



annual report
2014 - 2015

broken
spoke
bike co-op
www.bsbc coop.org





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mission 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.

introduction It's been a year of change. After a strong & exciting 2nd year (2013-14), Broken Spoke's versatility was put to the test by the departure of Cassiope, a founding Co-op member and woman of many talents. As part of this transition, the Co-op was committed to employing its two remaining executive directors full-time. By the end of this year (2014-15), we were stable enough to grow the team further by employing two part-time support staff, in the roles of administrator and volunteer co-ordinator.

Meike Clever, our volunteer co-ordinator, has added even more people power to the Co-op by revamping our volunteer programme, allowing us to better harness the wonderful energy of our volunteers.

Broken Spoke's financial durability has remained strong (phew) due to the diversity of our cycle education programmes. We're proud to have been at the heart of Oxford's cycling scene for another year.

This year's annual report, compiled by the graphically-skilled Meike, will give you a refreshing view over what we've been through and maybe even throw out some clues on where we're headed next!



103
cycle training
students

strategic objectives 2014-15

Continue to grow the Cycle Training programme and become a Bikeability scheme.

311 hours of cycle training

We employed Sam full time as our Cycle Training Co-ordinator from July 2014 and recruited Johnny as admin support from January 2015. Two new instructors (Kiro and Clare) joined the cycle training delivery team.

We secured funding from the Peoples Budget which enabled us to deliver accessible reduced rate training to 18 participants.

With support from volunteers, most of the ground work for the Bikeability application has been completed and we anticipate submitting in summer 2015.

Successfully fundraise £6,000 from grants.

We achieved this objective with a £10,000 Build-It grant from Oxford Social Enterprise Partnership which will allow us to expand our workshop programmes. We were also successful in a few smaller funding bids:

- £500 prize from the Guardian "Live Better" community project competition
- £250 from European Week for Waste Reduction

We were unsuccessful in our bid to the City Council for funds to run an Earn-a-Bike programme with Asylum Welcome and in our application to Santander for a business development grant.

Have two staff paid a living wage for 32 hours per week starting in September 2014.

We have surpassed this goal: we now have 3 full time equivalent staff paid at living wage for 32hrs (2x full time, 2x part time). We developed a recruitment process to employ an administrator in January 2015.

Successfully incorporate a new director and revisit job descriptions for all staff.

Successfully achieved (and then some)! Sam joined the Co-op as Cycle Training Co-ordinator and Co-director in July 2014.

We wrote role descriptions for two new staff: a Volunteer Co-ordinator and an Administrator as well as for all volunteer roles and working groups.

“ I volunteer for Broken Spoke because I think it's important for people to learn about their bikes - not necessarily so they can DIY every repair, but so they can build up the knowledge and vocabulary to go into a bike shop and confidently explain what's going on with their bikes.

I especially like helping beginners learn the basics. Nothing beats the proud look on the face of someone who's just completed their first bike repair!

There is no metric on which Beryl's Night can't win out over regular open workshop sessions! Beryl's Night is packed at every session, all of the participants are SO keen to learn and so fun to talk to. We have a really great team of super committed volunteers, and we always have cake!

”

Calista (Team Beryl & workshop volunteer)



1726
volunteer hours
logged

Recruit volunteers to assist in the following roles:

- communications,
- finance,
- open workshop delivery,
- and overall strategy.

We have put significant resources into improving our volunteer systems this year, going above and beyond this objective:

Meike worked voluntarily as our Volunteer Co-ordinator from July 2014 and was employed as part-time in this role from December 2014.

We wrote and implemented a volunteer strategy which led to: a weekly skillshare programme to develop the mechanical skills of our volunteers, an improved application and induction process, regular volunteer email communications, improvements in tracking volunteer input and monitoring their skills development, more volunteer social events.

The outcome has been an increase in regularity and reliability of volunteer support in the open workshop and volunteers getting involved in other areas of our work.

We established a volunteer Communications Team with expertise in marketing. The team currently takes responsibility for writing the newsletter, blogging and marketing strategy.

In her second role as communications volunteer Meike manages the website and does our graphic design.

The Board has taken an active role in business strategy development, recruitment, grant writing and finance.

Complete and sign employment contracts for all salaried staff.

Successfully achieved for 2x part time and 2x full time staff. HR systems and policies have been improved in anticipation of crossing the 5 employee threshold.

Identify the most effective means of promotion for current services (i.e. DailyInfo, Oxford Mail, word-of-mouth) and capitalise on their existence.

This has been pushed forward to next year.



