Welcome to our impact report

Dear colleague

HCT Group is a social enterprise, part of a growing movement of organisations that trade for a positive social purpose, rewriting the rulebook on what business is for – and what it can achieve. Our competitors are not industry rivals, but loneliness and social isolation, exclusion and poor access to services. As a social enterprise, we measure the difference we have made over the past twelve months, sharing, in this report, our data, our research and our stories.

Before the term ‘social enterprise’ was even coined, we were already part of another movement, one that is a significant force for good in our society – community transport. Across the UK, there is a constellation of community transport organisations dedicated to providing transport for older and disabled people, community groups and disadvantaged people – and their social impact is amazing.

HCT Group grew to scale from these ranks and we share a common ethos – taking down the barriers faced by marginalised people due to poor access. Even as we continue to grow to a national scale, we are still proud to remain at heart a community transport organisation.

In the world of community transport, times are hard and have been for some time. Traditional sources of funding are in steep decline. HCT Group’s social enterprise model has insulated us from this trend. As a consequence, we are often approached by organisations in difficulty seeking to join HCT Group, gaining financial backing and access to our expertise.

We have said ‘yes’ where we can. Since our first merger in 2006, we have welcomed seven organisations into the Group. They have ranged from out-and-out rescues to organisations who have seen joining as their best strategic option in difficult times. In all cases, we have sought to preserve the social impact of these organisations. In all cases, we have needed to take some turnaround actions.

These turnarounds can come at a significant cost. This year, these costs and losses at merging organisations are the single greatest cause of HCT Group’s challenging trading performance. Morally, we think that taking on these organisations and protecting vital services is the right thing to do. Commercially, we are confident that we can turn these new parts of HCT Group around as viable social enterprises.

And yet, we would not be HCT Group if we did not look for the better way. Surely it would be ideal if these organisations were thriving on their own?

To that specific aim, this year has seen the launch of Future Journeys, a support programme for community transport organisations. Future Journeys combines practical support from HCT Group with funding provided by the Esmée Fairbairn Foundation and the Foundation for Integrated Transport. The idea is to support projects or processes that help community transport organisations to become more commercially sustainable.

We believe in the power of community transport to change people’s lives. We also believe in the power of social enterprise to make that self-sustaining. We also believe that it doesn’t have to be us that delivers all of it. We have taken steps this year to make these beliefs ever more real.

Best wishes

Dai Powell OBE
Chief Executive
HCT Group
HCT Group is a social enterprise, working to make a difference in our communities through transport and training. We deliver a wide range of transport contracts, reinvesting profits into community services in line with our mission. We also deliver contracts for services where the work is, in and of itself, socially beneficial.

We have a clear responsibility to all our stakeholders to demonstrate that the work we do is, in fact, making a difference. We do this each year by measuring and reporting our social impact – the positive change made to people’s lives as a result of what we do.

creating change

To understand the difference we make, we conduct detailed research with our service users – seeking to understand the outcomes of our work – what might have changed in their lives as a result of our services.

To measure these outcomes in a rigorous manner, our research applies the Big Society Capital (BSC) outcomes matrix – a shared model for looking at different types of social impact.

continuous improvement

Good practice in social impact measurement is constantly evolving. As a consequence, we continuously review our approach to ensure an ever better window onto the change we have made. Each year, we revise our methods in three ways:

- exploring what new practice in impact reporting we can usefully implement
- ongoing work to improve our data accuracy across all regions and services
- applying what we have learned to improve our research methodologies.
our year in business

HCT Group exists to make a positive difference in our communities and this is underpinned by our performance as an enterprise. Our commercial success enables our community impact. Whilst the rest of this report explores the delivery of our social mission, this section sets out the commercial performance that enables it – our year in business.

about our business

HCT Group is in the transport business. We compete successfully in the market for transport contracts and other transport services, often against the global giants of the transport industry. We operate a fleet of 976 vehicles from 18 depots with 2002 staff and safely deliver over 36 million passenger journeys on our buses every year. Our track record spans:

red bus services
We deliver 17 London red bus routes under contract to TfL.

mainstream bus services
We deliver the bus services in Guernsey and Jersey and contract bus services in Bristol, Manchester and Yorkshire.

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

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

adult social care transport
We have a strong track record in delivering adult social care transport of all types.

Dial-a-Ride
We deliver a range of contracts providing demand-responsive transport for local authorities.

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

innovation and novel solutions
We provide a huge range of novel and bespoke transport solutions to meet the needs of specific commissioners.

our business in 2018/19

HCT Group has posted another year of strong growth in 2018/19, with turnover increasing from £62.9m in 2017/18 to £77m, growth of 22% – expanding the organisation by around one fifth in the past year.

This growth has been driven by the part-year impact of three new Transport for London (TfL) red bus routes – Routes D6, N550 and N551, the part-year impact of the new m1 Metrobus route in Bristol, the full-year impact of new group members Manchester Community Transport and Derbyshire Community Transport, plus strong business performance in the Channel Islands.

growth through commercial acquisitions

In an exciting new development, 2018/19 also saw HCT Group undertake its first commercial acquisitions – buying private sector bus companies and turning them into social enterprises. In July 2018, we acquired Powell’s Bus in south Yorkshire, followed by an acquisition of Impact Group in west London in August 2018. Both acquisitions enable further expansion into geographies and markets adjacent to our existing operations and have added to our growth in the current year.

a challenging year

HCT Group has seen a trading loss for 2018/19 of £615k, after posting a trading surplus of £705k in 2017/18.

Whilst this is disappointing, the most significant contributing factors to the loss have been losses and turnaround costs for both Manchester Community Transport and Derbyshire Community Transport, where we have been actively seeking to protect the social impact they create.
set for the future

HCT Group’s main business is the delivery of longer-term transport contracts won by competitive tender. This has the advantage of giving good visibility of the year ahead and we have a strong expectation of further growth in 2019/20.

Next year will see the full-year impact of Routes D6, N550 and N551 in London – and the impact of Route 20, won during the course of the year and commencing operation in the final days of March 2019. We will also see the full impact of the Bristol m1 Metrobus route.

The new financial year will also see the full-year effect of our commercial acquisitions, with both Powell’s Bus and Impact Group being awarded additional contracts after joining HCT Group. We also anticipate an improved business performance at Manchester Community Transport and Derbyshire Community Transport.

new horizons

In January 2019, we commenced operation of the longest of three Metrobus routes in Bristol. One of the remarkable dimensions of the route is that we operate it under a subcontract from First West of England, within the context of a Quality Partnership Scheme with the West of England Combined Authority. In the bus industry, all too often riven with mistrust, this is a singular achievement for all parties.

We believe that this has been made possible by one of HCT Group’s sources of competitive advantage – we genuinely work well with others, be that as a subcontractor, as in Bristol, or an actual partner, as in Jersey. The qualities that place a partnership approach at the heart of what we do come directly from our values as a social enterprise. Increasingly, we are seeing this ability to work with commissioners to innovate together opening up genuine opportunities to make a difference.

We have written, spoken and campaigned for many years on the topic of the transport of place. This is where the many parallel networks of transport in a particular area – contracted mainstream bus, SEN, social care, non-emergency patient transport – are all commissioned together, as one network. Such an arrangement creates the opportunity to radically improve outcomes for communities at a much lower cost.

The obvious challenge with the transport of place is its level of difficulty. To succeed, you need a trusted partner to bring all the strands together. Over the past year, we have been finding increasing interest in these ideas with commissioners, helped by a singular track record in building the kind of relationships needed for success.

There is a long way to go before these ideas can become a reality, yet we are increasingly confident that finding a partner in this is possible. We believe the eventual prize is well worth the endeavour – a potential source of strong business growth that can, in and of itself, make a positive difference to people’s lives.
our scale of operation

2002 employees

400 single decker buses
396 minibuses
138 double decker buses
31 cars and vans

11 coaches
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.

