

Managing Director of Bristol Community Transport

Bristol Community Transport is a social enterprise providing efficient, accessible and cost-effective transport and associated services with minimum fuss and expense throughout communities in the Bristol area. It is part of the UK-wide social enterprise HCT Group which also provides commercial services in Bristol and nationally.

BCT provides both group and personal community transport services in the Bristol area and has the potential to develop a wider range of provision in a rapidly changing local and regional scene.

It is the role of the Managing Director of BCT to lead the enterprise in ensuring the quality of service and provision, developing the company's reach and impact and securing its sustainable future as an enterprise.

For more than 30 years BCT has been an integral part of the local scene, servicing many thousands of individuals and hundreds of community groups, and has been a leading local social enterprise – focussing on impact and quality but operating in a business-like manner.

For the past decade it has operated as an integral part of the HCT Group befitting from the technical capacity and resources of the world's leading transport social enterprise. The present Board of BCT (which includes business, transport, community and environmental expertise) was appointed by HCT two years ago and more appointments are expected.

HCT Group

HCT Group is a social enterprise, creating value and supporting social justice in the communities we serve. We are committed to ensuring the mobility of the most vulnerable and marginalised in our society so that they can access jobs, education and services. Our mission is to enhance people's lives, provide opportunities and bring people together through transport and training.

HCT Group delivers a wide range of transport services including London red buses, special educational needs, social care transport and community transport. We currently have a number of depots spread across London, Yorkshire, Bristol, Manchester, Derbyshire and the Channel Islands.

We started to compete in the marketplace for transport contracts in 1993, aiming to reinvest 30% of our profits into our community services, with the remainder used to support the growth of our enterprise. This marked the start of a social enterprise success story that would see us grow from a turnover of £202k in 1993 to a projected group turnover of over £86m in 2019/20.

We operate in an industry that rewards scale, but in addition the better we do, the more profit is available to be reinvested back into our mission and the more we can do for the communities we serve.

Bristol Community Transport & HCT Group

Bristol Community Transport operates in accordance with HCT Group policies and procedures, and has a local board established to monitor and lead the development of community transport services in Bristol and the surrounding area. Most significantly BCT is funded by the West of England Combined Authority (and previously Bristol City Council) to deliver an agreed programme of outcomes through its grant programme, the Bristol Impact Fund. However a significant proportion of its income is earned through service provision to groups in the community and individual customers.

To ensure that the BCT board can effectively discharge these responsibilities a Managing Director of Community Transport (Bristol), (the Managing Director) will be appointed to lead the BCT staff team, develop local community transport services, seek additional sources of funding and specifically support the board.

The Managing Director will be accountable to the BCT board, and also to the HCT Group Executive team. Effectively managing these relationships is a key part of the role. In Bristol the HCT model of commercial services supporting community transport is replicated, with both services operating under the Bristol Community Transport brand (including the m1 Metrobus route) and from the same premises in South Bristol. However the BCT board and therefore this Managing Director role only has responsibility for our community transport services.

In 2017/18 BCT provided 59,204 passenger trips to community group members; 31,463 Dial-a-Ride trips for older and disabled people; and 30,334 passenger trips for disadvantaged individuals on our community buses.

Technical and logistical support, including professional transport management, is provided by HCT Group's principle commercial operating subsidiary, CT Plus CIC and this is governed by a service level agreement (SLA) and many of the responsibilities of the Managing Director will be discharged through the management of this agreement. Another SLA governs the scope and extent of corporate support services available to the BCT board and the Managing Director.

Purpose of role

The Managing Director will be responsible for the management and development of local community transport services and, with the support of the HCT Group Finance Business Partner, hold responsibility for the community transport budgets and financial performance. New services will be developed through a process of co-design with passengers and local organisations. The Managing Director will work closely with colleagues across HCT Group to build a network of community transport services that will provide Bristol's most vulnerable communities with access to the services and opportunities they need. This will greatly increase both the scale and the social impact of our transport services in Bristol, changing vulnerable people's lives for the better in measurable ways.

The priorities of this role are therefore to develop new services and the market for them, to generate additional revenues alongside managing costs, and most importantly achieve the maximum social impact with resources available. The agreed grant outcomes will form the basis for some of the new services, but there is significant opportunity to develop new initiatives, increased positive social impact and improve the long-term financial sustainability of the organisation.

Responsibilities

The Managing Director will be responsible for:

- i. Actively promoting HCT Group's policies and procedures relating to health, safety & welfare, environmental management, quality assurance, safeguarding and equality & diversity and ensuring at all times that the organisation operates in accordance with them.
- ii. Developing the scale, range and diversity of community transport services to meet needs of local individuals and communities (including communities of need) where possible by engaging with passengers and potential passengers in a process of co-design of services to ensure that the pattern of provision best meets their needs and to ensure continued engagement with passengers and representative organisations.
- iii. Leading and managing the BCT staff team, building a positive workplace culture and maintaining staff morale and support for the organisation's purpose and values.
- iv. Managing the relationship with WECA, the Bristol Impact Fund and other local authority departments.
- v. Managing and monitoring internal SLA's
- vi. Building the brand and reputation of Bristol Community Transport in the city and the surrounding area.
- vii. With the support of the HCT Group Finance Business Partner, managing BCT's budget and financial performance.
- viii. Overseeing the recruitment, induction and training of staff.
- ix. Making provision for supervising and appraising the work of staff in accordance with current employment law and the principles of equality of opportunity and arranging for appropriate staff training and development.
- x. Overseeing the recruitment, training and the appropriate deployment of volunteer drivers, passenger assistants and work placements.
- xi. Preparing for and arranging for administrative support for the meetings of the BCT board.
- xii. Providing appropriate information and advice to the BCT Chair and Board and supporting them in formulating strategic plans and policies and monitoring and evaluating overall performance.
- xiii. Maintaining good relationships with national and local statutory and voluntary organisations and other community transport organisations.
- xiv. Engaging with voluntary and community organisations and other local stakeholders to ensure our services are developed to meet community needs and in particular to reach out to other community transport providers and third sector minibuss operators in Bristol and the surrounding area.
- xv. Making the best possible use of the organisation's fleet of vehicles within the current regulations and HCT Group policies and procedures.
- xvi. Ensuring that adequate arrangements are made for the proper maintenance and security of all company vehicles, equipment and the office premises through appropriate SLA's.

- xvii. Seeking external funding and development opportunities, monitoring and evaluating successful applications as required by funding bodies and overseeing the fund raising activities of the organisation.
- xviii. Managing and reviewing BCT's policies and procedures in conjunction with colleagues across the HCT Group.
- xix. Maintaining a good knowledge and awareness of current legislation, policies and issues related to Community Transport.

The above list is not an exhaustive list of duties and the Managing Director will be expected to perform different tasks as necessitated by the changing priorities and circumstances of the organisation and its overall objectives.

Experience, skills and personal characteristics

The successful candidate will have a proven track record of building community based services and working with operational teams to deliver quality services. Whatever their background they will be committed to achieving excellence in both service delivery and social impact.

They will:

- Be committed to maximising social impact and to the concept of social enterprise
- Have an entrepreneurial and commercial mind-set
- Proven ability to lead projects from inception to delivery
- Be an excellent communicator
- Be confident and articulate
- Have an interest in passenger transport, and how it could change for the better
- Be resilient and able to learn from failure
- Be outcomes focused

In addition they will have these skills:

- People management and organisation
- Ability to analyse management accounts and other data
- Stakeholder management
- Problem-solving
- Report writing and presenting to internal and external meetings
- Fluent written and spoken English
- IT literacy

We are looking for someone who can become effective and take responsibility very quickly, so in addition, the following would be highly advantageous:

- Experience or knowledge of the voluntary and community sector
- Experience or knowledge of social enterprise
- Project management experience
- Working with service users, particularly service co-design
- The ability to build good connections in and knowledge of Bristol