“ Having reached the ripe old age of 34 without ever successfully balancing on a bike, I thought I was a lost cause... but my training sessions with Sam and Kiro at Broken Spoke were a truly life-changing experience! They were extremely patient and kept encouraging me throughout the process, providing useful knowledge and tips that helped me build my confidence and develop good riding habits.

They also gave me advice on what type of bicycle I should consider buying for myself, and told me about the workshop, without ever being pushy about it! After contacting Johnny at the workshop, he found the perfect bike for me and got it fixed up. I bought it for a very good price and then also got a stem riser and a bell fitted at very low cost. I'm extremely grateful that Broken Spoke exists, because without it I would never have experienced the pure joy of riding a bike!

Constantinos (Cycle Trainee)

Deliver:

- One Bike Mechanics 101 course per month to 5 participants
- One intermediate/advanced course per month, booked to capacity
- One Build-a-Bike (BAB) course per month (lower priority)

All achieved except BAB objective due to lack of staff capacity and lack of promotion.

Courses continue to be popular and receive very positive feedback.

157 bike mechanics course students

Deliver on average 20 cycle training sessions per month.

Successfully achieved, average of 22 sessions per month.

Organise 2-3 social events per year that encourage and promote cycling.

Exceeded target! We organised:

- Anniversary party (Sept 2014)
- Broken Spoke volunteer appreciation party (Nov 2014)
- Team Beryl's 'Craft Night' (Dec 2014)
- Team Beryl's 'Women & Cycling' event (Mar 2015)

Whats more, we took part in loads of outreach events over the summer bringing DIY bike repair to the masses at events like Bike Week, Low Carbon Week and Tandem Festival.

Create a new "Team Beryl" to improve accessibility to the workshop for groups under-represented in cycling and mechanics.

Successfully achieved! Team Beryl is currently made of 6 members, meets monthly and is one of the most dynamic teams within the Co-op.

The Team planned and delivered outreach events including: Oxford Green Fair, Women & Cycling talk, Craft Night and mechanics training for a local Women's Addiction Support group.

Team Beryl initiated a collaborative process to develop a safer spaces policy for the Broken Spoke workshop.

Host 18 hours of open workshop per week.

Achieved except for 2 unplanned closures totalling 12hrs (you can't win 'em all).

“ I'm delighted to be a Supporter of the Broken Spoke. It's so much more than a workshop - it's a full-on community of personal growth.

Not only is the Co-op filled with some of the kindest and most talented people you could meet, it allows me to have fun, be creative, learn and share my knowledge with others. It's a joy to completely lose myself in what I am doing. I can feel valued, challenged, inspired, hypnotically involved (wheel truing), frustrated, and finally triumphant and proud. It's a spirits-raising environment of inclusion and ingenuity, where there is always something amazing happening. All this, and the delight of just getting your hands dirty.

I can't imagine how bad it would feel not to have the Co-op. Becoming a supporter made total economic sense for me, and since nothing else in my life could occupy the same shaped space, I want to make sure that it continues to be there for all of us.

Louise (Supporter)



Develop a relationship with at least one new organisation that works with vulnerable adults and deliver training.

We put in a joint funding bid to run an Earn-a-Bike project with Asylum Welcome which was unfortunately unsuccessful.

We delivered cycle training to senior citizens as part of Oxford Brookes' 'CycleBoom' research project.

We recruited a volunteer to help develop work with adults suffering from mental health difficulties. As a result we are building partnerships with Oxfordshire Mind and Restore which we expect to come to fruition next year.

Continue to deliver Earn-a-Bike course for Crisis Skylight members.

We delivered our usual 3x12 week courses for Crisis members over the academic year and are happy with attendance and outcomes.

Also, we worked with Crisis to improve our safeguarding knowledge and procedures.

Engage with students during the new school year by selling secondhand bikes and having a presence at Fresher's Fair.

Successfully achieved.

“ Just wanted to say a big thank you to all at Broken Spoke. Everyone was very friendly, knowledgeable and helpful. I came in with a broken left crank from a 1960's Raleigh, not expecting to find parts or even to get it fixed. 40 mins later and with a substantial amount of support, I had fixed it... BRILLIANT! What a great company! Would definitely recommend you and will no doubt be seeing you in the future. ”

Paul (Open workshop customer)

additional achievements

- We renovated our (tiny and very bike-filled) office to make space for two new staff.
- Our tenancy at the magical Story Museum is temporary, finding affordable workshop space in Oxford is a big challenge. In collaboration with several other local social enterprises we formed a new entity, MakeSpace CIC, to look to rent or purchase premises for co-location (because co-operation is the answer to most challenges, right?).
- Developed better systems for workshop stock tracking and bike recycling (thanks Johnny!).
- Built a bigger team of staff and volunteers regularly in the workshop/office creating a more dynamic and fun working environment.
- Carried out bespoke work for Pure Offices, Earth Trust, Rose Hill & Iffley Low Carbon, Balioll MCR and Oxford University Careers Service.
- Made directors roles more manageable by creating administrator role and giving greater responsibility to volunteers.



