

FREEDOM
ACCESS
FAIRNESS
ACTION
EQUALITY
OPPORTUNITY
SUPPORT
COMMUNITIES



Community
Transport
Association

**CTA annual review and
impact report 2009/10**

www.ctauk.org

WHAT IS COMMUNITY TRANSPORT?

Community transport is safe, accessible, cost-effective, flexible transport run by the community for the community.

Community transport shows what can be done when people take responsibility for solving their own problems. It mobilises and engages local communities, as it is provided by charities and voluntary organisations (which are often very small and local), and harnesses the experience and energy of volunteers who give freely of their time to help others.

Community transport is about freedom and fairness of opportunity. It provides an essential, responsive service for a wide range of people – often the most vulnerable in society. These are people who cannot use or do not have access to cars, taxis or buses and who depend on community transport to get to the services and the social activities they require.

Community transport is a lifeline in both rural and urban areas. It takes disabled people to work, children to school, sick people to healthcare and older people to the shops. It runs local bus routes and provides transport for a wide range of clubs, voluntary bodies and care homes. People shape the services they want and community transport makes it happen.

THE CTA:

- is a UK-wide charity providing leadership, learning and enterprise support to member organisations in civil society which deliver innovative and flexible transport solutions to achieve social change in their communities.
- promotes excellence by providing training, e-based resources, publications, advice, consultancy, events and project support on voluntary, community and accessible transport.
- strengthens the work of our members (which encompass voluntary and community organisations, charities, social enterprises, co-operatives and mutuals) by creating an environment in which they can prosper and provide much-needed help to people who need it.
- offers a wide range of direct support services to members and is recognised by government as the voice of voluntary and community transport in the UK.
- is a membership organisation with a members' programme based on four key values: Influence, Being Informed, Development and Advantage.

The CTA's vision is "A fairer society free from social exclusion and injustice, where everyone has mobility and access to the services they require."

The CTA works to achieve our vision and deliver public benefit by:

- **Representing the views** of voluntary and community transport organisations in the UK by providing a clear voice for the sector and the people who rely on it to influence government at all levels, and build support and investment in our sector.
- **Inspiring and empowering** our members across the UK through leadership, learning and enterprise, thereby supporting community transport organisations to demonstrate the quality and professionalism of their services and respond successfully to new ways of delivering public services.
- **Promoting community transport** to a wide range of audiences and ensuring that its important role is communicated to key stakeholders.

To find out more about the benefits of joining the CTA visit www.ctauk.org or call our membership team on 0161 351 1475.

DELIVERING PUBLIC BENEFIT

The CTA provides a wide range of advice, training, resources and support services throughout the UK to providers of voluntary and community transport. At the heart of the CTA are our members which encompass voluntary and community organisations, charities, social enterprises, co-operatives and mutuals as well as local authorities, consultants, manufacturers and individuals. Our free advice and information service covers all issues relating to voluntary and community transport for members and non-members, ensuring that our expertise is readily available to all.

Our work of empowering community-based organisations and local authorities directly contributes to social regeneration, helping to enable social inclusion and access. We also work to influence government and others at national, regional and local level, to build support and investment for the sector.

With staff based in England, Wales, Scotland and Northern Ireland, the CTA works to the benefit of both its members and non-members who are affected by different policies, legislation and political agendas. The CTA is recognised as the voice of voluntary and community transport across the UK.



ENGAGEMENT WITH OUR MEMBERS WAS OUR NUMBER ONE PRIORITY OVER THE PAST 12 MONTHS

WELCOME

We would like to start this year's Annual Review and Impact Report by thanking everyone involved in the CTA's work – our members, trustees and committees, our staff, funders, partners and key stakeholders plus manufacturers, suppliers and trainers – for your contribution in 2009/10.

Given the challenges presented by the wider economic environment, the past year has been a difficult one for most organisations, the CTA included. Yet while many membership associations saw their membership numbers decline, the CTA has maintained a strong base.

One of the key reasons for the CTA's success in the strength of its membership is that engagement with our members was our number one priority over the past 12 months. If we are to provide the practical help, advice and support that community transport organisations require, then we need to be listening to your needs and in constant touch with our members, particularly so in such difficult times. We were, therefore, delighted that our first series of country conferences in 2009 was both well attended and received by our members, as was our second set of roadshows across the eight English regions. These events reflected the different approaches adopted by governments in England, Northern Ireland, Scotland and Wales and enabled members to attend an event close to home, while meeting local colleagues and staff.

The CTA Annual Awards Dinner continued to go from strength to strength. In February 2010 it was held at the Hilton Hotel in Manchester, as part of Access10. More than 250 guests came together to celebrate and publicly acknowledge the hard work and dedication of community transport organisations across the UK. We are very proud of this event which highlights all that is best about community transport across the UK.

In 2009/10 we launched our first ever *State of the Sector Report for England*. The purpose behind the publication was to enhance our own understanding of community transport across the country and to gather baseline information to enable us to develop a robust and comprehensive evidence base for our sector through similar reports in future years. We also wanted to raise the profile of community transport and demonstrate the size of it. We are grateful to the 90 local transport authorities who responded to our survey which informed the report. Similar reports are being produced for all the countries in the UK and a second report will be published for England in November 2010, which this time will be based on the views of community transport organisations.

We held our Annual General Meeting in London for the first time in 2009, courtesy of RBS NatWest, and plan to repeat this arrangement in 2010. At the AGM seven trustees stood down as part of our governance review and we wish to extend our thanks to them for their contribution to the work of the CTA. Good progress has been made in implementing the governance review and this work will be complete by the time of our next AGM.

With a significant reduction in public spending and the tough economic times continuing, many of our members and the communities you serve will be under immense and increasing pressure. Whatever issues your organisation has to face, you can be assured that your association – the CTA – is here to help and support you.

