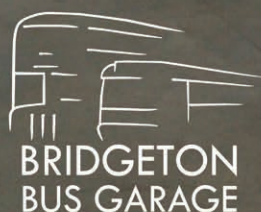


GLASGOW VINTAGE VEHICLE TRUST

2018-2023
BUSINESS PLAN



*TRANSPORT HISTORY
THROUGH MOTION*



CONTENTS

1 EXECUTIVE SUMMARY	PAGE 2
2 GLASGOW VINTAGE VEHICLE TRUST (GVVT)	PAGE 3
3 INTRODUCTION FROM THE CHAIRMAN	PAGE 4
4 VISION	PAGE 5
5 DELIVERY OF GVVT ACTIVITIES	PAGE 7
6 OFFERINGS, SERVICES, CAPABILITIES	PAGE 10
7 MARKET ANALYSIS	PAGE 16
8 PROGRESS AGAINST 2013-2018 OBJECTIVES	PAGE 19
9 CURRENT CONTECT AND OUTLOOK	PAGE 22
10 STRATEGY GOING FORWARD	PAGE 24
11 IMPLEMENTATION PLAN	PAGE 26
12 FINANCIAL PLAN	PAGE 27
13 SUMMARY	PAGE 29
14 APPENDICES	PAGE 30

The background image shows a large, high-ceilinged industrial building, likely a bus garage, with a series of red and cream-colored double-decker vintage buses parked in a row. In the foreground on the right, a close-up of a light blue vintage vehicle is visible, showing its headlight and the text "AV 48" in gold lettering.

The Glasgow Vintage Vehicle Trust is based at Bridgeton Bus Garage in the east end of the city. This document is the Business Plan for the Trust covering the period from 2018 to 2023. It contains details of its future plans of establishing a 'working museum' at Bridgeton Bus Garage and how it will seek to fulfil its aims and objectives.

Travel and activities associated with it are vital parts of our social heritage and life in Glasgow and Scotland in general. Many memories are evoked by vehicles in the collection at Bridgeton Bus Garage of bus trips in times past when going to school, work or visiting relatives. People remember the bus service they were on or the colours of the vehicles or other sights and sounds. The vehicles housed at Bridgeton Bus Garage (as well as the building itself) have the ability to bring the past back to life for the general public. By doing this, the Trust is making a significant contribution to preserving our heritage.

This Business Plan is about how the Glasgow Vintage Vehicle Trust can fulfil its potential and continue to contribute to society in a range of ways which can be entertaining, cultural, educational and of historic value.

The primary aims and objectives of the Glasgow Vintage Vehicle Trust (GVVT) are to:

- Promote the restoration, preservation and use of historic passenger carrying and commercial vehicles.
- Become a centre of excellence for vehicle restoration, showcasing the talent of its members and affiliates.
- Advance education for public benefit, providing a 'working museum' for the display of such vehicles, a first-class attraction, highly rated and valued by its visitors.
- Be active in the local community with its varied outreach activities.

GVVT is an unincorporated body set up to hold property used solely for charitable purposes in the pursuance of these aims and objectives. Its structures, functions and management arrangements are laid out in its Trust Deed. The Trust Deed is lodged with the Office of the Scottish Charities Regulator (OSCR), the governing body, in line with the Scottish Charities legislation.

We have embodied these aims and objectives into this Business Plan and kept them at the heart of the development of the Trust and the activities. We will explain later in this document about how we expect to fulfil these objectives in the short, medium and long term.



3 INTRODUCTION FROM THE CHAIRMAN



As Chairman of the Glasgow Vintage Vehicle Trust, I would like to introduce to you our Business Plan for the period starting 2018 and running through to 2023. This is our third Business Plan and I believe represents our most ambitious yet.

It is an exciting time for the Trust. We have a busy and ever-expanding programme of events each year. Our visitor numbers are increasing, we are carrying more and more people on our vintage buses and the feedback we receive is extremely positive. We occupy an excellent site in Bridgeton Bus Garage, a place with transport heritage and facilities very well suited to housing and looking after the collection. We have over 120 vehicles with an ever-increasing number of them returning to the road after restoration, and we have an active community of vehicle owners and other members who volunteer much of their time to the Trust. These are all things that we can feel rightly proud of and show the progress the Trust has made as an organisation since the start of the last Business Plan in 2013. It reflects the hard work and commitment of those involved with the Trust and for that we are extremely grateful.

