

MEETING 03/10/13

Ref: 11702

**ASSESSMENT CATEGORY - Accessible London: Accessible
Transport**

Community Transport Brent

Adv: Tim Wilson

Amount requested: £81,500

Base: Brent

Benefit: Brent

Amount recommended: £81,500

Purpose of grant request: To fund a Business Development Manager in order to generate new business, improve BCT's long-term financial sustainability and to maximise partnership working opportunities.

Background

Brent Community Transport (BCT) was established in 1975 to deliver second hand furniture to those in need. The organisation started providing journeys to elderly and disabled people soon after, and has since grown to include a range of transport services including school bus runs, dial-a-ride, self-drive for clubs and churches, and a community car scheme for elderly and disabled people. BCT seeks to alleviate social exclusion through the provision of affordable and accessible transport.

Although Brent is well served by public transport from central London, it is not easy to travel within the borough, and connections between public transport sites are often poor. As a result, over 1,500 people use BCT's services each year, with the charity delivering nearly 10,000 trips for its clients.

Despite the range of services offered, and the high number of service users, BCT has, like many other community transport schemes across London, experienced a challenging operating environment in recent years. The charity incurred costs arising from the need to ensure its fleet's compliance with new emissions' targets, had to close a previously successful and income generating in-house vehicle repair service as external demand fell, and experienced reductions in its core funding from the local authority.

Funding History

You awarded BCT £45,000 in 2005 to purchase two fully accessible minibuses. A satisfactory monitoring report was received on this grant and it was made historical some time ago.

Current Application

BCT seeks your support to recruit a Business Development Manager who will provide the charity with the additional capacity to pursue new income

generating opportunities, in particular to build up the organisation's school run network. The charity also wishes to expand its self-drive services, but currently lacks the staff time to market this service.

The organisation had a Business Development Manager in post five years ago, but could not maintain the post after the restricted grant to cover the costs of this work ended. The charity now wishes to build a more sustainable business model by seeking new cash-generative work. BCT is looking to expand its current operations to reach over 2,000 beneficiaries, and is also in process of building a tri-borough partnership with Barnet and Harrow in order to increase its reach and make more efficient use of its vehicles.

BCT requests a tapering award on the basis that the Business Development Manager will generate sufficient new income that the charity will be able to cover the balance of funding from its own resources.

Financial Observations

Audited accounts for the year ended 31 March 2013 show a surplus of £21,352 (2% of turnover), entirely on unrestricted funds and due mainly to an increase in BCT's vehicle hire operations.

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to three months' worth of expenditure, which equates to £311,820 against the budget for 2013-14. At 31 March 2013 BCT held free unrestricted reserves of £57,312, equivalent to 17 days' worth of current year expenditure.

BCT's budget for 2013-14 shows a surplus of £78,882 (5.9% of turnover), comprising surpluses of £78,835 and £47 on unrestricted and restricted funds respectively. The majority of the charity's total forecast income of £1,326,162, as with previous years, depends on sales of services throughout the year and cannot therefore be confirmed far in advance. However, to date £240,162 (18.1% of total income) has been secured.

Officer's Appraisal

BCT is able to generate most of its own income through the sale of services, but it currently operates with insufficient staff capacity to expand its work. The charity scopes the need for extra services through regular community consultations and has evidence that there is potential to engage more groups with self-drive, school run, and car scheme provision.

Recommendation

£81,500 over three years (£38,000; £25,750; £17,750) towards the costs of a full-time Business Development Manager.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11702

Date Received:

18/03/13

Programme
Area:

1

1. About your organisation

Name of organisation applying for grant: Brent Community Transport	
If the organisation is part of a larger organisation, what is its name? N/A	
Address for correspondence Studio 41-42, Building 56 South Magnet Road, East Lane Business Park East Lane Wembley	
Postcode: HA9 7RG Is this your home address? No	
Contact person: Mr John Quinn	Position: Chief Executive Officer
Phone: 020 31147022	Fax: 020 3137 0751
E-mail: john@brentct.org.uk	
Website: www.brentct.org.uk	
Legal status of organisation: Registered Charity If registered, please give charity number: 280698 Year and month organisation established: August 1980	

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Accessible transport
Purpose for which funds are requested: (25 words maximum) To fund a Business Development Manager to generate new business and develop new income streams, to improve BCT's long-term financial sustainability and to maximise partnership working opportunities.
How much funding is requested? Year 1: £38,000 Year 2: £25,750 Year 3: £17,750 Total: £81,500

3. Aims of your organisation

The objects of Community Transport are to promote the education and relieve the need, hardship, distress, sickness and mental or physical handicap of persons resident or working in the London Borough of Brent and its surrounding districts, especially by:

- 3.1 providing transport for such persons or for the removal and storage of their goods and chattels;
- 3.2 providing transport for statutory authorities or voluntary organisations that are engaged in promoting such education and providing such relief; and
- 3.3 distributing to needy persons furniture which has been donated to Community Transport for that purpose.