This mission is at the heart of each choice we make. From strategy to daily operations, from procurement to recruitment, we are unceasing in our search for greater social impact.

transport makes a difference

HCT Group believes in a world without barriers to access for vulnerable people – and we believe in the role of transport in taking down those barriers. Transport 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. You cannot live a rich and fulfilling life unless you can get to it.

not just transport

We also believe in the impact of access to opportunity – providing training for people who are long-term unemployed and creating jobs in areas of high economic and social deprivation.

access matters

We live in a world where the most vulnerable and marginalised in our society face daily barriers to access. A disabled person travels well under half (46%) the distance per person per year when compared to a non-disabled person – 3505 miles versus 7555 miles.1

The total number of miles travelled per disabled person per year has fallen by 17% since 2014.2

Each mile less travelled is a curtailment of disabled people’s lives, a door closed on friends and family, a career unchosen, a story unwritten.

Each year we gather more evidence about the health impact of loneliness and isolation as a cause of life-limiting conditions and early death. This year, research has shown that loneliness is associated with a 40% increased risk of dementia.3

The scale of the issue is vast, with Age UK estimating that there will be 2 million chronically lonely people over the age of 50 in the UK by 2025.4

Over half of disabled people (53 per cent) report feeling lonely.5 Keeping people connected is potentially the most important public health task of our times.

Poor access to employment is also damaging. Long-term unemployed people are five times more likely to request GP appointments than employed people.6

So access matters. By providing transport for older and disabled people we create a positive change – each trip is an opportunity to see friends or family, feel part of a community, to access services, retain a sense of freedom and independence or just to get out of the house. Each Learning Centre graduate who finds work, escaping long-term unemployment, gains a chance to get their lives back on track.

This is why we do what we do. We use transport and training to connect people with others, playing our part in tackling loneliness, isolation and exclusion.

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1 Department for Transport (2018) National Travel Survey table NTS0709: Travel by mobility status and main mode/mode: England, 2017
4 Age UK (2018) All the lonely people
5 Sense UK (2017) Someone cares if I’m not there: addressing loneliness in disabled people
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 a community bus for older people
- with our outputs
  - eg passenger trips to a local supermarket
- 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 as rigorous as possible, 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 supports 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. Each year, we review our data collection 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 Education and Skills Funding Agency, colleges and others.

Environmental data is collected and analysed as part of our day-to-day transport operations and economic data is generated by an analysis of payroll and supplier information.
## Our Theory of Change

### Activity → Output → Outcome

<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>Access to local facilities</td>
</tr>
<tr>
<td></td>
<td>Service users meet regularly with friends and family.</td>
<td>Service users are able to live as independently as possible, and have the ongoing support to maintain their independence.</td>
</tr>
<tr>
<td>Group Transport</td>
<td>Non-health services</td>
<td>Physical and mental health</td>
</tr>
<tr>
<td></td>
<td>Service users have access to non-health support services (e.g., day centres).</td>
<td>Service users have a sense of physical and mental wellbeing.</td>
</tr>
<tr>
<td>Travel Training</td>
<td>Facilities</td>
<td>Family, friends and relationships</td>
</tr>
<tr>
<td></td>
<td>Service users have access to local facilities including shops, post office, bank, council services.</td>
<td>Service users have a positive social network that provides love, belonging and emotional practical support.</td>
</tr>
<tr>
<td></td>
<td>Soft skills</td>
<td>Citizenship and community</td>
</tr>
<tr>
<td></td>
<td>Learning Centre learners develop the necessary soft skills and attitude through education and training.</td>
<td>Service users are active citizens and feel part of the community.</td>
</tr>
<tr>
<td>Learning Centre</td>
<td>Qualifications</td>
<td>Employment, training and education</td>
</tr>
<tr>
<td></td>
<td>Learning Centre learners gain professional qualifications through education and training.</td>
<td>Service users have access to employment, training and education.</td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>Suppliers</td>
<td>Income and financial inclusion</td>
</tr>
<tr>
<td></td>
<td>Spend with suppliers in disadvantaged areas.</td>
<td>Our actions as an employer and purchaser have an impact in their own right.</td>
</tr>
<tr>
<td></td>
<td>Employees</td>
<td>Conservation of the natural environment</td>
</tr>
<tr>
<td></td>
<td>Job creation and remuneration in areas of disadvantage.</td>
<td>Our actions as a provider of public transport have a positive environmental impact.</td>
</tr>
</tbody>
</table>

### Mission

Enhance people’s lives, provide opportunities and bring people and communities together through transport and training.
In addition to our commercial work, HCT Group provides high social impact services across the country.

186,685 passenger trips in 2018/19
We have been providing subsidised, accessible minibuses for community groups since our inception in 1982 – our group transport service. The community groups that travel with us are wonderfully diverse, each with a story to tell, each creating their own social impact through their work – providing services and bringing people together.

By providing transport, we are a part of these stories, contributing to their social impact and supporting them to make a difference. Most of the groups we serve have little or no other means of getting their members out and about.

46,466 passenger trips in 2018/19
We provide a range of services aimed at making sure older and disabled people can access a supermarket. We collect service users from their homes, take them to the shops, and then safely back again. These services ensure older and disabled people have access to affordable, healthier food – as well as an opportunity to get out of the house and socialise.

24,217 passenger trips in 2018/19
Community buses connect older and disabled people with a range of essential services. In Bristol and Derbyshire, the routes are flexible, collecting service users from their doors to varying drop-off points – really meeting individual needs. In London, we provide Route 812: a timetabled ‘hail and ride’ bus route in Islington focused on the needs of older and disabled people – but open to all – connecting them with the key services, shops, doctors’ surgeries and day centres that they identify as important.

37 people travelling independently in 2018/19
For many young people with special educational needs, a lifetime dependent on specialist transport hampers access to everything needed to lead a full and independent life. Travel training equips these young people with the skills and confidence to travel independently on public transport, providing a step change in life chances. Our programmes in Lambeth, Surrey and Norfolk are funded through an innovative Social Impact Bond.

77,812 passenger trips in 2018/19
We provide the complete Dial-a-Ride service for the city of Bristol, ensuring that older and disabled people can get out and about around the city. We also deliver Dial-a-Ride services on behalf of Transport for London from two London depots, making use of everything we have learned about accessible transport to meet the needs of more people in our communities.

4,914 passenger trips in 2018/19
Capital Call was developed in partnership with Transport for London as a medium-term means of addressing gaps in the London-wide Taxicard scheme – connecting people with mobility difficulties to quality-assured minibuses in those parts of London where regular black taxis were scarce. In 2018/19, after more than ten years’ service, we have been able to declare Capital Call’s mission finally accomplished – there is now sufficient cover for the Taxicard scheme and our support is no longer required – a real success story.

4,597 passenger trips in 2018/19
In south London, we provide a community car service for disabled post-16 learners. The idea is to provide an accessible car service that enables them to arrive at college ready to learn.

760 passenger trips in 2018/19
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.

135 unemployed people who successfully gained jobs in academic year 2017/18
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.
access to local facilities

access matters

The services we need to lead our lives rely on our ability to get to them. Older and disabled people face significant barriers to accessing the basic services that most of us take for granted — getting to the shops, the post office, the doctors’ surgery or the hospital.

These barriers to access affect millions of people and have profound, negative consequences. According to research in the British Medical Journal, 7% of severely disabled people in the UK have an unmet health need just because of transport problems.¹

Two thirds (66%) of elderly people — 7.8 million people — cannot reach a hospital within 30 minutes by public transport.² An estimated 10% of hospital outpatient appointments are missed due to transport problems.³

Nearly one fifth (19.7%) of people over 55 years old say that not being able to easily access a supermarket is a significant barrier to eating healthily,⁴ an issue that compounds the epidemic of malnutrition in older people, with 1.3 million people estimated to be at risk.⁵

what we do

HCT Group provides a huge range of transport options to connect people with the services they need. We provide community buses and Dial-a-Ride services, all aimed at the most vulnerable in our society who find public transport difficult to use. We even provide shopper buses explicitly designed to give older and disabled people access to supermarkets.

