



**hct group**

# transport works better when the community drives



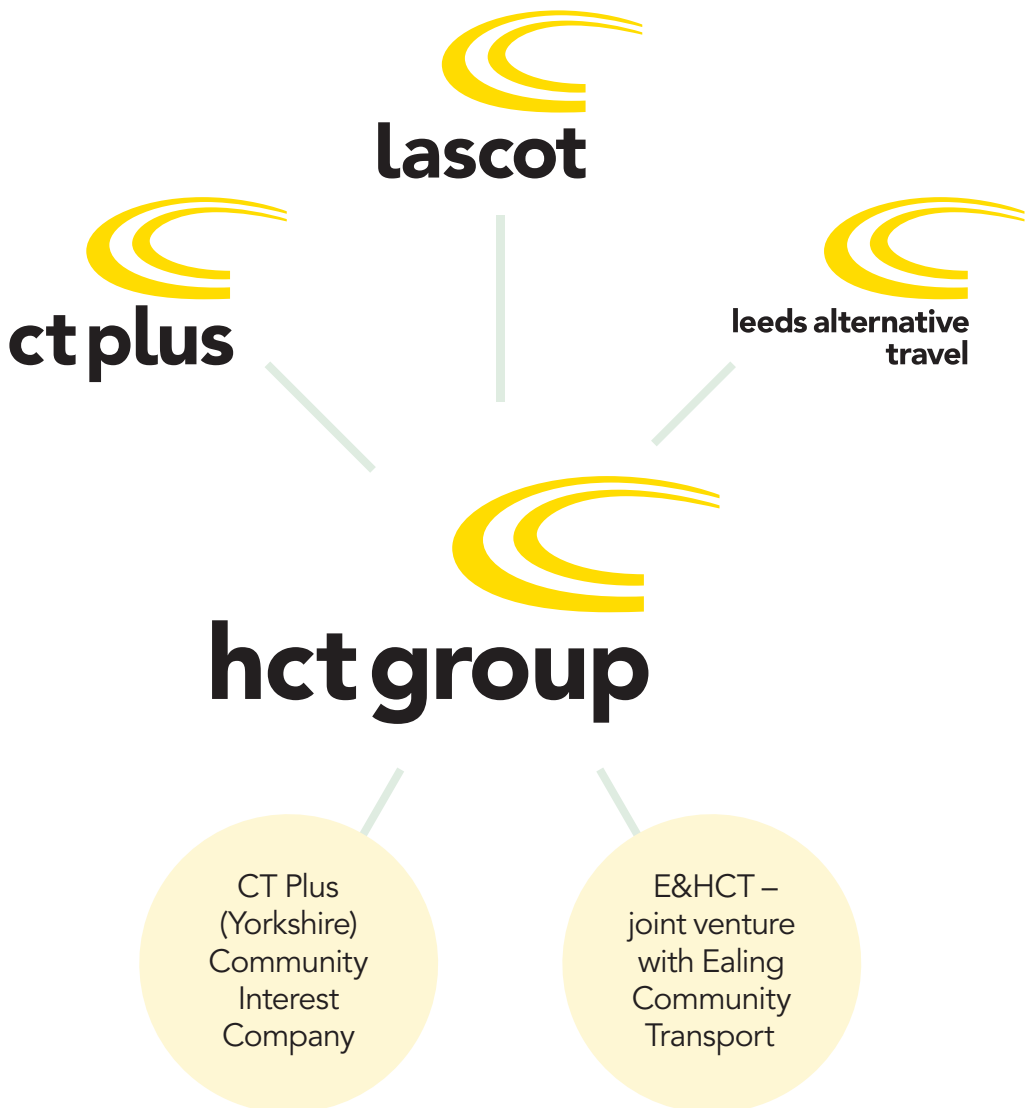
[www.hctgroup.org](http://www.hctgroup.org)

# the group

We have grown and developed as an organisation by building an effective group structure, designed to allow rapid growth whilst at the same time keeping community focus.

HCT Group as a whole is a registered charity and company limited by guarantee. As we have expanded into new areas, we have sought merger partners who are focussed on the local communities there – such as LaSCoT in south London and Leeds Alternative Travel in West Yorkshire.

We have established joint-venture partnerships with other social enterprises. We have also established trading arms, such as CT Plus Community Interest Company to compete in the marketplace.



# about us

HCT Group is in the transport business, safely delivering 30,000 passenger trips on our buses every day. But this only tells part of our story. HCT Group is first and foremost a social enterprise, creating value and supporting social justice in the communities we serve.

The HCT Group story begins in 1982 with the founding of Hackney Community Transport – providing minibuses for local community groups and charities – a service we still provide to this day. In 1993, realising that the best way to be a sustainable social enterprise was to be an effective commercial enterprise, we began to compete for transport contracts in the marketplace. This marked the start of a real social enterprise success story that would see us grow by more than a hundredfold, from a turnover of £202k in 1993 to a turnover of £20.4m in 2008/9, with a corresponding growth in profit and social impact.

# what we do

To meet the needs of communities, transport commissioners and other stakeholders, we have developed expertise and a strong track record in:

- London 'red bus' routes
- Special Educational Needs transport
- social services transport
- mainstream school transport
- park and ride
- community transport
- training and education for transport

We work out of a range of depots in London and Yorkshire, but are constantly seeking new opportunities in new areas. The range of services we provide means that we can compete not only on price and deliver efficiently, but we also innovate by applying the lessons learned from one area to another, increasing the value we can create – as set out in our enterprise model.



# a social enterprise

We exist to serve the communities in which we operate, actively contributing to the ideal of social justice. We do this in three ways.