4. Main activities of your organisation

Brent Community Transport (BCT) has been operating since 1975 and has successfully provided affordable, accessible and vital transport services to the communities it serves. The project work in partnership with the London Borough of Brent to provide door-to-door services through its' Community Car Scheme to some of the most socially excluded residents in some of the most deprived wards in London. The project also has a highly regarded Group Transport Scheme, which provides transport services and training to a diverse range of community groups in North West London. In addition to this, BCT has successfully worked with a number of contractors to provide home-to-school services, Dial-a-Ride provision and other contracts to enable sustainable development to take place.

The core aims of the project remain crucial in all we do. BCT is deeply embedded in its local community and this is what shapes it so powerfully. The project is well positioned to provide the vital services that it does, and enables it to focus on the local, on one-to-one help, on being innovative and creating a community where everyone has personal choice, mobility and access to the services they require.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
9	27	8	3

6. How do you support your volunteers?

We provide training, supply uniforms and pay for the expenses incurred by the volunteer, for example meals or travel. We also conduct annual appraisals and supervisory meetings.

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Lease Rental	15 months

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: **March**

Year: **2013**

Income received from:	£
Voluntary income	1,818
Activities for generating funds	1,162,574
Investment income	23
Income from charitable activities	0
Other sources	0
Total Income	1,164,415

Expenditure:	£
Charitable activities	1,138,161
Governance costs	4,902
Cost of generating funds	0
Other	0
Total Expenditure	1,143,063
(Deficit)/surplus for the year:	21,352

Asset position at year end	£
Fixed assets	60,814
Investments	0
Net current assets	57,312
Long-term liabilities	0
*Total A	118,126

Reserves at year end	£
Endowment funds	0
Restricted funds	0
Unrestricted funds	118,126
*Total B	118,126

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?
30% (21% Dial a Ride, 9% service level agreement with London Borough of Brent)

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: -	/ 2003	Ref:	Grant received: £37,666	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ 2004	Ref:	Grant received: £15,486	OR application rejected	<input type="checkbox"/>
Month/Year: -	/ 2006	Ref:	Grant received: £45,000	OR application rejected	<input type="checkbox"/>

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2009	Year: 2010	Year: 2011
(i) N/A	0.00	0.00	0.00
(ii) London Borough of Brent- SLA	£171,271.00	£152,241.00	£156,539.00
(iii) N/A	0.00	0.00	0.00
(iv) N/A	0.00	0.00	0.00
(v) N/A	0.00	0.00	0.00
(vi) N/A	0.00	0.00	0.00

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2010	Year: 2011
Anonymous Donation/Bequest	£1,500.00	£1,100.00

14. What steps is your organisation taking to reduce its carbon footprint?

Use of 2 PC monitors to minimize printing hard copies.
 Electronic filing by scanning documents.
 Sending invoices and all other correspondences by email rather than hard copy by post.
 Providing training for drivers for fuel efficiency driving and vehicle sympathy.
 Regular safety check and maintenance of vehicles.
 payment to most of suppliers by BACS rather than cheque
 Utilization of systems and software to ensure economic and efficient use of vehicles and resources to reduce carbon footprint of vehicles.
 Using manufacturer's parts and high quality tyres thereby maximizing lifecycle rather than pattern parts and budget tyres, which have to be replaced more often.
 Purchasing automatic vehicles to reduce driver influence maximizing fuel efficiencies and replacement parts such as clutches.
 Planing to provid most drivers with iPads/androids instead of printed worksheets.
 Route planning of journeys to reduce wasted/light mileage.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

In order to provide the right information, please refer to guidance note 15 before completing this section.

