



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

TfSC Business Plan 2019-2024



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Contents

Executive Summary

What we do

Our Market

Safeguarding

Customers

Donors

Research and Evidence

Communications

Market Analysis

Community Asset Based Service

Operations

Going Forward

Immediate Action Plan

Conclusions



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Executive Summary

Transport For Sick Children Ltd (the “charity” or “TfSC”) was established over 40 years ago to assist sick children from disadvantaged families with getting to health appointments. Local volunteers use their own cars and time to take sick children from low-income families to vital health appointments. The charity volunteers now take up to 1,000 children from the Greater Manchester area on over 6,000 trips per year.

A recognised health sector representative refers children who come from families who do not have access to transport. The charity is uniquely able to consider the social needs of a child when accessing medical appointments. Volunteers are mainly retired older people who are keen to remain active in their communities.

Sick children often have to undertake long, complicated and expensive journeys to receive treatment, often throughout Greater Manchester and the north of England. Without the support of the charity, many would be unable to undertake the journey. Not only does the charity freely provide car and driver but it is increasingly providing families with supporting travel information. The charity has delivered children for treatment as far as Newcastle in the north and Bristol in the south.

Funding has come from a range of supporting organisations including the NHS, transport authorities, religious and social groups, and private sector companies through corporate social responsibility policies.

Research and data collection informs the delivery of the charity’s service. Data collection helps to identify families in target areas and understand prohibitive gaps in transport access opportunities. The research allows the charity to remain aware of the changing demand and developments in the health sector and identify broader strategic health objectives that the charity can support. One such objective is the ambition to reduce the number of vehicles in Greater Manchester and their contribution to poor air quality and ill health; the charity provides an infrastructure through which community members can share their cars.

The charity is linked into a wide range of community-based networks that promote social care. Actively working with local networks, many which have been newly emerging, provides an opportunity to promote the service and to share 40+ years of experience in working with volunteers and children. The charity is able to use its experience to work on behalf of our families to influence local policy development.

Providing an infrastructure to harness the energy and enthusiasm of local people’s commitment to their communities is a vital aspect of the service. TfSC provides a managed network that allows older people to remain safely actively engaged in their local community, this is a wider but fundamental part of the charity’s work. Constant communication is maintained, and relationships between



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

volunteers, families, referrers and hospital clinicians are managed daily to ensure an effective and successful service.

There is ongoing close collaboration with funding bodies and all accounts are published annually. The charity is particularly reliant on the Greater Manchester Clinical Commissioning Group (GMCCG) funding but works hard with other funding supporters to ensure that the NHS is genuinely provided with a great 'value for money' service.

TfSC constantly analyses the local market opportunities to ensure that the service remains relevant and specific. The service adds value through its ability to successfully utilise community-based assets to support local care organisations working with disadvantaged families. The charity can also remain open to local opportunities, such as working with corporate businesses. For example the relationship with Trolex Limited (a leading safety technology group based in Stockport) initially began with fundraising. The relationship has developed so well that they now provide their company car and encourage their staff to drive for the charity.

Safeguarding our families and volunteers is a primary concern for the charity. All volunteers are DBS checked and trained in safeguarding requirements to protect both children and themselves.

What We Do

TfSC was established to assist the health needs of children by the provision of voluntary transport to and from hospitals, clinics and outpatient departments for children and their carers who live in and around Greater Manchester. The full health needs of the child are the charity's top priority. The charity works with children up to the age of 16 that have been **referred by health, education or social services professionals**.

TfSC has an excellent 40-year track record of providing high quality, responsive service. In a recent 12 month period the charity's volunteers took **940 children on 6,365 journeys, covering 128,528 miles**.

Transport for Sick Children's aims and objectives:

- To ensure children's health needs are met;
- To reduce the stress in families by providing a supportive service;
- To ensure volunteers get the opportunity to help local children;
- To ensure staff and volunteers are suitably trained and valued;
- To run the transport scheme as economically as possible; and
- To work in partnership with other local care organisations.