## **1** in what we do with our profit

The money we make from commercial contracts is reinvested back into the communities where we operate. We reinvest in further transport and community services for those who need a service not provided by the market or the state to lead more independent lives. We also invest in training to help long-term unemployed people take their next steps into real jobs in the transport industry. Often delivered in partnership with others, these services aim to make a real difference to people's lives.

## **2** in the way that we do business

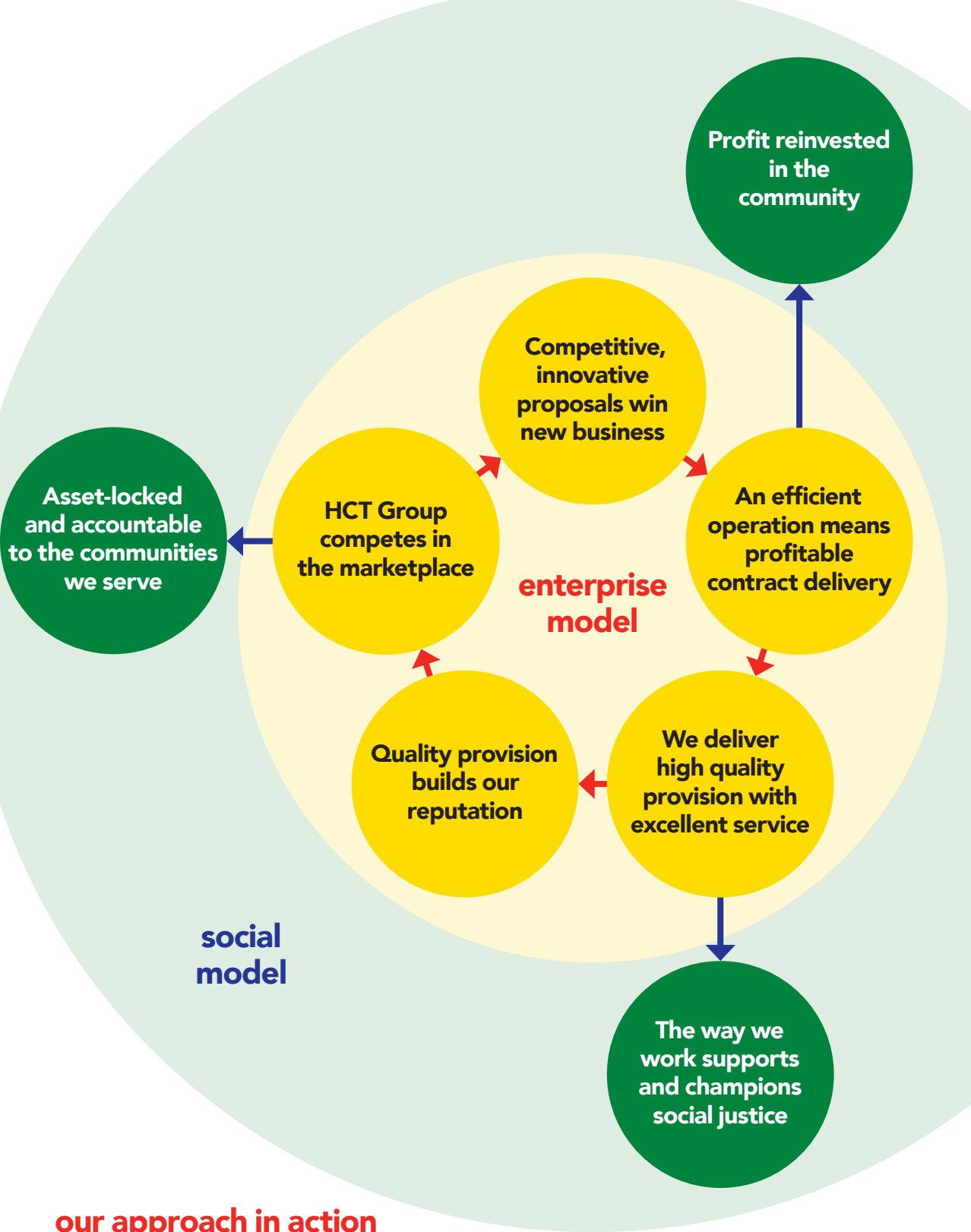
We believe that expanding our services should create opportunities for the whole community. By reaching out into disadvantaged communities to provide training and employment opportunities, we can play our part in community development and cohesion in the way we do business.

## **3** in our governance

Our social objectives are reflected in how we work with communities and in our governance. Community consultation is a cornerstone of our service design, making sure our services keep in step with people's needs; our legal structure locks-in our assets to retain them for community – rather than shareholder – benefit; and we are also accountable to those who use our services through representation on our board.

As a consequence, we believe that our social model positively combines with our enterprise model.

What's more, our social model adds direct, measurable extra value to local authority transport commissioners who are seeking to get the most out of their contracts – as we reinvest our surpluses in projects that improve the wellbeing and life-chances of their residents.



## our approach in action

A great example of how our approach works in action is our Leeds operation, where we run our highly successful school bus contracts. Surplus from these is used to keep Leeds Alternative Travel operating – they are a part of the HCT Group that runs community transport for groups and charities, plus a community car scheme for older and disabled people. Over the last six months alone, this support has ensured that Leeds Alternative Travel could provide nearly 17,000 passenger trips,

making it possible for elderly and disabled people to get out and about – greatly improving their quality of life. The service is provided by our outstandingly committed Leeds Alternative Travel staff, but it is made financially possible by effective commercial contract delivery.

Continued success in Leeds has also allowed us to re-invest surpluses into a learning centre there – equipping unemployed people with the skills and qualifications needed for rewarding careers in the transport industry.

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