Working from the enclosed interim business plan, we are looking at funding that will ensure sustainable growth and development for Brent Community Transport (BCT). To this end, we are looking to appoint a Business Development Manager to explore and challenge the traditional community transport model and to develop a model of sustainability that meets the needs of voluntary and community groups in LB Brent and its surrounding areas on a long term basis whilst retaining the integrity of community transport services in the local community. Additionally, this post will provide strategic business support to the Chief Executive and Board of Trustees. This post will focus on four key outputs:

- 1) Develop a sound base from which BCT can deliver sustainable services within Brent;
- 2) Further develop partnerships with key stakeholders to ensure a consistent level of provision in North West London;
- 3) Promote BCT as a vital part of the transport infrastructure within Brent;
- 4) Increase income generation through contracting.

In the short term (years 1-2) the appointment of a Business Development Manager will provide a robust and supportive framework of expertise, business planning and mutual support to reassure the Chief Executive and trustees in their social enterprise approach. This confidence will enable bids for contract opportunities and development of the project at a local level that are currently difficult to achieve. Working capital and any early income will finance not only the post but also allow for marketing development including market research and service promotion that will allow further opportunities and ensure operational viability in LB Brent and further afield.

Years 2-3 will allow for any additional personnel to be brought aboard to ensure consolidation of processes to successfully support tendering and collection of data for costings and evidence of track record and to implement and run new contracts. Reflection on early experience, backed by further market research, should give clarity and assurance on future activities including possible diversification and/or tactical or strategic partnership development and the options for future growth.

The long term goal of this project will enable BCT to:

- 1) increase commercial performance by growing turnover;
- 2) cover likely shortfalls from reductions in grant funding;
- 3) embed a culture of social enterprise throughout the organisation;
- 4) identify and achieve critical mass for further development;
- 5) establish credibility in the market as "the supplier of choice."

Our strategic aim is to consolidate the business by expansion both in size and into areas that we do not currently operate. As opportunities arise we want to be in a position to secure and deliver them in a professional, timely manner.

In three to five years time the aim is to have varied sources of income so that should one source be less forthcoming we are in a position to look at other ways of achieving the goal of continuing to provide a first class transport service for the benefit of the community we serve.

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

To monitor and evaluate this work, the postholder will report to the Chief Executive and will work against agreed outcomes and outputs, to achieve the goals laid out in the interim business plan. In addition to this, regular reports on progress will be made to the Trustees.

BCT also is currently undergoing its ISO 9001 certification and carries out regular internal audits and customer service surveys to ensure that BCT is providing services at the highest level. BCT carries out complete appraisals and supervisory meetings of all staff employed and volunteers.

17. Beneficiaries

How many people will benefit from the grant per year? **1500+**

In which local authority is your organisation based?

Brent

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

Brent 70%, Barnet 20%, Harrow 10%

At what address will the activity be located? **The activity will be located from the registered office of the Charity**

What age group will benefit? **All ages.**

What will the ethnic grouping(s) of the beneficiaries be?

	%		%
White - British	30	Black - Caribbean	9
White - Irish	15	Black - African	8
White - Other (please describe)	8	Black - Other (please describe)	1
Asian - Indian	18	Black - British	0
Asian - Pakistani	4	Chinese	1
Asian - Bangladeshi	1		
Asian - Other (please describe)	5	Other (please describe)	0

Open to everyone

What proportion of the beneficiaries will be disabled people?

41.5%

18. Funding required for the project

What is the total cost of the proposed activity/project?

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Recruitment Costs	1500	0	0	1500
IT Capital	2000	0	0	2000
Salary	32500	32500	32500	97500
Training	1000	1000	1000	3000
Research for tri-Borough working	1000	500	500	2000
TOTAL	38000	34000	34000	106000

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
TOTAL				

What other funders are currently considering the proposal?

None

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Recruitment costs	1500	0	0	1500
IT Capital	2000	0	0	2000
Salary	32500	24250	16250	73000
Training	1000	1000	1000	3000
Research for tri-Borough working	1000	500	500	2000
TOTAL	38000	25750	17750	81500

20. Funding requested from the Trust (continued)

When will the funding be required? **May 2013**

Is the activity to continue beyond the period for which funding is requested?
If so, how will it be resourced? **It is expected that, following this funding, the project will be able to fund this post through increased income generation.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **None**

Declaration on behalf of applicant organisation

I, **Moses** (your name)

am an authorised representative of

Brent Community Transport (your organisation)

within which I am **Chair** (your position)

To the best of my knowledge, all the information that I have provided in this application form is correct

Signature

Moses

Date **13th March 2013**

Return the completed form to: The City Bridge Trust

City of London
PO Box 270
Guildhall
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight