

# IT'S BEEN A MAGNIFICENT YEAR!

The Broken Spoke Bike Co-op is a social enterprise that aims to address social inequality, create a healthier environment, and strengthen the culture of cycling in Oxfordshire by teaching people from all backgrounds to become self-sufficient and proficient in bicycle maintenance and riding.



"This is a win-win initiative. It's great that it is developing the skills of those taking part in its maintenance programme, including homeless people, as well as benefitting the environment by putting abandoned bikes to good use and promoting cycling."

- MP Andrew Smith,  
Oxford Mail  
8 March  
2014

## THE BASICS

Industrial and Provident Society registered in England no. 31918R

Registered Address:  
178 Campbell Road  
Oxford  
OX4 3NR

Public Address:  
The Gates  
42 Pembroke Street  
Oxford  
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broken  
spoke  
bike co-op  
www.bsbcoop.org

ANNUAL REPORT  
2013-14

## REVIEW: AIMS AND OBJECTIVES

- Teach bicycle maintenance classes that are fairly-priced, convenient, and accessible to everyone.
- Bring people together to ride and repair bicycles.
- Provide specific activities and training for vulnerable members of the community and those under-represented in cycling.
- Create training and volunteer opportunities for a new generation of bicycle mechanics.
- Support the growth of a "fix it, don't throw it away" mentality within the cycling community.
- Do business in a sustainable way that strengthens our community.

## VOLUNTEERS

We want to say a huge thanks to ALL our talented volunteers: Alex, Ben, Brad, Calista, Camen, Charlie, Clive, Elise, Gavin, Graham, Jamie C., Joe W., Kat, Kath, Lisa, Louise, Meike, Mike, Peter, Phill, Rebecca, Simon, Tim B., Tim H., Timothy, Tom, Tony, & Umair



Internal Mechanics course taught by Sam Chappell



MP Andrew Smith visits the workshop



Making wallets from inner tubes at Beryl's Night



Removing a bottom bracket, photo by Meike Clever



Putting the workshop to good use



Conversation and connections at the UK Bike Gathering

## STAFF

Sam Chappell  
Jamie Clarke  
Tim Hunt  
Kelly Murray  
Eleanor Smith  
Jamie Smith  
Cassiope Sydorik

Cycle Training Co-ordinator and Mechanic  
Cycle Trainer  
Mechanic  
Cycle Trainer  
Co-Founder and Operations Director  
Cycle Trainer and Mechanic  
Co-Founder and Executive Director

## 2013-14 STRATEGIC OBJECTIVES

Improve the workshop on Pembroke Street so that it becomes a dynamic and accessible teaching and educational space through diagrams, models, and other teaching aids.

By the end of March 2014, identify at least one potential new workshop space in Oxford, or find alternatives to the current business model.

Stock a fully transportable mobile tool kit (via trailer) and develop an off-site repair and/or educational service for 6 organisations and/or groups.

Create a process for accepting, processing, and storing secondhand or donated parts and bikes.

Form a relationship with three organisations to supply a stream of quality secondhand bikes that can be refurbished throughout the year, particularly during the return of students in autumn.

Offer one Bike Maintenance 101 course per month with an average of 4 students.

Teach one intermediate or specialised course per month that is booked to capacity.

By the end of the fiscal year, create a curriculum for advanced cycle mechanics that is based on engineering principles rather than product-based systems.

Build relationships with 2 new organisations that work with vulnerable adults, and submit a funding application in conjunction with one of these organisations to deliver training.

Engage with students during the new school year by refurbishing and selling secondhand bikes, thereby encouraging them to cycle and return throughout the year.

Host a public social event approximately every two months, including film nights, talks, or celebrations.

Recruit two specific volunteer roles: an admin volunteer, and a volunteer to manage the supporter programme.

Support volunteers by hosting a volunteer meeting or social every six months, allowing for feedback, socialisation, and recognition.

Create a media and communications strategy and recruit some social media volunteers.

Pay two staff a living wage for 20 hours per week, and pay contract staff a living wage for tutoring and open workshops.

Pay a lead mechanic to deliver open workshop sessions.

Create an exit strategy for core staff.

The workshop is becoming more welcoming than ever, and we have designed more teaching aids to facilitate learning. We also secured an account with Madison for new quality parts.

Several months of construction and limited access proved challenging, but we are optimistic this will drive customers to the workshop. We visited a handful of properties, but none fit our requirements exactly (too expensive or too far). This objective is ongoing in the current year.

Our mobile kit is fully stocked, and we have worked with Oxford Brookes, Warneford Hospital, and Unipart, as well as the Headington Farmer's Market.

Every bike gets tagged with a repairs sheet in order of difficulty so that volunteers with less experience can help fix bikes. Storage continues to be an issue that will be addressed in 2014-15.

We formed relationships with the Oxford City Council and Oxford Railway Station, and continue to get a steady stream of donated bikes from the general public.

This objective was met every month, and student numbers often exceeded 4 students per class.

We successfully hit this target, although the Internal Mechanics Intensive is difficult to book to capacity.

This objective has been delayed, but progress is due to restart in autumn 2014.

Following our work with Crisis Skylight, we were visited by MP Andrew Smith who reported positively on our work. Thanks to Twitter, Oxfordshire Mind contacted us and we are working with them to develop a programme with adults that addresses mental wellbeing in 2014-15.

Secondhand bikes have become a positive part of our income stream, and students rushed to buy them in September and October. Since then, we have been selling 1-2 per week, and volunteers have been integral in completing repairs.