We also provide minibuses for community groups that share these objectives. The groups we work with provide access to an enormous variety of activities — from encouraging youth participation in sport to providing high quality day centres for older people that act as hubs for essential services.

why service users who completed our survey said they use us

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going to shops, post office, bank, council, etc</td>
<td>45%</td>
</tr>
<tr>
<td>Attending day centre, lunch club, etc</td>
<td>32%</td>
</tr>
<tr>
<td>Going to cultural/sport/recreational/other activities</td>
<td>28%</td>
</tr>
<tr>
<td>Meeting with friends and family</td>
<td>20%</td>
</tr>
<tr>
<td>Accessing health services</td>
<td>18%</td>
</tr>
<tr>
<td>Individual transport</td>
<td>10%</td>
</tr>
<tr>
<td>Group transport</td>
<td>7%</td>
</tr>
<tr>
<td>All services</td>
<td>6%</td>
</tr>
</tbody>
</table>

¹ Sakellariou D and Rotarou ES (2017) Access to healthcare for men and women with disabilities in the UK, BMJ Open
² Lucas K (2019) Inequalities in mobility and access in the UK transport system, Government Office for Science
³ ibid
⁴ Corfe S (2018) What are the barriers to eating healthily in the UK?, The Social Market Foundation
⁵ APPG on Hunger (2018) Hidden hunger and malnutrition in the elderly
our impact

We explore our impact with service users using booking data, focus groups and surveys. In 2019 our survey data reveals that accessing basic services that most people take for granted – going to the shops, post office and so on – was the single most common use of our transport, representing 32% of all trips. This figure rises to 45% for users of our individual transport services, showing how important these are for providing access to facilities for vulnerable people. A further 25% of survey respondents use our transport to access services at day centres, with one in ten (10%) of individual transport users directly accessing healthcare.

These services are making a real difference. Survey data shows that just under two fifths (39%) of our service users who completed the survey feel that their access to shops, healthcare, culture, sport, and recreation activities has improved over the year – a figure that jumps to 47% of individual transport users.

This translates into positive changes to people’s lives, with 48% of individual transport users saying their independence had improved and 53% saying their ability to get out and about in general had improved as a result of using our services this year.

<table>
<thead>
<tr>
<th>outcomes reported by service users who completed our survey</th>
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<tbody>
<tr>
<td><img src="image" alt="graph showing outcomes reported by service users)" /></td>
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</table>
Ian and Kathleen’s story

Ian and Kathleen are accessing local services with Dial-a-Ride

Ian and Kathleen have been using the Dial-a-Ride service from Bristol Community Transport (BCT) for the past five years. Ian has dementia and mobility issues so the service helps his wife Kathleen run her errands once a week. If they weren’t using Dial-a-Ride, the couple would either have to take a taxi or rely on a family member to drive them. The couple use Dial-a-Ride to attend doctors’ appointments, the local supermarket and occasionally the shopping centre.

‘It’s helped me a lot. With Ian being in a wheelchair it’s very difficult for me to get anywhere. The minibus comes to the front door and takes you directly,’ explains Kathleen.

Not only is Dial-a-Ride practical for Ian and Kathleen, but the service also enables them to meet with friends, tackling social isolation. ‘It’s something I now look forward to,’ said Kathleen. ‘Not only do I have company on the bus, but once we do our shopping we go to the café and have a coffee and a chat. I don’t know what we’d do without this service. The drivers are wonderful too – so patient and caring.’

Bristol’s Dial-a-Ride service is available for residents five days a week and provides a door-to-door service for those who are unable to access mainstream public transport. As in Kathleen’s case, the service caters for family members who need the service to support them too.

‘Having a community transport service like Dial-a-Ride makes a huge difference for people like Ian and Kathleen who rely on the service for their weekly errands. It’s about making people’s journeys more accessible and worry-free,’ said BCT driver Richard May.
Burmantofts Senior Action CIO has been helping and supporting older people in their community for the past 27 years. As part of a wide range of services, they run Blokes and Banter, a men’s group. Its activities involve trips to the local pub – the Anglers Club – plus meals out and excursions, for example to Leeds Armouries (pictured). Leeds Alternative Travel provides the transport that takes group members from their homes to the activities.

‘The group aims to bring socially isolated older men together but, to make that work, you’re looking for a particular environment,’ explains Sheila Davenport, Volunteer/Activities Coordinator at Burmantofts Senior Action. ‘The Anglers Club is ideal. For many group members, it was their local and a place where they spent many nights out – which, due to reduced mobility, they could no longer access.

‘By coming to the group, they can chill out in a familiar environment, catch up with friends, play snooker or dominoes, talk to people. It really builds up their confidence – to talk to others and to our staff, who can then help them access wider services if necessary. ‘All of our members are local, but many have mobility needs and some are wheelchair users, so transport is a must. For many members, even ten minutes away is too far. Specialist transport is a godsend – with drivers who really understand the needs of our group, who’ll help our service users from their door onto the transport, who’ll be patient and explain what’s going on – it’s the little things that make all the difference.’
physical and mental health

access matters

The impact of loneliness on physical and mental health is now beyond doubt. A major 2019 study has revealed that social isolation doubles the risk of an early death for some groups.¹

This is an issue at a vast scale: nearly a quarter (24%) of people aged 50+ living in England feel lonely some of the time, while 7% feel lonely often.² One in six older people (16%) take a bus ride at least once a week just for human contact.³ The threat of loneliness is more severe for younger disabled people – only one in five (19%) say that they ‘hardly ever or never’ feel lonely, compared to 45% of non-disabled people.⁴

Helping people keep active is positive for people of all ages: there is a direct link between young people who are active through sport and their wellbeing.⁵ However, young people from more deprived families are significantly more likely to report being less active (39%) than children from more affluent families (26%).⁵

what we do

Each one of our individual transport services – from community buses to scooter loan schemes – aims to help people get out and about, bringing them together. These help to address social isolation, tackling some of the underlying causes of poor health and wellbeing.

Our group transport service also plays its part, providing transport for community groups that 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

Our impact survey explores the difference our transport is making to service users’ physical and mental health. For 35%, using our transport has meant feeling healthier – getting out of the house, doing some exercise and not just staying at home – a number that increases to 40% for our individual transport users.

Our survey also asks about the impact of our transport on service users’ broader wellbeing, resilience and mental health. Half (50%) of our individual transport users said that they felt more satisfied with life, 43% said they felt better able to cope with life’s ups and downs and 47% reported increased confidence.

outcomes reported by service users who completed our survey

<table>
<thead>
<tr>
<th>Service</th>
<th>% Improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>confidence</td>
<td>39%</td>
</tr>
<tr>
<td>feeling healthy</td>
<td>50%</td>
</tr>
<tr>
<td>life satisfaction</td>
<td>43%</td>
</tr>
<tr>
<td>coping with life’s ups and downs</td>
<td>36%</td>
</tr>
</tbody>
</table>

1 Alcaraz K et al (2019) Social isolation and mortality in US black and white men and women, American Journal of Epidemiology, vol 188 issue 1
2 Age UK (2019) All the lonely people: loneliness in later life
3 ComRes (2018) Greener journeys – loneliness poll
4 ONS (2018) Children’s and young people’s experiences of loneliness: 2018
John’s story

John is a wheelchair user and uses Derbyshire Dial-a-Ride once a week to do his shopping. ‘My mobility issues made it difficult to leave the house and it was so frustrating. Dial-a-Ride has made such a difference in my life. Now I meet new people and have a weekly routine,’ explains John.

John likes to stay busy and also attends a social group three days a week. ‘Being active in the community has definitely helped with loneliness. I have made good friends and feel a lot more confident.

‘You can’t imagine how much community transport impacts your life but it has made such a positive difference and I don’t know where I’d be without it. I rely on it for all my social activities but it also gives me a purpose and reason for leaving the house. The service is really great and vital for people like me,’ John tells us.

Providing transport for John can only be possible thanks to our volunteer drivers. John requires assistance on his outings so our drivers also accompany him. They’ve experienced all sorts of outings with John – shopping trips, tram journeys to Nottingham, and even a wrestling evening at the local leisure centre!