Dai Powell OBE, chair

Keith Halstead, chief executive

THE CTA IN ACTION

THE CTA IN THE ENGLISH REGIONS

More than 400 delegates joined us for our 2009 series of roadshows across the English regions. This form of local engagement is proving popular with our members and we intend to further develop this approach in the coming years.

A particularly exciting development during 2009/10 was the launch of our Rural Social Enterprise Programme on Social Enterprise Day. Since the publication of our joint research with the Plunkett Foundation, it has taken three years to complete the development work for this programme and during the past year we secured funding from the Esmée Fairbairn Foundation, the Department for Transport and the Commission for Rural Communities. Loan funding will be provided by the Social Investment Business.

We are, therefore, delighted that eight community transport organisations across England are about to start working with us on this important programme to develop their entrepreneurial approach with the aim of delivering more transport services in their local communities.

Over the year, interest in enterprise and contract opportunities grew across our membership, and commissioning and procurement were two of the key issues raised by members during our roadshows.

Another important development for us was our first England Policy Conference which was held in London during November 2009. Attracting over 120 delegates and featuring a keynote presentation by the then minister for state at the Department for Transport, Sadiq Khan MP, the event was very well received. Delegates had the chance to debate important strategic policy issues and were also pleased when Sadiq Khan committed the department to include social enterprise in a revision to its Third Sector Action Plan.

We continued to work on key policy issues in 2009/10. A particular focus was Bus Service Operators Grant (BSOG). Changes to regulations

in 2010 will see reduced opportunities for Section 19 operators to backdate BSOG claims, so we actively promoted the availability of this funding to community transport organisations running eligible services. As a result of this work, the number of community transport organisations claiming BSOG during the past year was 662 with approximately £3.7 million of BSOG claimed.

It was also fascinating to explore the current position of community transport in England when we published our first *State of the Sector Report for England*. This gave a snapshot of our sector viewed from the 90 local transport authorities which completed our survey. Key government policies affecting the sector were described and the following key themes emerged as being of most importance to the sector: strategic planning by local transport authorities; the Local Transport Act 2008; financial arrangements between local transport authorities and community transport organisations; procurement; and concessionary bus travel.

Plans are already advanced for our 2010 report which will be more comprehensive and include more detailed data on the activity levels within the sector.

THE CTA IN LONDON

The CTA in London continued to increase and improve engagement with our members through the CTA Committee for London and our Operators' Forum.

In July 2009, we were successful in acquiring a further two years' funding from the City Bridge Trust and to date, we have achieved many of the required outcomes. We have seen the profile and level of engagement with our stakeholders increase as a result of this valuable strategic work programme.

As a result of the annual impact reporting we have developed, we now have three years' comparative data on the state of the sector in London. This has proved invaluable to us in determining both the level and nature of community transport provision in the capital and in contributing to our *State of the Sector Report for England*.

In November 2009 we held an event called Connecting the Capital at City Hall, which brought together more than 100 delegates from community transport organisations with other stakeholders to hear presentations about the future of the London mayor's policies, the work that the CTA had delivered over the three years of City Bridge Trust funding, and how to engage at a strategic level. The event enabled us to increase the profile of community transport to the Greater London Assembly as well as to other stakeholders.

As a result of increasing our profile and working with key stakeholders, community transport was recognised for the first time in the Mayor's Transport Strategy. This was a huge step forward in acknowledging the vital work of community transport organisations in London.

The CTA also worked closely with Age Concern London, Transport for All, the Greater London Forum for Older People and Help the Aged to research the barriers older people face in accessing public transport. Many of the findings supported the work of community transport as a complementary form of transport that should be taken within a broader public transport context.

The CTA is making an active contribution in developing the Games Network of Accessible Transport and regularly meets with the Olympic Delivery Authority. Our work has led to community transport being included as an integral part of the strategy for transport delivery in 2012.

Our relationship with Transport for London is developing and in 2009 we were successful in negotiating a bursary programme to allow ten smaller community transport organisations to attend our Access10 event.

As in previous years, Transport for London provided meeting rooms for the CTA Committee for London and Operators' Forum, which were both been very well attended during the year. In addition, the CTA worked closely with several departments within Transport for London. This ensures that the interests of community transport organisations in London are represented and reflected in transport policy and strategic planning.

During 2009/10, the CTA engaged with London Councils on issues surrounding door-to-door travel and the Freedom Pass. The CTA contributed to research on the role of community transport and possible opportunities for boroughs which engage with community transport organisations to make efficiency and cost savings, whilst providing sustainability to their work.

Our development programme in London continued. We worked closely with Transport for All to develop a series of training events in 2009 focused on governance, finance, transport law and the Certificate of Professional Competence in Passenger Transport.

THE CTA IN NORTHERN IRELAND

During 2009/10, the third year of the current NI Assembly, all departments advanced the devolved Programme for Government. Within this context, the CTA work programme in Northern Ireland continued to be funded by the Rural Transport Fund of the Department for Regional Development (DRD).

Community transport in Northern Ireland is delivered under a different legislative framework to the rest of the UK. As such, the CTA continued close contact with our members across Northern Ireland providing technical and legal advice and responding to a substantial number of advice calls and emails. Our staff in Northern Ireland delivered 34 training sessions including Governance for CT Trustees, Minibus Management, Minibuses and the Law, Basic First Aid for Drivers, Customer Care and Financial Management Training. And we continue to manage the local NI website (www.communitytransport-ni.com) and the 0845 passenger booking number for members.

We organised the first ever Northern Ireland conference and exhibition in June 2009, entitled AccessNI. With more than 25 exhibitors from across the UK and over 300 visitors the event was extremely successful. As part of AccessNI, we hosted an awards dinner where a number of community transport organisations were acknowledged for their excellence.

Transport was identified as one of the key cross-cutting themes of government, affecting education, health and access. In response, the CTA worked with government departments on developing community transport solutions to different needs and identified where and how efficiency savings could be made through cross-departmental transport considerations. This strategic approach furthered our ambition to reduce rural isolation and social exclusion while improving accessible solutions.

The CTA worked in partnership with the DRD to modernise services delivered by the rural community transport partnerships. Through the joint Managing Positive Change project, the CTA and the DRD

AS A RESULT OF OUR WORK TO PROMOTE BUS SERVICE OPERATORS GRANT, £3.7M WAS CLAIMED IN 2009/10

developed a new individual rural transport service aimed at older people and people with disabilities. This programme is being piloted in three rural areas of Northern Ireland. If successful, it will be rolled out across the province during 2010/11.

In January 2010, 17 rural community transport partnerships achieved the Investors in People quality standard. The awards ceremony was attended by GoSkills and the Permanent Secretary of the DRD. Achieving the standard is evidence of the commitment and investment in the people behind community transport service provision. The CTA will now support rural community transport partnerships in securing the Investment in Volunteering standard during 2010/2011.

MiDAS continued to be a popular training and development programme in Northern Ireland with 2,054 certificates issued in 2009. Fifty-four drivers competed in the 10th NI MiDAS Driver of the Year competition with Christine Mealiff of Easilift winning the overall title – the first woman to hold the title since the competition began!

THE CTA IN SCOTLAND

Despite the squeeze on public finances, 2009/10 was a year of good progress for the CTA in Scotland. In May we held our first two-day Scottish conference in Inverness. Over 80 delegates attended and the town council rolled out the red carpet by hosting a civic reception. The Association of Transport Co-ordinating Officers ran a session and the event proved an excellent means for community transport organisations and local authority officers to network.

More local networks of community transport organisations formed around the country and we attended most of their meetings to pick up on developments at local level and to keep groups up to date with what has been happening nationally and in other parts of the country.

We ran six roadshows in different parts of Scotland, primarily to highlight the opportunities arising from the Local Transport Act 2008. The changes to Section 22 regulations offer the most interesting

opportunities for community transport organisations and now make much more sense for those who wish to run services under contract. The roadshows spelt out the opportunities and, as a consequence, a number of operators are changing how they deliver their services.

The Big Lottery Fund's financial support for the CTA's work in Scotland was supplemented by new support on two fronts from the Scottish Government. First, the Transport Division provided financial support towards our advice service which answers hundreds of technical enquiries each year and helps to ensure that community transport organisations provide safe and legal services.

Secondly, a bid to the government's Third Sector Enterprise Fund was successful. This is paying for dedicated assistance of around 10 days each to 15 community transport organisations which are looking to make step changes in their business. With a continuing reduction in grant aid, contracted services are more likely to offer the best hope for the sustainability of many organisations and this investment enables the CTA to lend a hand to those operators who are looking to change the way they deliver their services. The help on offer includes assistance with tender bids, business planning, advising on permits and licences, and other measures which can help with sustainability.

THE CTA IN WALES

During the year, staff met with the Welsh Assembly Government to discuss what role community transport might play within the draft Wales National Transport Plan, and submitted a full response to the consultation. We also ensured that a picture of a community transport operator was represented on the cover of the Wales National Transport Plan alongside the other modes of transport.

The CTA continued working closely with the four regional transport consortia to ensure that a package of community transport support was integrated into the new regional transport plans which were approved in March 2010. We ensured that a total of £340,000 would be available under a Community Transport Capital Enhancement Package in three of the four regional transport plans. This money will fund new vehicles, vehicle replacement or adaptation along with IT software or hardware.

During the year, we decided to add value to our members' own funding bids by leading more strategic and collaborative bids on behalf of the sector. Work progressed on a potential European funding bid to the European Regional Development Fund Convergence Programme under the Sustainable Transport Framework.

We worked with the Welsh Assembly Government's Heads of the Valleys Strategic Regeneration Area on a proposal to increase the capacity and

collaborative working of community transport organisations in the area as well as the range of services provided under a common brand. We intend to develop similar work with the other strategic regeneration areas across Wales.

Following the external evaluation of the Community Transport Concessionary Fares Initiative in December 2008, the CTA received a good review of its role as project manager on behalf of the Welsh Assembly Government. More than 800,000 passenger journeys have been made since the start of the scheme. The minister announced a continuation of the scheme in March 2009 for a further three years, and CTA staff worked with Welsh Assembly Government officers to review the criteria of the scheme for implementation in 2010/11.

Our staff worked with the Welsh Assembly Government's 2012 team to assist with accessible transport for paralympic athletes who will be using Welsh training venues. A small working group was established which provides a good opportunity for joint working with the commercial sector in Wales, and for increasing the profile and sustainability of our members.

Following the publication of a report by the Wales Rural Observatory on Deep Rural Areas in December 2009, the Welsh Assembly Government's Department for Rural Affairs asked the CTA to become involved in additional research on accessible and flexible transport in four pilot areas. That work was completed in January 2010. We have been asked to take forward a further project during this financial year.

Following the CTA's contribution to a review of non-emergency patient transport in 2008 by the minister for health and social services, the final report, which includes four pilots for integrated patient transport, including community transport, was released for consultation in March 2010. The CTA in Wales now sits on the national board which oversees the implementation of the pilots, and we were also involved in work on the Wales Rural Health Plan.

The CTA previously sat on a working group to consider travel issues for people with sensory impairment, which was instigated by the Llywydd of the National Assembly for Wales, Lord Dafydd Elis Thomas. The report, completed in 2009, is leading to the production of a public guidance booklet for public transport operators, and we continued to be involved on the new working group.

We completed our second year of delivering sector specific training for our sector and for other partners such as local authorities. Over 140 people attended

our courses during this time. A Wales Awards Dinner was run for the first time in October 2009 at our annual conference.

During the year, the CTA developed new marketing material and developed contacts to encourage more people to volunteer for community transport.

An awareness-raising scheme called "Greening the Sector" was developed in early 2010 to encourage our members to address the issues of climate change and carbon reduction. A successful bid was submitted to Environment Wales for funding to run free seminars and transport audits.