124
bikes refurbished
& sold or recycled

financial overview

1 april 2014 - 31 march 2015

BALANCE SHEET

	2012-13	2013-14	2014-15
FIXED ASSETS			
Tools and Equipment	406	1,339	2,890
Accumulated Depreciation	81	314	892
Total Fixed Assets	325	1,025	1,998
CURRENT ASSETS			
Cash at hand and in bank	14,820	14,520	18,779
Debtors	414	2,680	1,210
Total Current Assets	15,234	17,200	19,989
CURRENT LIABILITIES			
Loans (short term)	1,605	0	0
Creditors	0	0	1,522
HMRC (Corporation Tax, PAYE)	725	1,052	1,251
Total Current Liabilities	2,330	1,052	2,773
Fixed + Current Assets	13,229	17,172	19,214
less Current Liabilities			
FINANCED BY			
Shares	10,003	10,003	10,003
Profit from previous years		3,226	7,169
Profit/Loss in current year	3,226	3,943	2,042
Total	13,229	17,172	19,214

Copies of our full accounts are available on request

PROFIT & LOSS

	Actuals	Projection	Actuals / Projection
INCOME			
Sales			
Open Workshop Fees	7,257	5,679	128%
Public Courses	8,594	8,692	99%
Cycle Training	15,196	16,557	92%
Bespoke Courses	5,315	3,500	152%
Repairs	85	0	-
NEW Stock	24,061	10,152	237%
USED Stock	8,334	6,359	131%
Supporter Dues	1,381	720	192%
Donations	754	599	126%
Grants	775	5,850	13%
Total Income	71,752	58,108	124%
COST OF SALES			
Staff (50%)	14,851	11,444	130%
Casual Staff	7,154	8,080	86%
Rent, Hall Hire (40%)	3,456	3,456	100%
NEW Stock	15,632	10,850	144%
Equipment	3,003	1,711	176%
Sundries	1,421	578	246%
Travel	228	285	80%
Total Cost of Sales	45,745	36,404	126%
Gross Profit	26,007	21,704	120%
OVERHEADS			
Staff (50%)	14,851	11,444	130%
Training	469	199	235%
Rent, Hall Hire (60%)	5,184	5,184	100%
Phone, Utilities	358	772	46%
Stationery, Postage, Printing	150	300	50%
Volunteers	376	200	188%
Professional Fees	279	319	87%
Insurance	764	821	93%
Marketing	477	420	114%
Tax	510	937	-
Depreciation (5 year)	578	400	-
Total Overheads	23,996	20,996	114%
Total Expenses	69,741	57,400	122%
Net Profit	2,011	708	284%
Bank Credit Interest	31	29	109%
Net Profit on Ordinary Activities	2,042	737	277%

Broken Spoke has worked hard to develop a range of programmes in order to give us financial resilience. These programmes and their contribution to our financial position are listed under the INCOME heading in the Profit & Loss overview.

The **Open Workshop** performed well through both summer and winter, owing to its central location and increased public awareness. This allowed for sales of new stock to surpass our projections more than twice over. It also benefitted our sales of secondhand stock, which brought in more income than planned.

Our **Cycle Training** programme has now grown to provide a stable monthly income. We now provide regular subsidised training for members of the University of Oxford and participants in the cycleBOOM study, as well as for members of the public.

We provided more **bespoke** bike mechanics workshops for several organisations, outperforming our expectations in this area. Two well attended Earn-a-Bike classes with Crisis Skylight contributed to this. A modified **Supporter** programme with simpler administration resulted in a near-doubling of people signing up.

Our projected income from **Grants** fell short of the mark because the Build-It award which we successfully applied for this year did not hit our account within the financial year.

Expenditure to support these programmes followed a more predictable pattern. We had a higher expenditure than planned in the following areas:

Staff	we employed two additional staff (part-time) from December/January.
Casual staff	who enabled us deliver more bespoke work and open workshops.
NEW Stock	we sold more than planned so we bought more than planned.
Equipment	due to a higher surplus than expected at the year-end, we invested in more workshop equipment.
Sundries	what can we say, we drink a lot of tea.
Training	by taking on new staff members, first aid training for them caused an overspend on the budget.
Volunteers	our reorganised volunteer system required additional investment (mainly in new aprons).
Marketing	well, we gotta get the word out, don't we?

working groups Our Co-op is made up of teams involving both our staff and volunteers who plan and scheme about how bicycles (and the Broken Spoke) can take over the world. And they are:

Cycle Training team

Sam Chappell
Jamie Clarke
Clare Farley
Kiro Hadjiev
Kelly Murray
Jamie Smith

Mechanics

Sam Chappell
Tim Hunt
Tom Martin
Eleanor Smith
Jamie Smith

Team Beryl

Meike Clever
Claudia Comberti
Kat Gould
Camen Lei
Calista Meinert
Karen McCallum
Michelle O'Donohue
Eleanor Smith
Cassiope Sydoriak
Kat Young

Communications team

Jamie Blomfield
Sam Chappell
Meike Clever
Kate Evans
Charlie Game
Kiro Hadjiev
Eleanor Smith
Cassiope Sydoriak

STAFF team

Sam Chappell
Meike Clever
Johnny Fill
Eleanor Smith
Cassiope Sydoriak

Cycle Training Co-ordinator
Volunteer Co-ordinator
Administrator
Co-Founder & Workshop Co-ordinator
Co-Founder & Executive Director

Board of Directors

Staff members
Sam Chappell
Eleanor Smith
Cassiope Sydoriak

Volunteer members
Elise Benjamin
Brad Cohen
Jamie Clarke
Gavin Killip
Tony Perry
Simon Pratt
Kathryn Tulip

board of directors Broken Spoke's Board of Directors oversees our Co-op and makes sure we're pedalling in the right direction and not freewheeling towards rough ground. Since founder member Cassiope left in October 2014, the Board stepped up a gear in terms of involvement with Broken Spoke's operations helping the staff team to navigate new territory as we planned for crossing the VAT threshold, took on new staff and applied for funding. They also met 5 times in 2014-15 to talk business strategy, finance and generally keep an eye on the big picture.

The board is made of both employee and volunteer members, no more than 5 of each. Volunteer members are elected from the membership. Employee members are nominated by the staff team. One of the employee members, Cassiope, stepped down when she left these shores to go back home to the USA, where she has taken New York by storm. Both Sam and Elle are sticking around for the next year and they will be joined by a new staff member, Meike.

The Board has remained relatively unchanged since Broken Spoke was born in the summer of 2012. This year, we have welcomed our first volunteer members into the Co-op and now we are ready to take another big step in our evolution by holding our first open election for volunteer Board members. In recognition of this, all the volunteer members of the Board have decided to step down, making 5 places available. Elections will take place at our next AGM in September 2015. From here on out, 1/3 or 3 members of the Board will step down each year to make way for new people and new ideas.

We are excited to see which brave souls within our membership put themselves forward to take this role at the helm of the Co-op. What will the next incarnation of our Board look like?

To our volunteer members: we thank you from the bottom of our brackets for all the effort, energy, patience and joy you have poured into Broken Spoke over these past years. You have seen off many challenges and helped the staff to cope with the rough and tumble of running a social enterprise.



Looking ahead Just like when we ride our bikes, an occasional glance back over our shoulders is important, but the main thing is to keep focused on the road ahead. So as the Broken Spoke speeds forward into the year, here are some of the great things to keep an eye out for:

- **more workshop hours:** we'll be open on Thursdays & longer on the weekends!
- **more mechanics:** we're training four new superstar mechanics!
- **more classes:** classes will run on Wednesday nights as well as Thursdays!
- **free Beryl's Nights:** an evening of bike mechanics for women and trans folk every 1st Thursday of the month – and there's cake!

Our aim is to become a self-sustaining not-for-profit organisation. To do this we need to build reserves and flexibility to change the location of our workshop within the next year or two, depending on opportunities.



The expansion of our activities will see the Broken Spoke cross the VAT threshold at the beginning of 2015-16. Due to the nature of our business this will take a chunk out of our income. We also anticipate our workforce almost doubling within the next year as our new mechanics join the team and our support staff move from part-time to full-time.

These are the milestones of a growing organisation but they do present challenges to match an increased expenditure with an increased income.



call to action

Get involved! Broken Spoke needs your energy and skills to help with running our bike repair workshops, going out to community events, spreading the word about what we do, refurbishing lovely old bikes, and much more.

We're changing Oxford for the better: more people cycling means fewer cars on the road, which means the city is quieter, the roads are safer, the air is cleaner, and there are fewer traffic jams! And by enabling people to take control of their transport and learn how to maintain and repair their bikes, we help foster independence, creativity, practical work, a healthy lifestyle, and mutual support.

So what are you waiting for?

Become a **volunteer!**

Become a **supporter!**

Or simply come and fix your bike!

www.bsbcoop.org/get-involved/



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