‘Community transport is so important for people who are unable to access conventional transport. Many people rely on this service and we really try to cater to people’s needs. Helping people like John is what makes our work so valuable,’ said Derbyshire Community Transport driver Robin Mather.
Hackney Pan-Disability Cricket Team

The Hackney Pan-Disability Cricket Team uses our community transport service to travel to fixtures. They are a part of the Lord’s Taverners Super 1s programme, which gives young people with disabilities aged 12–25 the chance to play cricket regularly, as well as the opportunity to take part in a year-round competition structure that culminates in finals at Lord’s.

By creating community cricket hubs, delivered weekly by the county cricket boards, the Lord’s Taverners Super 1s programme gives disabled young people the chance to compete against their peers, enjoy the benefits of sport and live a more active life.

For many young people with disabilities throughout the UK, opportunities to take part in regular competitive sport can be extremely limited. But Super 1s has created a new pathway for disabled young people to play the game and benefits youngsters in all aspects of their life.

‘Every time we come along it’s a chance for all the players to meet up with old friends on other sides,’ said Team Hackney coordinator, Alan Walsh. ‘It’s about more than just playing cricket. Super 1s is about personal development. With our group, through this, they meet and socialise outside of our networks.

‘They’ve learnt about leadership, teamwork, supporting each other. This has helped them develop life skills for the future. Super 1s does that as that’s what it’s about. Yes, it’s a cricket programme, but most people realise it’s about personal development. It’s really important.’

The Hackney Pan-Disability Cricket Team also enjoyed a day to remember at Lord’s on 18 October 2018, as they reached the Lord’s Taverners Super 1s Finals. They were just edged out by Hillingdon in a nail-biting finale, while two of their players were named Fielder and Bowler of the Finals to cap a memorable day.
Keeping in touch with our friends and family isn’t just about having fun and our quality of life, it is vital for our health and wellbeing. One recent study has found that our social networks are as important as exercise and diet across the span of our lives. Yet 1.7 million older people in England go for a whole month without meeting up with a friend.

In rural areas in the UK, it is estimated that 5–10% of older people are excluded from social activities due to lack of access to a private car and limited ability to access public transport.

Seeing friends and family is of vital importance to disabled people, with almost three quarters (74%) saying that a strong network of friends is, or would be, helpful for them to live a more independent life. However, half of working age disabled adults (49 per cent) feel excluded from society.

HCT Group provides services that connect people to their friends and family – and bring people together so that our service users can meet new people, make new friends and improve their social contact. Individual transport services like community buses help vulnerable people to see those they care about.

Our group transport service enables community groups working to address social isolation and loneliness to help people feel connected to others. Our Independent Travel Training enables young people with special educational needs (SEN) to do more than just get to school – it helps them to catch up with friends and lead active social lives.

We believe that bringing people together with friends and family is at the heart of tackling loneliness and social isolation. Our impact research asks our service users whether their ability to be sociable – physically meeting with friends, going out for coffee and so on – had improved as a result of using our transport, with 43% of those who completed our survey saying that it had. This figure rises to 51% for users of our individual transport services.

According to our survey, spending time together has significant benefits. Over half (51%) of our individual transport users said their feelings of connectedness to others had improved and, most importantly, 54% said that they felt less lonely.

54% of HCT Group individual transport users who completed our survey said that they feel less lonely

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2 Age UK (2019) More than 3m older people rely on friendly neighbours to brighten up their days
3 Lucas K (2019) Inequalities in mobility and access in the UK Transport system, Government Office for Science
Age UK Derby and Derbyshire provide a huge range of services and activities for older people. Many of these help service users meet up with friends – and make new ones, socialising and getting out and about.

One of these is the Memory Lanes project, a dementia-friendly group including people with memory loss, long-term conditions, stroke survivors and people becoming frail, anxious or depressed. Memory Lanes – supported by health and wellbeing funding though the local CVS – puts on a wide range of activities, reminiscence sessions, trips out to local pubs for lunch, tea dances and other excursions.

‘It’s all about meeting new people and keeping up with friendships,’ explains Di Cliff, Development Worker at the Chaddesden Centre. ‘These trips out allow people to get together with old friends – friendships that have sometimes been disrupted by distance or illness – and it’s also a good opportunity to meet new people.

‘It’s amazing to see the difference it makes. The daughter of one of our service users told me recently about how her mother, Nancy, was excitedly rifling through her wardrobe for the first time in ages, picking out her frock and accessories for the tea dance and planning to get her hair done. Bringing people together can give a new lease of life.

‘For many older people it’s very difficult to get to a bus stop and normally, most people can only get transport to take them to hospital appointments. We use a minibus from Derbyshire Community Transport to pick up service users for trips to go out for lunch, excursions – and the ever popular tea dances. The journey is really important – a real part of the day out, not only because it gets people into the countryside, but also because they can meet up with their friends on the bus.’
Rene’s story

Rene completed his Independent Travel Training in Lambeth this year – and is now out and about independently. Talking about his Independent Travel Training experience, Rene said: ‘Before travel training I went to school in a taxi so I couldn’t do clubs after school. Now I’m more independent – I can go out where and when I want to. I feel really positive, I concentrate more and I feel focussed.

‘Now, I go to a drama club on Saturdays and then catch the bus to meet my mum at church. I go with one of my friends to church youth club. I’m learning to play guitar and I sing with the group.

‘In the future I want to live on my own in an apartment and learn to drive. I will have to pay bills. I need to work for money so that I can have a family, and then we can go on holidays to many places that I’ve never been to.

‘If I hadn’t done travel training I couldn’t go to the clubs after college, or to any other places. I would be at home.’

Rene’s parent has also seen the impact, saying: ‘I was worried about the training, I worried he would get hurt. So I kept him close for protection. When the travel training coordinator came to my house and I met the travel trainers I felt very reassured, they kept me up to date with his progress, I was happy with the work. ‘To other parents I would say that I was reassured by the information from the travel training team, and I would recommend it to other people. Rene is so confident and he can do so many different things. It’s been very good for him.’
citizenship and community

access matters

Feeling connected to our community and taking part gives everyone a vital sense of belonging. It can be as simple as knowing your neighbour to say ‘hello’ to – 3.4 million over-65s rely on chats with their neighbours to brighten their day¹ – right up to campaigning, volunteering or attending community events.

Connectedness cannot be taken for granted. Younger people feel increasingly disconnected, with one in three (34%) believing that people in their community do not care about them² – and this same cohort is the most likely of all groups, including older people, to report chronic loneliness, with one in ten (9.8%) reporting being often or always lonely.³

Being active in the community helps. Over three quarters (77%) of 18–24 year olds said volunteering made them feel less socially isolated.⁴ The health benefits of volunteering are also increasingly well understood for older people, with one recent study finding that 84% percent of older volunteers had reported stable or improved health after two years.⁵ However, you can’t take part if you can’t get there – one fifth of disabled potential volunteers have said they were more likely to volunteer if transport were available.⁴

what we do

HCT Group aims to help our service users participate, access volunteering and get to community events. Individual transport services like our community buses help older and disabled people get to volunteering opportunities – or just out into their communities to build personal connections.

Our group transport services support the work of community groups that engage with all parts 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 special educational needs (SEN) to get out and about on their own, meeting friends, neighbours and taking part in community life.

our impact

Our impact research shows that our services are helping people to connect with their community – well over half (56%) of all group transport trips were to participate in cultural, sport, recreational and other activities in the community.

Using our transport to take part makes a real difference. Two out of five (40%) of service users who completed our survey feel they are better connected to their community because of our transport – rising to 46% of our individual transport users. Our group transport service comes into its own supporting more direct participation, with more than a fifth (21%) of its users saying that their ability to be active in the community, including volunteering, had improved.

outcomes reported by service users who completed our survey

<table>
<thead>
<tr>
<th>Service</th>
<th>% Improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>All services</td>
<td>46%</td>
</tr>
<tr>
<td>Group transport</td>
<td>40%</td>
</tr>
<tr>
<td>Individual transport</td>
<td>25%</td>
</tr>
<tr>
<td>Active in community eg volunteering</td>
<td>24%</td>
</tr>
<tr>
<td>Feeling a part of community</td>
<td>23%</td>
</tr>
</tbody>
</table>

¹ Age UK (2019) More than 3m older people rely on friendly neighbours to brighten up their days
² The Prince’s Trust (2018) Futures at stake
³ ONS (2018) Children’s and young people’s experiences of loneliness
⁴ NCVO (2019) Time well spent: a national survey on the volunteer experience
⁵ Georges A et al (2018) Longitudinal study of foster grandparent and senior companion programs, JBS International
Acta Community Theatre

Helping socially isolated older people feel part of their community

Over the past 35 years, Acta Community Theatre has been supporting all the different parts of the community in Bristol to share their own stories and the experiences that matter to them. Working with those who have the least access to the arts, their aim is to make the theatre a place where people can come together.