In November we hosted the 2013 UK Bike Gathering, a conference where a number of directors of similar bike shops came to Oxford to discuss issues in our sector. We also hosted a talk by Roger Geffen and promoted other local cycling events.

A new administrative volunteer has been revamping our volunteer and supporter systems. She is also managing our general inquiries email inbox.

Our holiday party proved popular, and we recognised two star volunteers. We also created a volunteer handbook and new sign-in process, and have begun tracking hours more closely.

We have created a design guidelines document for future promotions, but have not yet recruited any social media volunteers.

We started paying our 2 founding directors a living wage for 25 hours per week, and we are paying a cycle training co-ordinator for his admin time. All other tutors are paid a living wage for teaching hours, and a variable rate for cycle training.

All mechanics are paid a living wage, and we have a rotation of 4 mechanics who are on duty when the shop is open.

One co-founder will be leaving in September 2014, so we have developed improved job descriptions in order to ease the transition to new leadership in 2014-15.

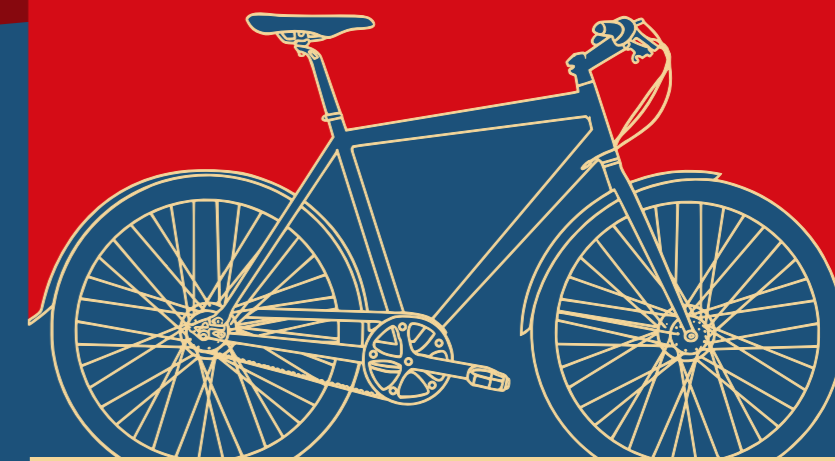
## FINANCIAL OVERVIEW 1 APRIL 2013 - 31 MARCH 2014

### BALANCE SHEET

<b>Fixed Assets</b>		
At Cost	1,339	
Accumulated Depreciation	384	
<b>Net Book Value of Assets</b>	<b>955</b>	
<b>Current Assets</b>		
Bank	13,760	
Petty Cash	461	
Paypal	300	
Debtors	0	
Work in Progress	2,680	
<b>Total Current Assets</b>	<b>17,200</b>	
<b>Current Liabilities</b>		
Loans (short term)	0	
Creditors	0	
HMRC (CT, PAYE, Tax)	242	
<b>Total Current Liabilities</b>	<b>242</b>	
<b>Net Current Assets</b>	<b>17,913</b>	
<b>Long Term Liabilities (&gt;12 months)</b>	<b>0</b>	
<b>Net Worth</b>	<b>17,913</b>	
<b>Financed By</b>		
Shares	10,003	
Profit from previous year	3,226	
Profit/Loss in current year	4,685	
<b>Total</b>	<b>17,913</b>	

### PROFIT & LOSS

<b>Income</b>	
Sales	
Open Workshop Fees	4,849
Public Courses	9,001
Bespoke Courses	9,667
Repairs	75
NEW Parts/Products	14,670
USED Parts/Products	6,165
Supporter Dues	1,083
Donations	599
Grants	15,358
<b>Total Income</b>	<b>61,466</b>
<b>Cost of Sales</b>	
Staff (40%)	4,185
Contract Staff	6,220
Rent/Hall Hire (40%)	3,200
Parts/Products	11,780
Equipment	11,911
Sundries	848
Travel	191
<b>Total Cost of Sales</b>	<b>38,335</b>
<b>Gross Profit</b>	<b>23,131</b>
<b>Overheads</b>	
Staff (60%)	6,277
Training	2,934
Rent/Hall Hire (60%)	4,801
Phone/Utilities	172
Stationery, Postage, Printing	254
Volunteers	140
Professional Fees	1,048
Insurance	820
Marketing	1,002
Loan Interest	0
Tax	725
Depreciation (5 year)	303
<b>Total Overheads</b>	<b>18,475</b>
<b>Total Expenses</b>	<b>56,810</b>
<b>Net Profit</b>	<b>4,654</b>
<b>Bank Credit Interest</b>	<b>29</b>
<b>Net Profit on Ordinary Activities</b>	<b>4,685</b>



The Broken Spoke is facing its most thrilling period yet. After a year operating in a central Oxford location, we are looking ahead to new opportunities and business partnerships. In the coming year, we hope to identify at least two new pilot programmes with vulnerable adults, continue expanding and improving our cycle training offerings, and begin to pay two staff for all the hours they work. Unfortunately, this year also sees the departure of Cassiope, one of our co-founders, and she will be greatly missed. It is not an overstatement to say the Broken Spoke would not exist without Cassiope's creative, passionate, and strategic thinking.

However, we are poised to tackle forthcoming challenges with gusto, and plans are in place to bring Sam on as a Director and fully paid staff member. Other aspects of Cassiope's job will be completed by volunteers, and we will need all hands on deck during this transition period. Our strength as an organisation will be tested, but with luck and tenacity we will emerge into a new phase of growth, development, and sustainability.

Many thanks to our staff, Board, volunteers, customers, and the City of Oxford for making this a great place to ride a bike!

## LOOKING AHEAD