink. The idea behind the service was to connect older people who lived in isolated rural areas of the island with the mainstream bus network. We provided a volunteer-driven scheduled service on small vehicles. The service was not well used and, after a detailed evaluation, has been withdrawn. The lessons we have learned will improve our community consultation and service design methods and may lead to some form of demand-responsive service to meet these people’s needs in the future.

In 2015/16 we began our joinbookdrive pilots in Bristol, Leeds and London. These aim to bring traditional group transport right up to date with a UK first. Accessible community minibuses are parked on-street in convenient locations for community groups, booked online and opened with smartcards using the latest car club technology. Getting our vehicles closer to the community and using the latest technology is not only more convenient for community groups, it also opens up the possibility of taking group transport to areas that do not yet have it – as it can be established without the need for a depot.

Jersey

1-2-1 programme

Jersey

Disability Outreach Project

Jersey

ParishLink

ParishLink

Offenders’ Work Experience Project

Jersey

Joinbookdrive

Scooter Rescue

Leeds

Scooter Rescue

Bristol

Scooter Rescue

Leeds and London

The Amazing Journeys Project

Guernsey

The Amazing Journeys Project

Jersey

ParishLink

1-2-1 programme

Disability Outreach Project

Guernsey

The Amazing Journeys Project

Jersey

Bristol

Offenders’ Work Experience Project

Bristol

Joinbookdrive

Scooter Rescue

London

Joinbookdrive

Scooter Rescue

Leeds
As a social enterprise, it is imperative that we deliver on our mission in a way that makes the greatest possible long-term impact. This requires us to pursue our social mission with singular ambition, whilst developing the financial and operational excellence of the organisation that will make our goals achievable. To accomplish this, it is critical that we remain accountable to our stakeholders: our beneficiaries, our service users, our employees and others – engaging with them at every opportunity.

Board of Trustees
HCT Group has 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.

direct stakeholder outreach
In order to keep the social mission at the forefront of our business decisions, we have a rolling programme of direct stakeholder outreach in each of our operating regions. We meet regularly with local community leaders, elected officials and head of community groups to understand local priorities. We also conduct direct outreach with service users to better understand their needs – through surveys, focus groups and open user or passenger meetings. These enable us to remain accountable to passengers or service users, take feedback, listen to concerns and explore new ideas.

asking our staff
In 2016, HCT Group has implemented its first annual staff satisfaction survey, giving our staff a stronger voice. The survey explored how employees feel about their role, how they feel about the organisation and how communication and dialogue might be improved. The results have been shared across the organisation, with regions developing action plans to address staff feedback.

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. Our Social Enterprise Champions programme works 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 fourth intake of champions starts their programme in the autumn of 2016 and will join previous intakes in getting the message about our social mission across to colleagues and helping with staff inductions.

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 grantmakers. 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.
## Our Social Impact Scorecard

### Community Transport

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
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<tbody>
<tr>
<td>Passenger trips provided to community groups</td>
<td>179,800</td>
<td>174,058</td>
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<tr>
<td>Passenger trips provided to disadvantaged individuals</td>
<td>224,324</td>
<td>242,960</td>
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### Access to Local Facilities

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to shops, culture, sport and recreation</td>
<td>34%</td>
<td>62%</td>
</tr>
<tr>
<td>Access to religious services</td>
<td>NA</td>
<td>18%</td>
</tr>
<tr>
<td>Independence</td>
<td>39%</td>
<td>49%</td>
</tr>
<tr>
<td>Transport service has provided increased safe access to health services</td>
<td>43%</td>
<td>36%</td>
</tr>
<tr>
<td>Transport service has enhanced ability to get out and about</td>
<td>84%</td>
<td>84%</td>
</tr>
</tbody>
</table>

### Physical and Mental Health

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confidence</td>
<td>44%</td>
<td>51%</td>
</tr>
<tr>
<td>Mobility</td>
<td>NA</td>
<td>43%</td>
</tr>
<tr>
<td>Feeling healthy</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>Mental health</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Sense of purpose</td>
<td>NA</td>
<td>25%</td>
</tr>
<tr>
<td>Life satisfaction</td>
<td>NA</td>
<td>32%</td>
</tr>
<tr>
<td>Ability to cope with life's ups and downs</td>
<td>NA</td>
<td>30%</td>
</tr>
</tbody>
</table>

### Family, Friends and Relationships

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency of social interaction</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Feeling connected to others</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Access to non-health support, day centres, lunch clubs, etc</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>Number of social and community events attended</td>
<td>NA</td>
<td>59%</td>
</tr>
<tr>
<td>Access to friends, family and other community members</td>
<td>NA</td>
<td>50%</td>
</tr>
<tr>
<td>Feeling lonely</td>
<td>NA</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Citizenship and Community

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling like you have a stake in your own community</td>
<td>30%</td>
<td>31%</td>
</tr>
<tr>
<td>More active in community, including volunteering or helping out</td>
<td>NA</td>
<td>27%</td>
</tr>
</tbody>
</table>

### Travel Training

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals trained to travel independently</td>
<td>101</td>
<td>126</td>
</tr>
</tbody>
</table>

### Education and Training

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals not working for HCT Group gaining qualifications at our Learning Centre</td>
<td>634</td>
<td>497</td>
</tr>
<tr>
<td>Those who were previously unemployed</td>
<td>526</td>
<td>446</td>
</tr>
<tr>
<td>Those who were previously employed</td>
<td>108</td>
<td>51</td>
</tr>
</tbody>
</table>

### Learners Developing Soft Skills

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel positive about my learning</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>I am developing confidence in speaking</td>
<td>78%</td>
<td>80%</td>
</tr>
<tr>
<td>I am developing confidence in writing</td>
<td>79%</td>
<td>82%</td>
</tr>
<tr>
<td>I am developing my ICT skills</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>I am given the opportunity to voice my opinions</td>
<td>90%</td>
<td>91%</td>
</tr>
<tr>
<td>I feel able to express myself</td>
<td>89%</td>
<td>91%</td>
</tr>
<tr>
<td>I feel listened to</td>
<td>89%</td>
<td>91%</td>
</tr>
<tr>
<td>I feel able to set goals for myself</td>
<td>85%</td>
<td>86%</td>
</tr>
<tr>
<td>I am more aware of equality and diversity</td>
<td>94%</td>
<td>93%</td>
</tr>
</tbody>
</table>

### External Job Creation

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployed people who obtained jobs outside HCT Group as a result of training and support provided by HCT Group</td>
<td>114</td>
<td>203</td>
</tr>
</tbody>
</table>

## Economic Impact

### Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current revenue £m</td>
<td>45.4</td>
<td>44.2</td>
</tr>
<tr>
<td>Operating profit £m</td>
<td>0.6</td>
<td>0.4</td>
</tr>
</tbody>
</table>

### Employment

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>946</td>
<td>941</td>
</tr>
<tr>
<td>Remuneration to employees £m</td>
<td>23.1</td>
<td>23.8</td>
</tr>
<tr>
<td>% of employees in areas of disadvantage</td>
<td>45%</td>
<td>44%</td>
</tr>
<tr>
<td>% of those created in areas of disadvantage</td>
<td>60%</td>
<td>13%</td>
</tr>
</tbody>
</table>

### Job Creation

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time equivalent jobs created at HCT Group</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>% of total spend in areas of disadvantage</td>
<td>24%</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Suppliers

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments made to suppliers or subcontractors £m</td>
<td>8.42</td>
<td>16.35</td>
</tr>
</tbody>
</table>

### Environmental Impact

### General

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car journeys saved through the use of community group transport</td>
<td>67,425</td>
<td>65,272</td>
</tr>
<tr>
<td>Individuals trained to drive in an environmentally friendly manner</td>
<td>1400</td>
<td>591</td>
</tr>
<tr>
<td>Average age of fleet years</td>
<td>7.8</td>
<td>12.0</td>
</tr>
</tbody>
</table>

### Emissions

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions Tonnes of CO2e</td>
<td>12,892</td>
<td>11,782</td>
</tr>
<tr>
<td>CO2e per passenger journey kg/journey</td>
<td>0.606</td>
<td>0.580</td>
</tr>
<tr>
<td>CO2e per km driven kg/km</td>
<td>0.889</td>
<td>0.778</td>
</tr>
</tbody>
</table>

### Diversity Monitoring

### Management Diversity

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion female</td>
<td>37%</td>
<td>32%</td>
</tr>
<tr>
<td>Proportion ethnic minority</td>
<td>11%</td>
<td>13%</td>
</tr>
</tbody>
</table>

### Employee Diversity

<table>
<thead>
<tr>
<th></th>
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<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion female</td>
<td>23%</td>
<td>20%</td>
</tr>
</tbody>
</table>

### New Survey Question

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>I am more aware of equality and diversity</td>
<td>94%</td>
<td>93%</td>
</tr>
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</table>

Note: Some values are not restated due to changes in methodology or data collection.
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