“Our arts centre in Bedminster has a café–bar space that we wanted to get more out of,” explains Kathryn Hopkins, Communications Coordinator at Acta.

“We thought it would make a real difference if we could tie in using the café–bar with our existing project for the over 55s – Making Time. We collect socially excluded older people from their homes using Bristol Community Transport (BCT) minibuses and bring them to the theatre – many participants couldn’t come without it and many need accessible transport. They have a great lunch provided by our volunteers using the café–bar facilities, with everyone eating together so that people can socialise – and there’s extra support if needed.

“It’s so much more than just a meal and chat. After lunch, they then go on to do creative activities with the Making Time group. It gets all participants directly involved in performances – things like putting on shows and performing puppet theatre. This year, they have been involved in an amazing intergenerational storytelling project with the local primary school – again, accessed using BCT Transport.

“The idea is to ensure people feel that they can contribute in a meaningful way, that they have something to offer and are a part of their community – it’s a lifeline that supports members’ happiness, wellbeing and mental health.”
Wider World is a charity working with children and young people in Bristol. They work with children aged 8–12 whose families may not be able to access the out-of-school enrichment activities that many take for granted.

‘Our aim is to build those essential life skills that come from a broad range of experiences and activities – confidence, resilience, leadership,’ explains Jonathan Hope, Director and Programme Manager at Wider World.

‘We work with schools in Bristol who refer disadvantaged children whom they believe will get the most out of the programme. Over a seven-month period, the participants have thirteen activity days – each of which involves two enrichment activities. These include museum visits including We the Curious, M-Shed (history of Bristol) and Bristol Museum, ice skating, Bristol Zoo & Wild Place conservation park, indoor and outdoor climbing, kayaking in Bristol harbour and Bristol Scrapstore.

‘There are also trips to work environments – like a police station, BBC Bristol and Bristol University – helping participants broaden their aspirations and envisage a positive future.

‘All participants self-select target skills they – and their parents and teachers – would like to develop. Group leaders and trip volunteers provide feedback on their progress in real time, present awards and a final personalised report at the end of the programme for each participant. Over the course of the programme, we see the children building life skills that help them prosper throughout their childhood, teens and later life – curiosity, self-belief, confidence, leadership and resilience.

‘Transport makes the whole thing work – it wouldn’t be possible without it. We use Bristol Community Transport to get to and from our trips out, but it goes beyond that. The journey is a real part of their experience – it creates an environment where everyone is sitting together, so our volunteers can share their stories and participants can explore what they have learned.’
Learning Centre

versus national average

achievement rates

Learning Centre

national average

Learning Centre

national average

level 2 achievement rate

level 3 achievement rate

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 continuous programme of accredited courses for people who are unemployed or classified as economically inactive. The courses are designed explicitly 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.

better progression

In the previous academic year, the Learning Centre introduced a range of non-accredited community learning programmes. These ‘bite-sized’ programmes were aimed at harder-to-reach learners for whom a full course is not yet appropriate, helping to develop their confidence and readiness to move onto further learning.

Bite-sized courses proved highly successful at encouraging learners to progress onto full programmes, leading to a renewed focus on them in the 2017/18 academic year. To make progression even more effective, the Learning Centre has also introduced a range of Functional Skills courses in English and Maths at Entry level.

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 created real barriers to accessing the labour market.

Our range of courses and programmes not only help learners to achieve qualifications or progression onto further learning, 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.

We also work closely with employers to ensure our programmes are job-relevant, provide great placement opportunities and open up job vacancies for our learners.

a wide reach

The Learning Centre aims to increase the participation of learners from a wider community and, during academic year 2017/18, provided programmes in five London boroughs: Greenwich, Hackney, Hayes & Harlington, Newham and Waltham Forest.

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. Examples of where our sessions take place include a bus depot in Hackney and a community centre where learners already take their children for after-school activities.
As many harder-to-reach learners are not yet ready to go straight onto longer courses leading to a full qualification – or entry to employment, the Learning Centre’s focus is to create a journey; a system of progression. This involves providing a coherent path – be the learner starting with bite-sized or starting at level 3, with support all the way to getting and keeping a job.

For the hardest-to-reach, our bite-sized community learning programmes act as a starting point, re-engaging them with learning and providing an opportunity for guidance. For some learners, bite-sized courses can also provide a ‘missing piece’ in their skill set, enabling them to progress onto full employment straightaway.

For other learners, the next step maybe another bite-sized programme, further building their confidence. For yet more, the natural next step may be progression onto a level 1, 2 or 3 course – joining the many learners who enrol straight onto one of these programmes.

To make the leap between bite-sized community learning and full qualifications even more straightforward – and to address common gaps in our learners’ skills for employability – in the 2017/18 academic year we have introduced Functional Skills qualifications in English and Mathematics at Entry levels 1, 2 and 3. Learners either join these from other Learning Centre programmes – or directly, if this is the right place for them to start.
Learning Centre results

In academic year 2017/18, the Learning Centre supported 403 unemployed learners to achieve a total of 719 learning outcomes of all types – from completion of a bite-sized course to achieving a level 3 qualification.

A decisive majority (79%) of the Learning Centre’s learners started their journeys on bite-sized community learning programmes – up from 49% in the 2016/17 academic year. Close to nine out of ten of these learners (88%) then progressed onto an Entry, level 1, 2 or 3 programme. What this represents is a significant boost to the Learning Centre’s social impact – learners who join bite-sized programmes tend to be from the hardest-to-reach groups.

Almost all learners (94%) at levels 1 and 2 attained qualifications – 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.

Most important of all, 135 learners found work as a consequence of their time with the Learning Centre – 33.5% of all learners.

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1 To improve accuracy, the Learning Centre now reports on the most recent full academic year, rather than presenting estimates for the financial year.
I feel useful now. I’m happy because I’m focussed and can provide a lot more for my children.

Marlon’s story

starting a career as a London red bus driver

Marlon earned bus driving qualifications through the HCT Group Learning Centre. He’s now thriving as a London red bus driver based at our Ash Grove depot.

‘I’m 47 now so it’s been a long time since I’ve been in a learning environment, but I was focussed on what I had to achieve,’ explains Marlon. ‘Doing the driving test was fine as I had put in the work, but the build up to the exam was hard. It was my anxiety beforehand that was unsettling.’

Marlon had been unemployed for two years before signing up with the Learning Centre. ‘Being 45 and unable to provide is hard. It’s a backward step,’ said Marlon. ‘I’ve got two girls and although I was able to spend lots of time with them when I wasn’t working, I couldn’t do everything for them. It was a financial strain.’

Marlon was inspired during his training by instructor Frederick Thomas, one of HCT Group’s longest-serving employees.

‘You know when you have someone in your family that you look up to and you listen to them and they guide you in a certain way? That was Fred. He made me feel comfortable and he’s very good at what he does.’

After successfully gaining his bus driving licence, Marlon found work at HCT Group as a London red bus driver. He has been with HCT Group for a year now. ‘The people here are good to me. You go to certain workplaces and personalities clash, but here everyone makes an effort to help you move along. Even drivers I don’t know are supportive and help.

‘I feel useful now. I’m happy because I’m focussed and can provide a lot more for my children.’

‘We’re really proud of what Marlon has achieved,’ said Frederick Thomas, Senior Tutor at the Learning Centre. ‘For us, it’s not just the qualification – it’s about supporting our learners to make a change to their lives. Gaining full-time employment is a huge accomplishment and they have said it provides stability and purpose.’
HCT Group has been providing Jersey’s bus franchise – LibertyBus – since 2013. The service is delivered in partnership with the Department for Infrastructure, Government of Jersey.

By any measure, LibertyBus is an unequivocal success. We’ve listened to islanders and made as many improvements as possible, including new vehicles, an expanded network, introducing smartcards and contactless payment. As a result, more and more people are using the bus service: in 2018/19 there were nearly 5 million passenger journeys – an increase of 38% since we took over the service in 2013.

**the social impact of buses**

At HCT Group we believe that, all too often, specialist transport is only needed because mainstream bus services do not meet the needs of older and disabled people. If we can make the most accessible bus service possible, would that bus service have the same type of social impact that our community transport does?

Our Jersey team has been working hard to take down the barriers to access for older and disabled people – over and above the normal steps taken by other mainstream bus services – with a huge range of projects including:

- **AvanchiAccess card**
  In partnership with the Government of Jersey, we have introduced a smartcard that provides disabled people with free bus travel, enabling 70,000 passenger trips a year.

- **Disability Outreach Project**
  We are working with Jersey’s disability charities to train our staff in the highest possible standards of service to our disabled customers.

- **1-2-1 programme**
  Individual support for disabled people to gain the skills and confidence to travel independently on public transport.

- **travel training**
  A programme supporting vulnerable young adults aged 16–18 with learning difficulties, with weekly training to travel independently on the bus.

**the Jersey impact survey**

To assess the difference we are making, we have conducted a large-scale survey of our social impact – applying exactly the same theory of change that we use to think about our community transport services. We asked 2169 bus users what had changed in their lives as a result of using the bus.

When we look at the views of those groups for which HCT Group aims to make the most difference – older people, disabled people, younger people and unemployed people – we can see the real impact of a public bus service run for public benefit, not private profit.

The results show that one third (33%) of concession pass holders said their access to local facilities had improved – and 58% of new disabled bus users agreed. Three out of ten (30%) disabled bus users said their confidence had improved. Over a third of young people (37%) said using the bus service had given them more independence and 57% of unemployed people said that using the bus had improved their confidence and independence.

There will always be a need for specialist transport for the most vulnerable and marginalised in our society. Nevertheless, this data suggests that, by focussing on the needs of our communities, mainstream bus services can have a strong social impact.
2169 bus users in Jersey completed our survey

- **35%** social life improved
  - 35% of concession pass holders said their social interaction had improved because of the bus

- **58%** access improved
  - 58% of disabled people new to the bus said their access to local facilities had improved

- **37%** more independence
  - 37% of young people – over a third – said using the bus service had given them more independence

- **33%** more confidence
  - 33% of disabled people using AvanchiAccess cards said their independence had improved

- **25%** feel healthier
  - 25% of concession pass holders said getting out and about had made them feel healthier

- **38%** less lonely
  - 38% of new bus users who are disabled felt less lonely because of the service – over six times the proportion (6%) of non-disabled people who said so

- **17%** less lonely
  - 17% of young adults said using the bus service had made them feel less lonely – more than any other age group

- **41%** ability to cope
  - 41% of unemployed people said their ability to cope with life’s ups and downs had increased

- **39%** feel healthier
  - 39% of unemployed people – almost four in ten – said using the bus had made them feel healthier

- **36%** less lonely
  - 36% of Jersey’s unemployed people said they felt less lonely because of the bus

80% of people who use the bus every working day said it had saved them money

One in five bus users said their access to local services had improved

28% of bus users said their social lives had improved
Jordan uses the bus every day to travel to and from college, giving her the independence that she finds so important.

At 19 years old, Jordan is in the final year of the Life Skills course at Highlands College. As part of the course she completed travel training with LibertyBus and now has the skills and confidence to use the bus independently.

Prior to embarking on the training, Jordan relied on getting a lift from her mother, meaning she had to be dropped at college very early in the morning. She now uses the regular school bus service to take her from home to college and back every day.

‘Independence is very important to Jordan,’ explains her father. ‘She is nearly 20 years old now and it makes a huge difference to her confidence and self-esteem to be able to travel independently and use the regular school bus service.’

Jordan has an AvanchiAccess card so she doesn’t have to worry about having the right change for the bus and she can benefit from the free travel provided by the scheme.

She is now putting the travel training skills she has learned to good use by helping to train one of her neighbours to also use the bus.

‘He is just in his first year,’ explains Jordan. ‘Because I’m leaving this year he needs to be able to use the bus on his own so I’m teaching him what to do.’
HCT Group is constantly seeking new ways to make a difference and maximise impact. From projects that increase the social impact of our everyday work to new services that help our communities, 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.

The Amazing Journey

Our operation in Jersey, LibertyBus, teamed up with several local businesses and organisations to convert a decommissioned bus into a library for Haute Valéléé school. The idea was to provide a much-needed space to inspire more young people to read. Design and technology students from the school developed the design ideas, working with a Geomarine structural engineer. Prisoners at HMP La Moye carried out the structural work as part of their restorative justice programme. Local business Signtech printed and applied the livery, and other businesses moved the decommissioned vehicle. LibertyBus hopes that this is just the start and that other buses at the end of their on-road lives can be repurposed so that they continue to serve the community.

Poppy Bus

To engage children with the bus service, LibertyBus has written a book called The Amazing Journey: Liberty Explores Jersey by Bus. It follows the adventures of Liberty the cow as she takes her first independent journey by bus. The book is illustrated by the Jersey Mencap Taking Part Making Art project that supports people to be creative, improving art skills, concentration and self-esteem. Sales of the book are raising money for Jersey Mencap and Autism Jersey. Many people with autism find bus travel extremely challenging but providing them with personal travel training programmes can give them confidence to travel independently and have amazing journeys of their own.

Staff at our Guernsey depot wanted to play their part in the 100th anniversary of the signing of the Armistice and the end of the First World War. Working closely with the local branch of The Royal British Legion, designs were prepared to decorate one of the new buses in the fleet with 100 poppies of different sizes. It has now affectionately become known as the Poppy Bus. The bus joined other decorated vehicles at the local British Legion to promote the Poppy Appeal. A new poppy will be added to the bus each year, chosen from a competition for school children to design the artwork.

Poppy Bus

Our Walthamstow Avenue depot aims to be a real part of its local community. In 2018/19 this involved working with the Walthamstow Stadium Area Residents’/Community Association to provide a low-cost trip to the seaside for their residents. The trip to Southend aimed to bring people in the community closer together – and everyone had a great day out. The trip was so successful that they are planning another day for 2019/20.

Battersea Rotary Club Christmas Day

The Battersea Park Rotary Club has been putting on its Christmas Day lunch and tea party for older people in Wandsworth for nearly 50 years. It provides an invaluable service for older people who might otherwise be stuck at home alone on Christmas Day. For 2018, fifteen buses and crews from LaSCoT, Wandsworth and Hammersmith & Fulham volunteered to provide a shuttle bus service for 150–200 older people, ensuring they could eat lunch, socialise and watch a show on Christmas Day.

Battersea Rotary Club Christmas Day

Our operation in south Yorkshire, is working with local charity Cerys Kings Wish to convert a decommissioned bus into a shelter providing emergency overnight accommodation for families fleeing domestic violence until they can be placed in a more permanent safe location. The project is at the planning stage whilst the charity develops the partnerships required to provide the service.

Powell’s Bus

Three times a week, the team at our Wandsworth depot provide a free minibus service connecting people with their local supermarket. The service, which is paid for by Tesco, picks up passengers – mostly socially isolated older and disabled people – on estates in Vauxhall and Kennington on a ‘hail and ride’ basis before taking them to the supermarket. With the decline in shops and other services on social housing estates, many service users tell us the bus is a lifeline and, for many, it is their only way to connect to the world outside of their estate.

Kennington Shopper

Battersea Rotary Club Christmas Day

The Battersea Rotary Club has been putting on its Christmas Day lunch and tea party for older people in Wandsworth for nearly 50 years. It provides an invaluable service for older people who might otherwise be stuck at home alone on Christmas Day. For 2018, fifteen buses and crews from LaSCoT, Wandsworth and Hammersmith & Fulham volunteered to provide a shuttle bus service for 150–200 older people, ensuring they could eat lunch, socialise and watch a show on Christmas Day.

Battersea Rotary Club Christmas Day

HMP Leyhill

Bristol Community Transport (BCT) has been working with Leyhill Open Prison for over fifteen years, providing offenders with a positive experience of reintegration into the work environment. The programme started with two work placement openings at a time, but it has subsequently grown to ten offenders working on a shift basis of morning and afternoons. Their day usually consists of cleaning the depot, offices and our fleet of 69 vehicles. They have proved to be invaluable – BCT’s vehicles are probably the first presented in the organisation and a number of ex-offenders are now working at BCT as a result of the enthusiasm shown whilst working on this project.
HCT Group aims to apply a philosophy of Total Impact – creating greater social impact through everything we do. There are real opportunities to create a positive impact by our actions as an employer and as a purchaser, making a difference to income and financial inclusion. This potential is reinforced as six out of our eighteen depots are in areas of high deprivation.1

To achieve this potential, we think about the difference we can make with our spending and our recruitment and, even, whether we can support suppliers that share our social aims.

**Economic Impact**

We seek an economic impact by directing our expenditure to suppliers that are local to our operations or are in areas of high deprivation – or both – whenever this is practical and affordable. We explicitly measure our spending in areas of deprivation.2 In 2018/19, more than one pound in every eight (13%) of our expenditure with suppliers was in areas of deprivation, representing a total spend of £4.63m.

As we grow, we focus our expansion on where we can do the greatest good. By concentrating on areas of high deprivation, the livelihoods we create and support can make a difference. In 2018/19, just under half (49%) of our employees lived in deprived areas,2 which means our payroll is aiding in regeneration.

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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 This calculation excludes supplier spend in the Channel Islands as there is no equivalent dataset to the index of multiple deprivation for comparison.
buying social

As a social enterprise, we are part of a movement that aims to change the world, with tens of thousands of social enterprises in the UK all seeking a social impact.

We believe that by identifying and procuring from social sector suppliers, we can increase our social impact by ‘buying social’.

As a formal part of our procurement, we continue to seek out social enterprises, B Corps, cooperatives and others from the broader social sector, building supplier relationships wherever possible with organisations that share our values.

In 2018/19, we have exceeded our goal of 50 supplier relationships – working with 73 social sector organisations over the course of the year. The social sector provides us with a wide range of goods and services, from website building to recruitment to finance. We are also focussed on finding key suppliers for significant areas of our expenditure – cooperatives provide our telecommunications and our energy, a B Corp provides our legal advice and a fellow social enterprise provides our largest staff development programme.

We will be continuing our search for cost-effective, high quality suppliers that share our values over the year ahead – and continue to monitor our progress and work towards our targets.
conservation of the natural environment

caring for the environment

We live in a time of climate emergency and everyone must play their part – an imperative redoubled by our organisation’s mission and values as a social enterprise. We have been running a structured programme – Caring for the Environment – since 2009. The programme is comprised of three distinct but complementary strands of work, each of which enable us to reduce the negative impact we make on the environment.

measuring our environmental impact

HCT Group now operates a fleet of 976 buses, minibuses and community cars across the country – a growth in our fleet from last year of one third (33%). This makes understanding the impact we have on the environment ever more 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 equivalent\(^1\) (CO\(_2\)e) per kilometre driven and per passenger journey. Measuring and monitoring these allows us to take action to reduce our footprint and establish if we have succeeded.

We have been implementing an environmental management system for several years that is in line with the objectives of ISOs 14001; 2004 (environmental management systems), 14031 (environmental performance evaluation) and 19011 (environmental auditing). In 2018/19, with this system now well established, we have begun the process of seeking formal accreditation on those standards.

maximising our positive impact

Choosing to take the bus instead of the car is an environmentally friendly choice. Where we operate mainstream bus services, we actively make the case to the travelling public to make the switch, supporting modal shift.

Since we took over Jersey’s bus service in 2013, we have grown the annual ridership by 38% to just under 5 million passenger trips each year. This growth comes as a direct result of modal shift – 71% of Jersey bus passengers have access to a car but have chosen to use the bus.

We have continued to make real progress in Guernsey, with growth in passenger numbers every year since 2013 – 36% growth over the past five years, up to 1.84 million trips per year.

Our community transport services also help the environment. 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 Bristol, Derbyshire, Leeds and Manchester. Enabling community groups to travel together saved over 70,000 car journeys in 2018/19.

70,000 car journeys saved

our community transport services in London, Bristol, Derbyshire, Leeds and Manchester saved over 70,000 car journeys in 2018/19

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\(^1\) To take into account the emission of other greenhouse gases when calculating the level of greenhouse gas emissions, scientists have devised an equivalent measure – CO\(_2\)e (which literally means carbon dioxide equivalent).
making change happen

The transport we provide is all part of the solution to reduce the emissions we make as a society, yet our buses still burn fossil fuels. We have a significant number of rolling programmes, policies and projects, each aimed at proving incremental positive changes to our work as a bus operator. These include 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.

Over the course of 2018/19 we have taken a variety of additional steps, each aimed at improving our environmental performance. One of the most significant of these is the introduction of a fleet of 21 biogas buses, operating on our new m1 Metrobus service in Bristol. The buses run on gas produced from post-consumer waste – so it’s carbon neutral – which is stored at a new biogas filling station in our depot.

In London we now operate 72 single-deck vehicles that meet the exacting Low Carbon Emission Buses (LCEB) standard. These use smarter, battery powered vehicle systems instead of components known as ‘parasitic ancillaries’— energy-hungry systems that use power taken directly from the engine. An LCEB-rated bus reduces ‘well-to-wheel’\(^2\) emissions by over 30%.

The overall environmental standard of our fleet remains very high, with a clear majority (61%) at the Euro V emissions standard or better. Almost four out of every ten (39%) of our vehicles are at the exacting Euro VI standard and we continue to phase out older, more polluting vehicles.

Our progress in greening our fleet has been supported by a major project to convert older Euro IV buses to the Euro VI standard. We have retrofitted 27 buses with exhaust after-treatment technology – which is particularly effective at reducing nitrous oxide emissions. Taken together, through a combination of investing in new vehicles and upgrading current ones, our entire red bus fleet in London is now Euro VI compliant.

our environmental performance

Key performance indicators for our environmental impact in 2018/19 show that our overall carbon footprint has increased by 16% since 2018. However, this increase is less than the organisation’s overall rate of growth in scale (turnover growth of 22%). Our carbon intensity in terms of CO\(_2\)e per kilometre driven has decreased by approximately one fifth (19%) and our carbon intensity in terms of CO\(_2\)e per passenger journey has also decreased – although by a lesser extent (4.1% decrease), showing an improvement in emissions performance as we grow in scale.

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2 Well-to-wheel (WTW) is a value that includes all the emissions involved in the process of extraction/creation, processing and use of fuel in a vehicle to gauge the total carbon impact of that vehicle in operation.
The safety of our passengers, service users, staff and the public at large is of vital importance to HCT Group – it is pivotal to everything we do. To achieve the best possible safety performance, we have an organisation-wide safety management system. This covers the full range of safety practices across HCT Group, including policies and procedures, ensuring that all areas work consistently to the same high standard.

We ensure that health and safety practices are consistent and rigorously monitored. We work hard to communicate the complete range of safety practices and policies to all staff – from induction, through regular briefings by supervisors, to sharing new practices when there is a change to ways of working.

These safety practices are supported by a programme of reviewing and improving systems of work, risk assessment and maintenance of equipment and plant. Our approach to continuous improvement includes our externally accredited SAFEcontractor status.

We subscribe to CIRAS – the confidential safety reporting system in London. We are members of the British Safety Council, benchmarking HCT Group against other industries and ensuring we are fully up to date with best practice.

The most effective way to improve safety practice is to build a safety culture. During 2018/19 we have taken a number of steps to further embed a safety culture across HCT Group. It has been our practice for several years that each operating region has at least one manager holding or working towards the globally recognised NEBOSH Diploma. New for this year, we have piloted a broadening of our training programme in the London region, with our supervisors holding or working towards the IOSH Certificate.

We have also maintained our practice of regular ‘toolbox talks’ across HCT Group. These are an ongoing programme of bite-sized training sessions, each covering a different aspect of the system – and safe working practices.

We have also piloted an operational improvement to vehicle monitoring. In our London region, our engineers are now equipped with tablet computers for all their safety checks – streamlining the process, providing better data and allowing for direct upload of vehicle check information to the DVSA.

CT Plus, our principle operations arm, became one of the founding members the DVSA’s new Earned Recognition scheme last year – a status maintained during the course of 2018/19. Considered to be a gold standard in the industry, the scheme works by sharing information about systems and data with the DVSA. Organisations that show they are the most focussed on ensuring that their fleets – and the people who drive them – are safe and compliant at all times gain both public recognition and a lower regulatory burden.

In 2018/19, our rate of incidents has further built on the improvements seen in the previous year, declining by 23% from 79 incidents per million miles to 64 incidents per million miles. This reduction is very welcome – and testament to an HCT Group-wide endeavour. However, we recognise that we must aim to reduce the rate still further – and will continue to work on our safety practices.
staying accountable

To deliver on our social mission, it is essential that we remain accountable to our beneficiaries, our service users, our employees and stakeholders. We do this not only to ensure that we continue to meet their needs, but also because it is the right thing to do. As a social enterprise, it is our duty to ensure we are as transparent as we can be – using this in the relentless pursuit of our social mission, operational excellence and financial discipline.

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 twelve members, most on a three-year rolling cycle of membership. To further strengthen our governance, we also apply the UK Charity Governance Code for larger charities – a voluntary standard that provides a set of principles and recommended practice.

direct stakeholder outreach

To keep the social mission at the forefront of our business decisions, we have an ongoing programme of direct stakeholder outreach in each of our operating regions. We meet regularly with local community leaders, elected officials and heads 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 service user or passenger meetings.

keeping it local

HCT Group is a national organisation that relies on local accountability. In both Bristol and Derbyshire, we maintain a local Board of Trustees to whom our teams in those areas are accountable – ensuring we can better reflect the needs of those communities in our work.

Social Enterprise Champions

Effective two-way engagement with staff about our mission is vital if we are to achieve our potential as a social enterprise. Our Champions programme works with a cross section of our staff who learn all about social enterprise, HCT Group’s social impact and why it’s a good idea. We ran two cohorts of the programme this year – whose participants will join previous intakes in getting the message about our social mission across to colleagues.

The Champions programme really helps our frontline staff get to grips with social enterprise – with participants rating their understanding of social enterprise at 9.1 out of 10 on average by the end of the programme, up from 4.4 out of 10 at the start. It also helps with the champions’ task of spreading the word, with participants rating their confidence talking about social enterprise at 9.3 out of 10 on average at the end of the programme – up from 4.5 out of 10 at the start.

external accountability

As well as remaining accountable to ourselves, our employees and our service users, we must also remain accountable to our social investors, commercial customers and grantmakers. We have built regular performance measurement for both our operational activity and our social impact into our day-to-day systems. This enables us to monitor our progress in delivering our mission, to better inform our management decisions, to help us improve our performance and to provide information to our partners.
## Social Impact

<table>
<thead>
<tr>
<th>Category</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community transport</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger trips provided to community groups</td>
<td>121,604</td>
<td>186,685</td>
</tr>
<tr>
<td>Passenger trips provided to disadvantaged individuals</td>
<td>224,993</td>
<td>155,766</td>
</tr>
<tr>
<td><strong>Access to local facilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to shops, culture, religion, doctors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% improved</td>
<td>54%</td>
<td>39%</td>
</tr>
<tr>
<td>Independence % improved</td>
<td>52%</td>
<td>40%</td>
</tr>
<tr>
<td>Transport service has enhanced ability to get out and about % agreed</td>
<td>53%</td>
<td>45%</td>
</tr>
<tr>
<td><strong>Physical and mental health</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confidence % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling healthy % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life satisfaction % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to cope with life’s ups and downs % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Family, friends and relationships</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being sociable % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling connected to others % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling less lonely % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Citizenship and community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feeling like a part of your own community % improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Became more active in community, including volunteering or helping out % agreed</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Travel Training</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals trained to travel independently</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Economic Impact</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current turnover £m</td>
<td>62.9</td>
<td>77.0</td>
</tr>
<tr>
<td>Operating profit £m</td>
<td>0.7</td>
<td>–0.6</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td>1514</td>
<td>2002</td>
</tr>
<tr>
<td>Remuneration to employees £m</td>
<td>37.7</td>
<td>46.5</td>
</tr>
<tr>
<td>% of employees in areas of deprivation</td>
<td>56%</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Job creation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time equivalent jobs created at HCT Group</td>
<td>23</td>
<td>38</td>
</tr>
<tr>
<td>% of those created in areas of deprivation</td>
<td>30%</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Suppliers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments made to suppliers or subcontractors £m</td>
<td>18.9</td>
<td>35.6</td>
</tr>
<tr>
<td>% of total spend in areas of deprivation</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Environmental Impact</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car journeys saved through the use of community group transport</td>
<td>45,602</td>
<td>70,007</td>
</tr>
<tr>
<td>Individuals trained to drive in an environmentally friendly manner</td>
<td>541</td>
<td>539</td>
</tr>
<tr>
<td>Average age of fleet years</td>
<td>7.4</td>
<td>7.3</td>
</tr>
<tr>
<td><strong>Emissions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GHG emissions tonnes of CO₂</td>
<td>16,054</td>
<td>18,664</td>
</tr>
<tr>
<td>CO₂e per passenger journey kg/journey</td>
<td>0.532</td>
<td>0.510</td>
</tr>
<tr>
<td>CO₂e per km driven kg/km</td>
<td>0.853</td>
<td>0.689</td>
</tr>
<tr>
<td><strong>Diversity Monitoring</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion female</td>
<td>36%</td>
<td>37%</td>
</tr>
<tr>
<td>Proportion ethnic minority</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Employee diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion female</td>
<td>24%</td>
<td>26%</td>
</tr>
<tr>
<td><strong>learning centre</strong></td>
<td><strong>2016/17</strong></td>
<td><strong>2017/18</strong></td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Education and training</strong></td>
<td>Individuals not working for HCT Group who gained qualifications as a result of training and support by HCT Group</td>
<td>576</td>
</tr>
<tr>
<td></td>
<td>Those who were previously unemployed</td>
<td>506</td>
</tr>
<tr>
<td></td>
<td>Those who were previously employed</td>
<td>70</td>
</tr>
<tr>
<td><strong>Learners developing soft skills</strong></td>
<td>I feel positive about my learning</td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td>I am developing confidence in speaking</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>I am developing confidence in writing</td>
<td>86%</td>
</tr>
<tr>
<td></td>
<td>I am developing my ICT skills</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td>I am developing confidence in maths skills</td>
<td>72%</td>
</tr>
<tr>
<td></td>
<td>I feel able to express myself and be listened to</td>
<td>89%</td>
</tr>
<tr>
<td></td>
<td>I feel able to set goals for myself</td>
<td>94%</td>
</tr>
<tr>
<td></td>
<td>I am more aware of equality and diversity</td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td>I am more aware of safety issues and reporting</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td>I am more aware of common values and preventing radicalisation</td>
<td>95%</td>
</tr>
<tr>
<td><strong>External job creation</strong></td>
<td>Unemployed people who obtained jobs outside HCT Group as a result of training and support provided by HCT Group</td>
<td>178</td>
</tr>
</tbody>
</table>

1. Subject to audit.
2. Includes Channel Islands.
3. Areas of deprivation defined as lowest 25% neighbourhoods (IMD 2015), excluding Channel Islands.
4. Includes building emissions where available.
5. 2017/18 number restated in line with improved methodologies.
6. The Learning Centre now reports its results on an academic year basis. The most recent complete academic years are 2016/17 and 2017/18, to which this data refers.
7. 2016/17 restated in line with improved methodologies.
**about HCT Group**

HCT Group is a social enterprise in the transport industry, safely providing over 36 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 whole bus networks, 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

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