The CTA in Wales carried out 150 visits to members and nearly 60 to non-members to help with development of schemes during the year.

The CTA continued to raise the profile of community transport in Wales by developing links with a range of national, regional and local stakeholder organisations in Wales. The chair of our Committee for Wales and director for Wales also gave evidence to the Welsh Affairs Committee in London in autumn 2009 on cross-border transport to health.

CTA LEARNING

The CTA's learning team continued to provide support, advice and information to those involved in all forms of community-based transport schemes across the UK.

During the period we received many enquires including questions about the Local Transport Act 2008 and the operation of vehicles using Section 19 and 22 permits.

The number of Section 19 permits issued by the CTA doubled from 410 to 822 in 2009/10, demonstrating the key role the CTA plays in ensuring safe and legally-compliant community transport services.

The CTA contributed to the revised guidance document (PSV385) issued by the Vehicle and Operator Services Agency covering permit operations and we continue to promote the opportunities created by the new act.

Financial constraints and the introduction of contracts into the previous grant-based funding regime of community transport meant that we often supported callers who were in very difficult situations. It is sad to report that a small number of community transport organisations closed down as a result of these pressures.

WITH A CONTINUING REDUCTION IN GRANT AID, CONTRACTED SERVICES ARE MORE LIKELY TO OFFER THE BEST HOPE FOR SUSTAINABILITY

THE NUMBER OF SECTION 19 PERMITS ISSUED BY THE CTA DOUBLED TO 822 IN 2009/10

We continued to campaign for fair mileage rates for volunteer drivers in 2009/10 and further refined guidance concerning the occasions when particular rates can be paid.

Throughout the period we were involved in the Department for Transport's steering group on proposed changes to the Bus Service Operators Grant, especially with proposals that it should be paid on the basis of number of passengers carried.

In addition, we canvassed our members' views on a number of consultations. In particular, our members fully support the continuance of the CTA as a designated body for issuing Section 19 permits. The CTA also supported the proposal to establish a charter for designated bodies to improve the quality and accuracy of advice to operators of permit vehicles.

Further work, including an extensive consultation with our members took place on the CTA Quality Mark. The aim is to introduce this in 2010/11.

In February 2010, the CTA successfully launched the latest module in the MiDAS suite of training, "5 Steps to Safety", which deals with the dangers involved in vehicle fires and provides advice on how to respond safely if a fire occurs.

The CTA appointed seven new MiDAS training agents during the year, including one based in the Republic of Ireland, where MiDAS is used extensively by the voluntary sector.

CTA CONSULTANCY

CTA Consultancy specialises in all aspects of community transport policy, legislation and operations. Over the year we maintained our experienced core team and added to our portfolio of jobs by providing practical and innovative solutions to clients in the local government sector, a number of charities and community transport organisations.

Our work focused on four main areas: business reviews, audits and action planning; community and local transport planning; consultation and social research; and policy research and project evaluation. The following contracts were secured or delivered during 2009/10:

West Yorkshire Communities on the Move: completion of second phase of this project to develop minimum standards for community transport organisations across West Yorkshire, a strategy and vision for a new community transport consortium, a guide and community transport glossary for

commissioners of passenger transport services, and a support network for community transport organisations seeking to develop as social enterprises.

Valleys Community Transport, Denby Dale Centre: design and cost of a ring and ride service extension including an organisational audit and fitness report.

Department for Regional Development (Northern Ireland): a social evaluation of three pilot "Dial-a-Lift" services.

Sutton Community Transport: review of governance and strategic plan.

Tower Hamlets Community Transport: supporting trustees to create a leaner, more efficient operation.

Stepping Stones for Families: developing proposals and a sustainability option plan for a project to co-ordinate a taxi voucher scheme for rural communities.

Dial-a-Ride North Denbighshire: review of the organisation, identifying strengths and weaknesses, and future prospects for increasing sustainability.

Rural Community Network: a three-year contract to evaluate an older people's project.

Adur and Worthing councils: a feasibility study for a single Dial-a-Ride service across the two council areas.

The Camden Society: evidence, costings and technical assistance with a minibus procurement strategy.

Scottish Government: working with Scottish community transport organisations to offer consultancy services in relation to governance, business development, operational or transport-related issues, under the Scottish Government's Third Sector Enterprise Funding programme.

Transport for All: providing a "library" of resources to help London community transport organisation managers to enhance the performance of their operations.

Kent County Council: writing and publishing a toolkit for current and prospective community transport schemes across Kent and Medway.

Wessex Community Action: providing evidence and consultancy experience in relation to public sector transport contracts in order to help sustain the charity's transport services beyond the current service levels.

Voluntary Action Melton: helping to establish a federation of community transport partners across Leicestershire.

Bluebird Community Partnership, West Sussex: helping establish a new social enterprise to act as a contract agent on behalf of local operators. The contract also involved providing consultancy support in finalising a feasibility study for the venture.

North Walsham Area Community Transport: organisational support.

OUR PURPOSE AND STRATEGY

HOW WE DELIVER OUR PURPOSE: IMPLEMENTING OUR STRATEGIC PLAN

The CTA's Board of Trustees identified a series of priorities for delivery by staff during 2009/10. These are summarised below, under the five strategic directions: Social Change, Empowerment, Enterprise, and Learning and Effectiveness. Additional achievements and our aims for the year ahead are also provided. A new three-year strategic plan for the CTA will be produced by March 2011 for implementation in 2011/12 onwards.

1. SOCIAL CHANGE: ENSURING INCLUSION THROUGH MOBILITY

Last year's aims included:

- Continue to promote the new provisions for community transport within the Local Transport Act 2008.

Achieved: through our roadshows, conferences and *CTA Journal* we continued to promote to our members the new provisions for community transport within the Local Transport Act 2008. Also, we revised information available to members about developing Section 22 services.

- Contribute to the Department for Transport's review of designated bodies – those organisations that issue Section 19 permits.

Achieved: the CTA submitted a comprehensive response to the Department for Transport for its review of designated bodies. We also met with officials to discuss our response and the outcome of the Department for Transport's consultation.

- Continue to campaign for all concessionary bus travel to include free transport on community transport services.

Not achieved: we redefined our "ask" of government in relation to concessionary bus travel in that all Section 19 services on which passengers pay separate fares should be eligible under the scheme. However, the government did not change its policy, although in England it subsequently proposed new ways of

administering concessionary fares at county and unitary authority level. The CTA supported this proposal provided the current discretionary spend on community transport adopted by some local authorities was maintained.

- Focus on the localism agenda by making our members more aware of the importance of the local transport planning process and related work on community planning and engagement.

Partly achieved: we continued to make our members aware of the need to engage in the development of the next generation of local transport plans (LTP3) in England, particularly through our roadshows, and encouraged them to contact their local transport authority.

- Develop our relationship with academia, policy institutes and consultants.

Not achieved: this was not progressed during the year under review, other than CTA Consultancy working with some transport consultancies on a professional basis.

- Identify opportunities for international collaboration, support and development.
- Not achieved:* this was not progressed due to other priorities.

- Contribute to the Review of Section 10b in Northern Ireland.

Partly achieved: while discussions were held with the NI Department of the Environment team who were taking forward the Section 10b review, this is still continuing and we await the formal consultation process.

This year we also:

- Continued to campaign for fair mileage rates for volunteer drivers and have further refined guidance concerning the occasions when particular rates can be paid.
- Launched our first *State of the Sector Report for England*.
- Contributed to the new guidance document PSV385 on the permit regime produced by the Vehicle and Operator Services Agency (VOSA).

- Responded to seven government consultations relating to community transport.
- Re-engaged with the Disabled Persons Transport Advisory Committee (DPTAC) by joining its land-based transport working group.
- Participated in the Department for Transport's steering group on proposed changes to the Bus Service Operators Grant.
- Contributed to the steering group meetings for a new BSI Code of Practice for Wheelchair Passport Schemes (PAS900).

Our aims for the forthcoming year include:

- Engage with the new coalition government.
- Produce a second State of the Sector report for England.
- Prepare for the May 2011 elections in Scotland and Wales.
- Produce a first State of the Sector report in Northern Ireland, Scotland and Wales.
- Support our members in England to respond to the "personalisation" of social care budgets.
- Support our members in responding to the divergence of government agendas in different parts of the UK.
- Re-engage with the government and work with other volunteer-involving organisations to increase the HMRC Approved Mileage Allowance Payment from 40p to the group rate of 45p for all voluntary community car schemes.

2. EMPOWERMENT: OF OUR MEMBERS

Last year's aims included:

- Evaluate the pilot educational membership offer in Scotland called "Safe and legal education transport" and, if successful, further develop and extend to the rest of the UK.

Achieved: so far, we have achieved an additional 100 members through this initiative and have now extended this form of membership to the rest of the UK.

- Market the CTA's membership offer more proactively and in a targeted way.

Partly achieved: in addition to "Safe and legal education transport", we also launched a new membership offer "Transport with care" for care homes and engaged with 460 community transport organisations that had been issued with Section 19 permits by the CTA.

- Help our members in Scotland adjust to the new funding and political environment arising from the Concordat by bringing members together and providing information, advice and guidance which will help them become more sustainable.

Achieved: we secured funding from the Scottish government towards the provision of advice and information to voluntary and community-based organisations in Scotland. We continued to inform our members about the changing political and financial environment in Scotland through regular e-bulletins, telephone advice and at our Scottish conference.

- Continue to implement our strategic programme for London.

Achieved: in June 2009 we secured £90,000 in funding from the City Bridge Trust. This additional investment will enable us to complete our strategic leadership programme for the community and voluntary transport sector in London and will help organisations become more sustainable.

- Launch a volunteer campaign in Wales to encourage more people to give their time and support community transport.

Achieved: we worked with the councils for voluntary services, as well as attending volunteer fairs and events. Volunteers were referred to 15 community transport organisations throughout Wales.

- Develop a "network of networks" to facilitate wider and more effective communication with an increased number of community transport organisations.

Partly achieved: we engaged with a number of community transport networks across England during our 2009 series of regional roadshows. We will map and develop our contact with each of these networks during 2010.

This year we also:

- Supported 1,496 membership organisations.
- Developed new marketing material to encourage more people in Wales to volunteer for community transport.
- Appointed new brokers to run our insurance scheme, which was re-launched under the CTA brand.
- Established a new partnership with PassengerFTA – the PSV team at the Freight Transport Association – to provide risk management and vehicle inspection services for our members.
- Introduced a digital edition of *CTA Journal* for our members.

Our aims for the forthcoming year include:

- Introduce a new CTA Quality Mark.
- Further develop our membership programme.
- Continue to promote opportunities for members to develop public services under Section 22 community bus permits.
- Further develop our member engagement programme.

3. ENTERPRISE: TO ADOPT A STRONGER BUSINESS FOCUS

Last year's aims included:

- Launch our Rural Social Enterprise Programme and work with eight rural community transport organisations in England to develop their enterprise orientation and become more sustainable.

Achieved: a programme manager was appointed in September 2009 and the Rural Social Enterprise Programme was launched by the transport minister at our England Policy Conference on 18 November 2009. The project board has now confirmed it will invest in eight rural community transport organisations in England.

- Secure funding in Scotland to support our Scottish members who wish to develop their enterprise orientation.

Achieved: we secured £69,000 from the Scottish government to support business consultancy to our members in Scotland to help them develop their enterprise orientation. This work will continue to March 2011.

- Build and consolidate CTA Consultancy.
- Partly achieved:* we continued to develop CTA Consultancy through a range of assignments and met the target for income in 2009/10.

This year we also:

- Worked with the new Social Enterprise Mark company to promote the Social Enterprise Mark to our members.
- Achieved a successful outcome for Access10 – our annual awards dinner, exhibition and learning event.

Our aims for the forthcoming year include:

- Continue to develop our Rural Social Enterprise Programme in England.
- Review the work of CTA Consultancy.

4. LEARNING: TO FURTHER DEVELOP THE CTA AS A CENTRE OF EXCELLENCE

Last year's aims included:

- Arrange a series of policy conferences in London, Northern Ireland, Scotland and Wales, plus a policy conference in England and eight one-day roadshows in the English regions to engage with our members.

Achieved: we held a series of conferences from September to November 2009 in London, Northern Ireland, Scotland and Wales. All were deemed a success. We also engaged with members in the eight one-day roadshows which we organised in the eight English regions.

- Refine and develop the Wales training and events programme.

Achieved: during its second year, we further refined our training and events programme responding to the needs of our members throughout Wales.

- Develop a wider range of information resources for download and increased interactivity through the CTA's website.

Achieved: as part of the introduction of a new website we have improved the layout of information and included search-engine optimisation, which increases the visibility of our information generally. We have introduced three new advice leaflets, and revised the existing ones. Event booking is now possible via our website, and we have included additional information in a number of areas.

This year we also:

- Issued 822 small bus (Section 19) permits to member organisations under our power as a designated body in accordance with Section 19 of the Transport Act 1985.
- Issued 153 Section 10b permits to members in Northern Ireland.
- Processed 308 Criminal Records Bureau checks for our members in England and 196 AccessNI enhanced checks for members in Northern Ireland.
- Handled 9,941 advice enquires by telephone, email or via our website across the England, Wales and Scotland as well as 2,195 advice calls and 6,823 advice emails in Northern Ireland.
- Successfully launched the latest module in the MiDAS suite of training, "5 Steps to Safety", which deals with the dangers involved in vehicle fires and provides advice on how to respond safely if a fire occurs.

- Appointed seven new MiDAS training agents during the year, including one based in the Republic of Ireland, where MiDAS is used extensively by the voluntary sector.
- Responded to 10,384 enquiries to the Blue Badge advice line.
- Continued to offer a suite of MiDAS training programmes to improve road passenger safety. At the end of the year under review, an estimated 4,434 organisations were members of MiDAS and 72,489 drivers held a current MiDAS certificate for their completion of training and an assessment of their competence.
- Facilitated training for a total of 39,599 people on programmes organised by the CTA through the UK and Republic of Ireland.
- Organised Access10 at Manchester Central which received 1,135 visitors.
- Organised the CTA Annual Awards Dinner at the Hilton Hotel, Manchester attended by 250 guests.

Our aims for the forthcoming year include:

- Complete the strategic review of our training programmes and develop a forward plan.
- Further develop our online advice and information provision.
- Review the future of our annual UK-wide event for members.

5. EFFECTIVENESS: IMPROVING OUR OWN INTERNAL ORGANISATION

Last year's aims included:

- Develop a new strategic plan for the CTA.
- Not achieved:* while work has continued, further consultation with members is proposed and the trustees agreed to defer publication until after the new British government was elected in May 2010 and the comprehensive spending review completed in October 2010.

- Further develop our website and associated infrastructure.

Achieved: in 2009 we launched our new website which has been well received by members.

- Complete the implementation of our governance review.

Partly achieved: during the year under review a new chair designate, treasurer and a co-opted trustee were all appointed by the board. And the governance committee introduced a more thorough process for the recruitment and induction of trustees.

This year we also:

- Invested in new IT software and hardware to ensure the CTA's working practices are more efficient and effective.
- Introduced a new Governance Handbook.

Our aims for the forthcoming year include:

- Complete the final phase of our governance review by the time of our AGM on 25 November 2010.
- Launch our new strategic plan for 2011/14 at Access11 in March 2011.
- Complete a review of our ICT arrangements and develop a plan for investment.
- Develop our scenario planning to respond to reductions in available public funding.
- Produce a new HR strategy for the CTA and retain our Investor in People status.
- Plan for our 25th anniversary in 2011.

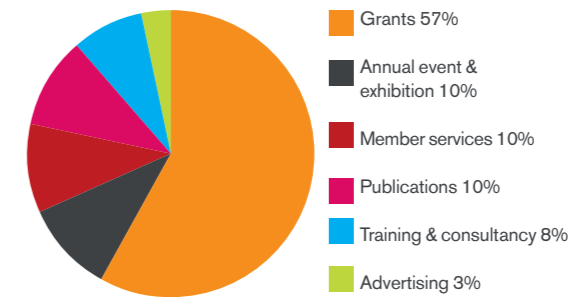
FINANCIAL SUMMARY

These figures are extracted from the full Trustees' Annual Report and Financial Statements which have been audited by Mitchell Charlesworth, who gave an unqualified audit report on 22 September 2010. The auditors have confirmed to the trustees that the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2010. The Trustees' Annual Report and Financial Statements were approved by the CTA's Board of Trustees on 22 September 2010.

Our full trustees' report, audit report and financial statements for 2009/10 may be viewed on our website or obtained from the Director of Finance, CTA UK, Highbank, Halton Street, Hyde, Cheshire SK14 2NY.

HOW WE SPENT £1.8M IN 2009/10

Overall expenditure incurred was in line with the income streams to support the growth and development of our key activities.



HOW WE RAISED £1.9M IN 2009/10

Overall income increased by 13.7%, with the percentage relating to grants increasing in comparison with 2008/9 as a result of the start of the Rural Social Enterprise Programme in England and the full year effect of a project supported by the Big Lottery Fund in Scotland.

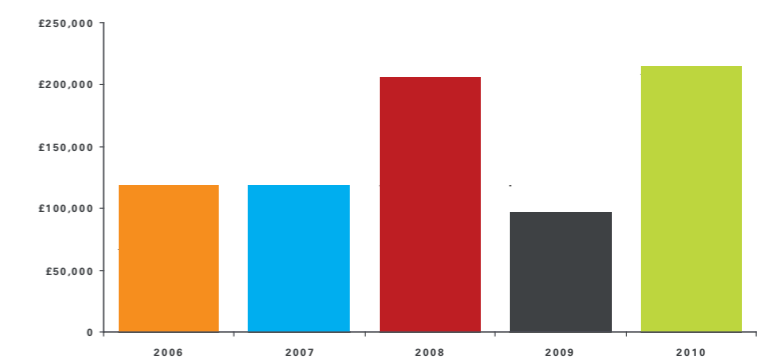
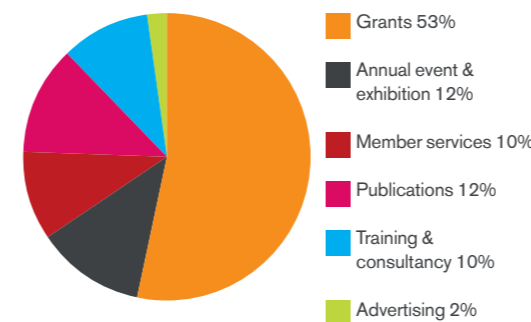
Some of our other income streams have grown in the year with the MiDAS programme being particularly successful.

Our income objective is to develop and grow the unrestricted income and our enterprises to enable the CTA to become more sustainable and less reliant on restricted funds.

UNRESTRICTED RESERVES

The trustees have adopted a reserves policy with the objective of protecting the CTA and its charitable activities by ensuring adequate liquidity while the CTA adjusts to changes in the financial and operating environment in the immediate short term. At the same time, the trustees want to ensure reserves are not too high in order to maximise the resources applied to the CTA's charitable purpose. The policy establishes an appropriate target range for the level of reserve, which for 2009/10 was established as £200,000 to £220,000 and for 2010/11 has been established as £250,000 to £270,000.

The reserves policy target for 2009/10 was met as reserves at the year end March 2010 were £214,039.



OUR ORGANISATION

WORKING IN PARTNERSHIP

The CTA is extremely grateful to our main funders, stakeholders and partners:

Association of Transport
Co-ordinating Officers
Bates Wells & Braithwaite LLP
Big Lottery Fund Scotland
Bollington Insurance Brokers
Cabinet Office: Office for Civil Society
Commission for Rural Communities
The City Bridge Trust
Department for Agriculture and Rural Development, Northern Ireland
Department for Environment, Food and Rural Affairs
Department for the Environment Northern Ireland
Department for Health, Social Services and Public Safety Northern Ireland
Department for Transport
Department for Regional Development Northern Ireland
Driver Advantage Limited
Driver and Vehicle Agency NI
Driving Standards Agency
Esmée Fairbairn Foundation
Freight Transport Association
GoSkills
Hampshire County Council
HSBC
London Councils
Olympic Delivery Authority
Plunkett Foundation
RBS NatWest
Scottish Government
Social Investment Business
Society Media
Translink
Transport for All
Transport for London
Unilink Finance Limited
Vehicle Operator Standards Agency
Welsh Assembly Government

Plus, all of our exhibitors, sponsors, advertisers and those involved in our training network.

THE CTA'S GOVERNANCE (AS AT 1 NOVEMBER 2010)

The CTA (registered as Community Transport Association UK) is a charity constituted as a company limited by guarantee, and is therefore governed by a memorandum and articles of association. The charity's objective and its principal activity continues to be "the relief of age, poverty, sickness or disability by the provision of education and support to the charitable bodies or persons who supply transport to groups or individuals in need of such relief". The CTA has registered charity status in England and Wales and in Scotland, and has an active trading arm, CTA Trading Limited, which covenants all of its profits to the charity.

BOARD OF TRUSTEES

The Board of Trustees is ultimately responsible for the overall conduct of the CTA, and will conduct its business to ensure that the CTA is financially viable, properly governed and properly managed.

The Board of Trustees will monitor performance of all its functions and will decide the level of resources to meet its financial and other obligations.

Among other responsibilities, the Board of Trustees sets and maintains the CTA's vision, mission and values, develops strategy and policy, ensures compliance with the law and maintains proper fiscal oversight.

The Board of Trustees comprises up to eight trustees elected by the members from among candidates nominated by the governance committee; and up to three trustees co-opted by the Board of Trustees. Members of the Board of Trustees are trustees under charity law and directors of the CTA under company law. Each serves for a period of three

years and may stand for a second consecutive three-term of office, after which time they must take a compulsory one-year break before serving again.

The Board of Trustees appoints a chair, treasurer and a vice-chair. The current members of the Board of Trustees are:
Dai Powell (chair)
Stephen Hickey (chair designate)
Yvonne Chappell (vice-chair)
Gordon Lewis (treasurer)
Sammy Betson
Fitzroy Dawson
Alistair Howie
James McCreath
John McMillan
Peter Maggs

GOVERNANCE COMMITTEE

The governance committee is responsible for the overall development of the Board of Trustees of the CTA, thus enhancing the governance capacity of the CTA, and is an instrument to facilitate and supervise the democratic process

The governance committee agrees with the Board of Trustees its skills experience and diversity requirements and actively seeks nominations of candidates meeting those requirements. It will prepare guidance for members for board elections and assist the board as needed in the recruitment of people with expertise for committees and other assignments.

The governance committee also takes responsibility for induction, board development, board appraisals and succession planning.

The governance committee comprises the chair of the CTA, the vice chair of the CTA, a trustee, the chief executive of the CTA and two co-opted members. Current members are:

Stephen Hickey (chair)
Yvonne Chappell
Fitzroy Dawson
Sue Thomas
Keith Halstead

FINANCE AND AUDIT COMMITTEE

The role of the finance and audit committee is to help the board of trustees carry out its fiduciary duties. It achieves this by recommending policy to the board, interpreting it for staff, and monitoring its implementation. The finance and audit committee also reviews the organisation's annual budget and financial audit and ensures that proper checks and balances are in place. The finance and audit committee reports its findings to the board for approval. The current members are:
Gordon Lewis (chair)
Alistair Howie
Peter Maggs

CTA TRADING LIMITED

The principal activity of CTA Trading Limited is to carry out general commercial business in order to support charitable institutions as in the opinion of the directors are worthy of support. In practice, CTA Trading Limited covenants its profits each year to CTA UK. CTA Consultancy and CTA Enterprise are both trading names of CTA Trading Limited.

All the directors of CTA UK (with the exception of one, James McCreath, as recommended by the Charity Commission), along with the chief executive of CTA UK, Keith Halstead, are the directors of CTA Trading Limited. The current members are:
Sammy Betson
Yvonne Chappell
Fitzroy Dawson
Keith Halstead
Stephen Hickey
Alistair Howie
Gordon Lewis
John McMillan
Peter Maggs
Dai Powell

COUNTRY AND LONDON COMMITTEES

There are four country committees and a committee for London that are elected by the membership in each area. The country and London committees are

advisory. The committees consider both strategic and operational issues relating to their geographical areas that affect the community transport sector in general and CTA members in particular. The main role of the committees is to promote the benefits of membership of the CTA whenever and wherever appropriate; to assist the CTA to disseminate information to members and potential members about the activities of the CTA in their geographical area and to facilitate involvement in those activities; to provide feedback to CTA staff and the Board of Trustees on recent, current and planned CTA activities in order that every effort can be made to meet the needs of all members; and to provide feedback to CTA staff and the board of trustees on issues affecting members in its area that might require action from the CTA.

Committee for England:

The position of chair is vacant.

Committee for London:

Anna Whitty (chair)

Committee for Northern Ireland:

The position of chair is vacant

Committee for Scotland:

James McCreath (chair)

Committee for Wales:

Sarah Leyland-Jones (chair)

CTA STAFF

(AS AT 1 NOVEMBER 2010)

Senior management team

Chief Executive: Keith Halstead
Deputy Chief Executive & Director of Operations: Ewan Jones
Director of Finance: Katherine Moulder
Director for Learning: Brian Shawdale
Director, CTA Consultancy: Bryan Myles
Director for London: Scott Rosser
Director for Northern Ireland: Kellie Armstrong
Director for Scotland: John MacDonald
Director for Wales: Betsan Caldwell

Staff

Lindsay Adams-Jones, Administrator (Wales)
Barry Connor, Consultant (Central Office)

Jason Edwards, Support & Development Officer (North Wales)
Anthony Finn, Information & Technology Officer (Central Office)
Sheila Fletcher, Support & Development Officer (Scotland)
Vicky Freeman, Learning Team Assistant (Central Office)
Amanda Howard, Advice Officer (Central Office)
Bill Hyde, Advice Officer (Central Office)
Barbara Jameson-Taylor, Membership Administrator (Central Office)
Kerry Lane, Support & Development Officer (South Wales)
Tracy le Roux, Administrative Assistant (Central Office)
Oonagh McCallan, Rural Community Transport Liaison Officer (Northern Ireland)
Jayne McGarvey, Administrator (Northern Ireland)
Liz Mather, Advice Officer (Central Office)
Cara Patrick, Research Officer (Central Office)
Diann Quinn, Exhibitions & Advertising Manager (Central Office)
Stephanie Riches, Training Assistant (Central Office) [Maternity Leave]
Norman Rides, Rural Social Enterprise Programme Manager (Central Office)
Ann Shepherd, Principal Membership Administrator (Central Office)
Linda Sneddon, Administrator (Scotland)
Pam Telfer, Assistant Accountant (Central Office)
Alice Tolley, Project Officer (Wales)
Sylvia Trueick, Belfast Project Assistant (Northern Ireland)
Bill Underwood, Administrative Assistant (Central Office)
Maxine Van Den Bergh, Training Assistant (Central Office)
Sara Whitby, Executive Secretary (Central Office)
Victoria Woods, Advice Assistant (Central Office)

The following staff left the CTA during 2009/10:
Nigel Bagshaw
Gerard Galvin
Mike Hurst
Debbie Johnson
Jacqui McKenzie
Kevin Roberts

CONTACT

CENTRAL OFFICE

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www.ctauk.org

ADVICE & INFORMATION SERVICE

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Email: advice@ctauk.org

LONDON OFFICE

4th Floor, Kingsgate,
1 Bravingtons Walk, London,
N1 9AE
Tel: 020 7278 2528
Fax: 020 7278 7031

NORTHERN IRELAND OFFICE

Room 109-112 City East,
68-72 Newtownards Road,
Belfast, BT4 1GW
Tel: 028 9094 1661
Fax: 028 9094 1662

SCOTLAND OFFICE

46a Channel Street,
Galashiels, TD1 1BA
Tel: 01896 668855
Fax: 01896 752033

SOUTH WALES OFFICE

Room 10, Forge Fach Centre,
Hebron Road, Clydach,
Swansea, SA6 5EJ
Tel: 01792 844290
Fax: 01792 845877

NORTH & MID WALES OFFICE

Unit 17, Morfa Hall, Church Street,
Rhyl, Denbighshire, LL18 3AA
Tel: 01745 356751
Fax: 01745 356753

CTA CONSULTANCY

Tel: 028 9094 1664
Fax: 028 9094 1662
Email: consultancy@ctauk.org



**Community
Transport
Association**

www.ctauk.org

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Community Transport Association UK is a charitable company limited by guarantee
Registered in Cardiff no 1985361. Registered charity no 1002222.

Charity registered in Scotland no SC038518. VAT registration no 425 7711 50

CTA Trading Limited is registered in Cardiff no 2800636. VAT registration no 606742935.

Published by the CTA in November 2010.