The charity began over 40+ years ago in 1977, when the founder a former paediatric nurse, Sally Carroll MBE, was asked to help transport a nearby family who was experiencing extreme difficulties in attending therapy appointments at Wythenshawe Hospital. With the help of her own family, Sally



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

provided transport to take this child and its mother to play-therapy sessions, which successfully supported the family and prevented two young children from being taken into care. Sally then had another request to help transport a different family, and so the voluntary transport scheme was born. From a small start addressing the needs of just one family, the charity has grown significantly and now supports over 1,000 children with over 6,000 trips each year.

Having celebrated TfSC's 40th anniversary year, it is clear that the charity continues to help disadvantaged children from all areas of Greater Manchester, for who the lack of transport would have been a barrier to accessing health care.

Our Market

All the children must be referred by a recognised health sector representative and meet the charity's criteria:

- Child under 16;
- Health appointment;
- The family has no access to adequate alternative transport provision; and
- Is on benefits or a verifiable low income.

The charity has provided a unique volunteer driver service which collects sick children from low-income families from their **home or school to attend health appointments**. They are collected at specified times, taken directly to the appointment and then returned home or to school promptly following treatment. Sick children and their carers are not expected to wait around for a more general transport service provision. An additional benefit of the service provided by the charity is its willingness to take extended family members when requested and appropriate. The flexibility of the service means that it can **address the broader social demands** which other general transport services are not able to do.

The charity's commitment to working with volunteers is a vital part of the work. The charity provides a **supporting structure to recruit local people as volunteer** drivers. Many of the charity's volunteers are retired, being involved with the charity keeps older local community members active and engaged. The service provides an excellent opportunity for different community members to come together in a supportive environment; **volunteers act as influential community role models**.

Working with volunteers who freely give their time and vehicles provides the NHS with excellent value for money service this is an important aspect of the work.

Safeguarding

Safeguarding is vitally important to the charity. All volunteers and staff are checked through the Disclosure and Barring Service prior to commencing their duties and training and guidance is given regularly during their time with the charity.



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Customers (Referrals)

The charity works closely with local care organisations within local neighbourhoods and with community nursing teams based in hospitals, clinics, social service departments, schools and nurseries. In 2016-17 TfSC surveyed 345 health professionals who had used the charity's service in the preceding twelve months. Undertaking the survey enabled TfSC to understand local need and the overall impact of the service on the health of disadvantaged children. Working closely with social care and community nursing teams ensures that the TfSC's service is targeted at those most in need.

Often **children have multiple health and social problems**, and many are required to undertake complicated **journeys over long distances to receive regular treatment** at distant specialist locations.

Infant mortality is dropping and more babies are surviving infancy; however, some of these children will require long-term treatment that can only be provided at distant specialist clinics. TfSC is increasingly receiving trip requests for these babies and children to attend hospitals such as Alder Hey, Leeds and Bradford. Some of these children will have life-long requirements to access health care.

Most children attend the Royal Manchester Children's Hospital and clinics around Greater Manchester. Others are referred to Alder Hey Children's Hospital in Liverpool or distant centres in Halifax, Leeds and Birmingham.

Such journeys would prove impossible for these families without the support of the charity. It is vital that a service, such as ours, can support the most vulnerable members of our communities and provide them with safe access opportunities equal to more affluent car-owning families.

Families are increasingly contacting the charity looking for information on managing these complicated journeys.

Donors

A range of funders support the charity including local companies and organisations, religious and social groups and private donors. The charity intends to **build on these relationships** and create new ones within communities. For example, Trolex Ltd, a Stockport based engineering company, became involved with the charity initially by raising funds but has now become actively involved in volunteering work. Trolex provides their company vehicle and a pool of drivers to support the charity's work.

Early funds to support the charity came through the Greater Manchester transport authority, GMPTE. These funds continue to provide the base for the charity's reserves. Regular funding to support ongoing office costs and a contribution to fuel reimbursement comes through the Greater Manchester Clinical Commissioning Groups (GM CCG).



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

NHS policy guidance recommends CCG's to work with charities. This is part of the NHS commitment to supporting communities to be actively involved in delivering local health improvements. Social care policies also require the involvement of local community representatives, people who understand local problems and who are able to **bring wider social and health knowledge and experience** to support improved overall community health outcomes.

Our supporters recognise that there is no practical alternative to the bespoke and child-friendly service TfSC provides and continue to support the work we do.

Research and Evidence

TfSC conducts regular health referrer surveys to ensure that the charity continues to provide a relevant and satisfactory service that reaches those most in need. Regular communications with referrers and families allow for ongoing opportunities to understand and evaluate the positive impact TfSC has on the health of the child, and wider social benefit for families and the communities supported.

A full report is available at www.transportforsickchildren/survey.

The use of socio-economic data demonstrates that the charity's work is in areas of greatest need. Analysis of the data enables an understanding of the social environment in which the children live, often characterised by low-incomes, low car ownership, limited public transport availability and high incidence of poor health.

Research and regular reports from professional referrers, have shown that the provision of the service enables children to attend medical appointments that they would otherwise be unable to attend. This produces a substantial financial saving to the NHS in terms of the 'Did Not Attend' figures.

The charity has regular representation at relevant local community network meetings across all Greater Manchester districts. This representation aims to promote the service to potential referrers and funders and to ensure that the charity's service remains specific to local need. The networks also provide an opportunity for the charity to add its voice and experience to support the emerging structures from the devolution of the Greater Manchester healthcare budget.

In addition to attending local network events, TfSC is active in building relationships with the health sector and voluntary groups in the northwest and nationally. As an active part of these networks, the charity can recognise emerging issues; such as those around the impact of changing health delivery or using social auditing tools to understand the value of the service to GM communities. Active membership of the National Council for Voluntary Organisations (NCVO) ensures that the charity can play a full role in its duties as a trusted service provider, volunteer coordinator and employer.

The Institute for Public Policy Research (IPPR) published a third sector briefing 'The Value of Volunteering in the North' (October 2018). The briefing states that an estimated 930,000 people



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

volunteer in the north of England, freely donating 67 million hours, which is worth an estimated £480-810 million; these people form the foundation of our civil society.

The charity has the ability to draw on people's energy which they wish to use to support their communities by volunteering their time and expertise freely; this makes a relationship which is distinct from private sector delivery: it captures a moral dimension within which our volunteers are willing to go the 'extra mile' - quite literally. **TfSC provides a vital structure within which volunteers can effectively donate that energy.**

The flexibility of the charity gives it **scope to seek new opportunities**. The 'Time Well Spent' report, a national survey on the volunteering experience (NCVO January 2019) identified the lack of employer opportunities to be involved in community volunteering; TfSC is excited to be working with Stockport based company Trolex who are supporting their employees to be able to volunteer and contribute to the charity's work.

Communications

The charity maintains constant communication with all the charity's stakeholders.

The transport organisers are in daily discussion with families, referrers and drivers. Regular dialogue ensures that the service is run efficiently - within what is the continually changing environment of sick children, cancelled or rearranged appointments, traffic problems and an extensive network of volunteers. The charity has built up **considerable experience of managing in this complex environment.**

Most of the volunteer drivers are retired. Daily conversations with staff and families not only contribute to the effective running of the service but, vitally, provide social links for many volunteers who may otherwise find themselves isolated.

Many of the volunteers are members of local social groups such as golf clubs, Rotary clubs and Women's Institute groups and often raise the charity's profile through fund-raising.

TfSC is keen to embrace social media to support its work. There is an active Facebook page and Twitter account in addition to a regular volunteer's newsletter.

Regular media campaigns are used to recruit volunteer drivers; posters and leaflets are distributed in public locations and distributed through volunteering networks.

There are regular activity and budget reports submitted to GM CCG and the charity's Board of Trustees.

The published annual report contains all account details and activity figures. The charity reports annually to the Charity Commission and Companies House.



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Market Analysis

Engagement with local and national networks allows the charity to understand the political, economic and social environment within which it operates. Being involved in district networks allows TfSC to understand changes and to adapt approach and delivery accordingly. Previous reconfigured children's services, such as 'Making It Better', have benefited the majority of children in Greater Manchester; however it has had an adverse impact on a small number of children and families who do not have access to adequate transport. The specialist nature of TfSC has enabled the charity to support such families.

For example, the charity now works more regularly with children who need to attend ongoing appointments at distant locations; appointments can be for therapy treatment or ongoing post-hospital treatment. Continued attendance for treatment is vital in ensuring that these children can actively participate in life and have a future which allows full participation in their communities. **Generational poor health is a significant contributor to ongoing poverty**; having the support of the charity helps families to break this cycle.

The charity is embracing new technologies to support service delivery, there is a new CRM database and almost all referrals are now by secure e-mails.

The Patient Transport Service is not able to address a family's specific social circumstances. It cannot take extra siblings or family, nor can it provide timings designed to accommodate families. However, TfSC can and does identify volunteers who are prepared to provide a service which is bespoke to a family's needs when appropriate.

Public transport is not designed to transport sick children to hospital appointments; appointments are often early morning or late afternoon, which is the busiest time for professional commuters. A child with a carer can find it impossible to attend early or late appointments using public transport, and with NHS policy for the development of 'centres of excellence' families of children with complex ongoing treatment needs are having to travel further for treatment.

The 'Do Nothing' approach is not an option. The health professional referrer's surveys demonstrate that without TfSC families will not be able to get to appointments; this has both an immediate and a long-term cost implication and an adverse social impact.

The charity is keen to play to its strengths and focus on its ability to be flexible in approach to service delivery, policies and funding opportunities.

Community Asset Based Service

There is an increasing requirement for local care organisations to work with providers of community-based services. TfSC has a 40+ year history of successfully delivering a transport service where transport access gaps exist, and where there is no market opportunity for providing commercial transport services.



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

The charity is keen to support environmental concerns and believes that it can provide a structure within which current **car owners can share their car** for vital community journeys.

Greater Manchester aims to be an '**Age Friendly**' city. TfSC can support this ambition by providing a managed infrastructure for volunteering for older people, allowing them to be active and engaged, and to act as community role models across social and cultural barriers.

The charity has the ambition to work closely with local business through Social Corporate Responsibilities (**CRS**) programmes. The current work with Trolex should provide a repeatable working model to promote to other Greater Manchester companies.

Engagement with local networks will continue to provide an opportunity to influence community policies.

Operations

TfSC's Board of Trustees and Directors of the limited company is currently made up of five volunteers, who have backgrounds in; transport planning, community health and nursing, the public sector and the finance and banking industry.

Four part-time Transport Organisers undertake the day-to-day transport operations, administration is provided by a part-time office manager, and one part-time manager conducts the funding bids and overall charity communications.

Overall staffing is the equivalent of 2.5 full-time posts.

TfSC has an average of 30 volunteer drivers across Greater Manchester.

The founder's family continues to support the charity through her daughter providing voluntary website and communications support.

Volunteers kindly provide office cleaning and web-development support.

All staff and volunteers are DBS checked, and those in contact with children receive recognised Child Safeguarding training. Office based staff are encouraged to undertake relevant development training opportunities.

The charity is based in the Stockport Innovation Centre, Reddish. The Centre provides a competitively priced rent for charities, social enterprises and small start-up companies. Local organisations, including the Chamber of Commerce and a centre-based HR organisation, provide significant support to small organisations located within the Centre.

Community Accountancy Services Limited provides accountancy support.



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Going Forward

The charity intends to continue its excellent work with Greater Manchester Local Care Organisations to **address health inequalities** in Greater Manchester. To help achieve this TfSC has developed an action plan to provide a structure for going forward.

Action Plan

1. Maintain and use current district grants
2. Investigate grant opportunities specific to districts
3. Identify other sources of income
4. Increase on-line presence and donations
5. Develop the corporate volunteering model recently designed with Trolex to encourage other local businesses and community groups involvement and to increase funds
6. Increase the number of volunteers
7. Maintain strong local community network links
8. Promote service to health and social care authorities
9. Investigate the most appropriate route within new structures for referrals
10. Monitor impact on families and TfSC from the health service's ambition for 24/7 service
11. Signpost families to travel and access opportunities
12. Investigate and promote Travel Training for families with special needs and sick children
13. Identify and support the development of replica service for other areas
14. Act as advocates on behalf of sick children from low-income families
15. Ensure that the operating team and volunteer drivers are fully informed of developments affecting the charity's strategy
16. Support staff and volunteer development relevant to the charity's needs

Conclusions

Providing a **safe service** and **excellent value** for the NHS is paramount to the charity. Safeguarding provides the bedrock of the charity's service and all legal requirements are fully met. Value for money for the NHS is achieved by local community members voluntarily taking approximately 1,000 local children per year on over 6,000 trips to received vital health care. Using a flexible local volunteering service gives a unique opportunity to **address the complexity of social inequalities** arising through both health and social needs; no other transport provider has a bespoke low-cost service specific to the access needs of children and their carers.

Research and data collection will continue to inform service delivery; this will be supported by **engagement with community networks** allowing for the sharing of the volunteer experience in helping patients. It also presents an opportunity to **identify emerging local issues**, such as public health targets for the reduction of local air pollutants - providing a community car share scheme improves access without increasing the number of locally owned private vehicles. The charity can



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

also **add data and experience** to support and influence local policymaking affecting the health of disadvantaged families: a high priority in Greater Manchester.

The charity provides an **economical infrastructure** through which local volunteers are engaged. This infrastructure allows older **community members to remain active** within their communities, and who become significant role models; often across major social divides.

Addressing inequalities in health is a priority for both the NHS and TfSC. Working with health and social care and community nursing teams and schools ensures that the volunteers can help those children who are most in need, and who are **most vulnerable due to multiple health and social problems**.

Fewer locations now deliver specialist health services. This change has created even greater barriers for low-income families from deprived areas; it is the vital support from the volunteers that can help families' access distant hospitals. Volunteer flexibility can also help transport children who are being offered appointments early or late in the day and at weekends thereby supporting NHS ambitions for a 24/7 service.

The charity can build on the current funding support provided through the GM CCG's and bring in private donations and contributions. This will further the ability of the service to support increasing travel needs - such as accessing regular therapy appointments at distant clinics. The flexibility of the charity means that it can seek new opportunities that could be presented by partnering with private sector businesses through their CSR policies.

NHS policy guidance recommends health agencies work with local charities and third sector organisations to seek new opportunities and to provide value for money services.

This forward-looking business plan demonstrates that TfSC is both flexible enough, and committed enough, to enable it to support the newly emerging Local Care Organisation to achieve local and national objectives by working in close partnership with other health service providers.



Transport For Sick Children

Registered Charity No: 1110618

Registered Company in England & Wales Registration No: 5454582

Reference Documents:

The NHS Long Term Plan 2019

The Lord Darzie – Health & Social Care; Interim Report 2018

Making the Connections: Final Report on Transport and Social Exclusion 2003

Our People Our Place – The Greater Manchester Strategy 2018

The Greater Manchester Population Health Plan 2017-2021

The Greater Manchester Transport Strategy to 2040

Atmosphere – Towards A Proper Strategy for Tackling Greater Manchester Air Pollution Crisis 2018

Contact:

Funding and Communications Manager – Beverley Hoyle

Transport for Sick Children

Suite 338 SBIC

Broadstone Mill

Broadstone Road

Stockport

SK5 7DL

Tel No.: 0161 443 4122