The Business Plan aims to achieve a number of things. Firstly, we share our vision for the future and explain this in some more depth. We then review and celebrate the progress we have made in pursuing our goals from the last Business Plan. From there we look at the activities of the Trust, how it functions today and explain why we believe it provides a sound basis for the future. We then reflect on the context and environment we find ourselves in today. How does the world around us have a bearing on our plans? What are the risks? Where are the opportunities? And from there we discuss our strategy for the future and the plan we propose to achieve our vision.

Our vision for the future of the Trust is a bold one. The goals we seek to achieve are very challenging. But I have every confidence that with the continued dedication and support of our members, visitors and other stakeholders these will be accomplished. Our ambition is to achieve ownership of the Bridgeton Bus Garage site and use that as a springboard to seek further funding for developing into a first-class visitor attraction for Glasgow. Our concept is a 'working museum' different from the other museums in the area where the exhibits are just on display. We want visitors to see the vehicles at all stages from the condition in which they arrive, as work progresses during refurbishment and finally as the finished product when they will have the chance to ride on them or see them on the streets.

The need to improve the building and facilities for the members to carry out their restoration work and to enhance the visitor experience is crucial. At the same time, we would wish to retain the many aspects that make us popular today. We see the next five years (as covered by this Business Plan) as a crucial phase in our development as we look to achieve these goals.

We need to draw on as much support, commitment and practical help as we can from our membership, Board of Trustees, visitors, partners and other key stakeholders if we are to continue to make a success of the Trust and work to deliver on its goals for the future. I am sure you will agree that while this is challenging, the benefits would be many and far-reaching.



I trust you will enjoy reading the Business Plan and hope that you can assist us in some way in meeting the challenges before us.

Steven Booth
Chairman, Glasgow Vintage Vehicle Trust

Bridgeton Bus Garage is a 'working museum'. Our vision for the future sees us maintain and develop this concept. We envisage giving visitors wider visibility of the restoration process along with access to travel on our vintage vehicles, creating thereby a first-class attraction which is highly rated and valued.

We are conscious that we cannot remain static as a place to visit. We need to develop our offering to visitors by refreshing displays, creating themes and marketing them effectively.

The membership and vehicle owners are the lifeblood of GVV. They offer their time and vehicles to a wide variety of events without which we could not have achieved the success we have had. Going forward, we need to continue to build and enhance this relationship. We will continue to develop the facilities at the garage available to them and increase the opportunities where they can get involved in Trust activities. We will also take on board the results of a member survey designed to elicit members' views on the operation of the garage as well as feedback from members of the public attending our various events.



We need to continue to draw considerably on the voluntary support offered by our membership for future events. The friendliness and enthusiasm of our volunteers are vital to the feel of the museum. Our visitors frequently comment on this and it is an aspect we wish to maintain and develop.

We require to significantly improve the infrastructure and facilities at the garage so that they are fit to showcase the collection, carry out vehicle restoration and provide a welcome to the public. This requires a significant investment in the existing building to bring it up to a standard that best supports our vision. The way we believe this is best achieved is through owning the building and seeking funding through a range of routes to bring about the improvements needed. We have developed a 'blueprint' document covering the proposed development of the Bridgeton Bus Garage site which is complementary to this Business Plan. It specifically describes how we aim to restore and enhance the building and its facilities to help us in pursuit of our vision.

We will develop a comprehensive fundraising strategy which will explore a wide variety of potential opportunities. Going forward we need to be increasingly creative in the use of options open to us while maximising the level of benefit we achieve from current channels. We will also review again fundraising activities previously discounted to see whether they are now viable.

We will explore whether the holding of an Operator's Licence would be beneficial in terms of increased opportunities for funding as well as widening the scope of activities which the Trust can undertake.

Our vision for the future sees the Trust continuing to work in partnership with a wide range of organisations to pursue its aims and those where it is mutually beneficial to do so with others. We need to build on our excellent track record in this area and widen the range of organisations with which we can explore new possibilities. We also wish to be active in the local community and reach out wherever possible.

Our vision also extends to being a local employer. With our plans to develop the garage as a working museum and increase the frequency with which we are open, we believe that there will be a need to employ a number of people in a range of roles such as museum guides, catering and event promotion. We see this as especially important in our locale where employment opportunities can be limited.

This is our vision as we embark on the next phase of our development. Our new Business Plan takes this vision as the target to aim for from 2018 and seek to achieve it by 2023.



5.1 The Structure of GVVV

GVVT is controlled by a Board of Trustees who manage its business affairs. They are formed into a management committee which decides how the income and assets of the Trust are utilised and make sure the operation is consistent with the Trust's defined purposes and in line with OSCR guidelines.

Trustees are individuals who have been nominated for that office and approved by other Trustees. The Trustees are entitled to appoint any fully paid up member of the Trust as a Trustee. Such an individual would be expected to have made an active contribution to the corporate life of the Trust and provide skills to enhance those already on the management committee. Trustees receive no preferential treatment or additional benefits from the Trust but give their time and commitment freely for the good of the organisation.

The structure of the Trust, and the management and governance arrangements which it has in place, remain suitable for its current activities. These will continue to be reviewed on an ongoing basis to ensure their adequacy and efficacy. However, it may be necessary to change some aspects of these to suit pursuit of the vision.

Members of GVVV are not Trustees but a group of individuals who, by being fully paid up members, benefit from the activities of the Trust. Applicants to be members of GVVV require approval by the Trustees.

5.2 The Operation of GVV

As a charitable trust, GVV continues to strive to professionalise how it operates as an organisation. Health and safety matters are considered as for a commercial enterprise and are addressed accordingly. The Trust is mindful that Bridgeton Bus Garage is a large industrial site. This brings a responsibility to manage the hazards and risks associated with it. The arrangements and capabilities in this area have been significantly enhanced by implementing a revised garage code of conduct as well as forming a dedicated Garage Management Team (GMT) to work alongside our duty keyholders.

While the duty keyholders continue to focus on the day-to-day oversight of garage opening on members' days and activities going on at those times, the GMT has responsibility for longer term initiatives to enhance the garage. This includes dealing with health and safety issues, addressing the maintenance requirements of the building fabric and services and coordinating the activities within the building where required. They also have responsibilities for ensuring our fire safety arrangements remain adequate.

The Trust has adopted and been accredited against ISO9001 and ISO14001 standards and has maintained these since.

A member code of conduct has also been implemented which sets out the expected behaviours of individuals when involved in any Trust activities. This is set against the aim to be an inclusive organisation which embraces diversity and is intolerant of any type of bullying or harassment.

The Trust uses volunteers to crew the vehicles on service and provides training and instruction for them. In addition to each driver holding a full, current Passenger Carrying Vehicle (PCV) licence, they are assessed by a civilian instructor from Police Scotland who ensures that they are capable of driving classic buses. Each of the guards who marshal passengers is also trained in safety and security of passengers in transit. There are around 80 volunteers who have successfully completed this training.



5.3 Social Inclusion Programme

An objective of the Trust is to promote the social inclusion of recovered addicts in the restoration of vehicles. It does this by operating a 'ready for work' initiative called 'Back on the Road.' This programme builds on work which was started under the Scottish Government's 'Scotland Against Drugs' (SAD) project in 1999. When the funding for SAD stopped in 2006, the programme was continued by GVVVT.



While the original aim was to provide paid employment for recovered drug addicts, 'Back on the Road' now engages with volunteers who are referred from a variety of sources, including the courts, drug teams and mental health projects. Volunteers can work off community payback orders and work on site as an alternative to their addiction as a means of establishing or re-establishing a work ethic to enable future employment.

'Back on the Road' is run by a full-time supervisor who is employed by GVVVT Limited, a limited company set up by GVVVT to employ him and to provide a business support for the volunteers participating in the project



5.4 Bridgeton Bus Garage Site

Bridgeton Bus Garage was the last bus garage constructed by Glasgow Corporation Transport. It opened in 1965 replacing Dalmarnock Tram Depot. However, its use as a bus garage was short, lasting only eleven years.

The premises were subsequently used by Strathclyde Regional Council and Glasgow City Council to provide maintenance and storage facilities for their internal fleet of vans and minibuses. Some alterations were made to the building during this time, the most significant of which was the partitioning of the main shed with a new workshop area on one side.

From the late 1990s, the building lay unoccupied until the early 2000s when it was secured for its current purpose. The Trust arranged a lease for the garage with Glasgow City Council in 2002 and this has effectively subsisted until now. Within that time, the building transferred to City Property LLP (an arms-length organisation set up by the Council) as part of a process adopted of managing non-operational property as a separate portfolio. The existing lease formally came to an end in March 2018. City Property has confirmed that the terms of that lease can continue in the meantime.

HAPPY 50TH BIRTHDAY!

1965 - 2015



6 OFFERINGS, SERVICES, CAPABILITIES

6.1 Bridgeton Bus Garage

Bridgeton Bus Garage provides covered storage for a large number of historic vehicles. It has facilities, machinery and equipment for the repair and restoration of vehicles, thus promoting continued preservation of important elements of transport heritage. The facilities also provide accommodation for other voluntary or charitable groups including the Alloa Model Railway Club and the Common Wheel bicycle restoration charity for people with mental health issues.



6.2 The Vehicle Collection

The collection of vehicles housed at the garage ranges from the 1930s to the early 2000s. Our oldest vehicles date from the mid-1930s, one of which is a bus from Malta. Buses form the bulk of the collection though there are a few commercials including lorries and fire engines. They represent many well-known manufacturers including AEC, Ailsa, Albion, Bedford, Bristol, Daimler, Dennis, Leyland, MCW, Scania and Volvo. With a span over much of the 20th century, the collection shows the development of bus design as well as the liveries of operators which have since disappeared. Almost all of the vehicles are privately owned and financed. There is admission criteria for vehicles at the garage, details of which can be found in the appendix.

The Trust acts as custodian of five historic former Glasgow Corporation Transport buses owned by Glasgow City Council. The vehicles are garaged and maintained at Bridgeton Bus Garage and the Trust provides crews for their operation when required.

With the kind permission of the Council, these vehicles are utilised alongside vehicles belonging to members at a range of 'running' events such as the West End Festival Free Vintage Bus Service and the Great Big Heritage Bus Tour.



6.3 Archives

Over recent years, GVVt has developed an Archives Unit which contains a significant collection of artefacts and memorabilia related to the bus industry and public transport in Glasgow and west central Scotland. It has also invested much time and effort in the Archives Unit by improving the facilities available there to support the competent storage of items, such as a racking system. There is a dedicated team of archivists working to sort all kinds of items which come from a number of sources. This includes the cataloguing of over 100,000 photographs. The collection also contains items such as bus stop signs, parts of trams, uniforms, tickets, marketing material and other related information. More and more of these items are now on display to the general public in the exhibition hall.

In addition to preserving the archive material, the Trust is keen to develop as a centre for research where this material can be made available to those who are researching specific topics. The Trust also recognises the importance of making this material available to the wider public through improved displays throughout the museum.



6.4 Membership of the Trust

The Trust currently has around 600 members. Many members are also vehicle owners who utilise the Trust's facilities for secure storage and to carry out restoration activities on their vehicles. Members have the opportunity to volunteer for a wide range of roles at our events. The success of these events is much down to the members who take part. Other activities take place such as evening presentations in the winter months on a wide range of transport-related subjects. Members are also kept up to date with the Trust's 'Fare Stage' magazine which is published four times a year. 'Fare Stage' has developed into a very professional publication and continues to be issued also to relevant external bodies including those within the bus industry.

6.5 Events

During the year, the Trust runs a number of events within the garage at Bridgeton. Our main event is an open weekend which takes place in October. This is a long-standing event in the vehicle preservation rally calendar and continues to be popular with both vehicle enthusiasts and the local community. In recent years, the Trust has also opened to the public once a month between May and September with additional activities aimed at families available. The Lego Minifigure hunt has proved particularly popular with children, as has the involvement of the Model Bus Federation (Scotland) who bring their displays and with whom we have a good working relationship.

The August open day in 2017 was themed as a family and community event with visiting staff and exhibits from Police Scotland and Scottish Fire and Rescue as well as other local agency partners such as Community Safety Glasgow. This event proved extremely popular, so much so that the Trust has decided to incorporate it into its event calendar for future years.



2017 saw the Trust increase the use of the garage for events in conjunction with partner organisations. This included 'Corpies, Clippies and Light', in which the staff and students from The Glasgow School of Art creatively used lighting and projections to display the garage, vehicles and artefacts in a different way. The Trust also hosted a talk by curators of the phenomenally successful Facebook page 'Lost Glasgow' and staged performances by Mighty Fine Theatre who brought Bud Neill's 'Lobey Dosser' cartoon character to life. In addition to this, GVVt continues to take an active part in the Glasgow Doors Open Days Festival each September where we provide visitors with guided tours of the garage. These demonstrate other uses for the garage and its facilities and prove the Trust's ability to work with partners to deliver successful events.

6.6 Partnership Working and Community Engagement

GVVT has developed strong links to the local and wider community through partnership working, particularly with Glasgow City Council and the Riverside Museum but also with other local museums through Glasgow Life. The Trust has also worked with local community centres to provide complimentary tickets to families for our events to ensure we are as inclusive as possible. We also provide vehicles to support a number of external community events such as the Govan Fair and Gorbals Fair.



The public also have opportunities to travel on the historic Glasgow Corporation buses through other events such as the Great Big Heritage Bus Tour which was organised in conjunction with Glasgow Life. The Trust recognises the importance of these strong links and will seek to enhance and expand its connections with the local and wider community in the future.

In terms of education, the Trust has arranged bespoke tours of the site for nursery and primary school children as well as for several voluntary organisations. Vehicles have also been taken out to schools to enhance the pupils' "Transport Project" within the Curriculum for Excellence.



The Trust has also enrolled in the "Dementia Friends" programme which is a collaborative venture to help people with dementia. Here the buses and associated ephemera are used as stimulation for those living with this condition.

The Trust has continued to welcome a range of elected representatives to the garage such as the Lord Provost, local councillors and members both of the Scottish and UK Parliaments. All these visitors have shown an interest in the garage as a community asset, have been very complimentary about the work of the Trust and supportive of its plans for the future. The Trust is keen to cultivate these relationships as time goes on.

A partnership has been established with Clyde Gateway, the organisation which is responsible for economic regeneration in the east end of the city and which has provided sponsorship for a number of events held by the Trust. The Trust was also awarded Commonwealth Games Legacy Partner status for ensuring a continuing legacy benefit after the Commonwealth Games held in the city in 2014.

During the Commonwealth Games, the Trust worked in partnership with First Games Transport and Stagecoach to turn Bridgeton Bus Garage back into an operational facility to support the transport arrangements for the event. Some 40 double-decker buses were based at the garage for two weeks providing a range of services between the venues across the city.

As well as First and Stagecoach, the Trust has done much to cultivate relationships with local operators. These have included McGill's Bus Service, Craig of Campbeltown, City Sightseeing Glasgow, Glasgow Citybus, JMB Travel, Gibson's of Renfrew and most recently Lothian Buses. These operators have supported various events by kindly offering vehicles and staff to participate.

The Trust is a member of the National Association of Road Transport Museums (NARTM). In 2017, the Trust hosted the NARTM executive committee and members for their AGM. This provided an opportunity for the Trust to showcase the garage and vehicle collection. The feedback from the visit was extremely complimentary. Visits such as these enable the Trust to maximise its links with fellow transport museums around the UK and will assist in the development of the museum experience for visitors at Bridgeton.

6.7 New Capabilities

As a thank-you for use of Bridgeton Bus Garage during the Commonwealth Games, Stagecoach donated one of their Dennis Trident low-floor double deckers to the Trust. This has presented the Trust with an excellent opportunity through being able to provide a low-floor service as part of events as well as wheelchair access capability.

Another vehicle was kindly donated to the Trust by Craig of Campbeltown. This is a Volvo Olympian open-topper from their City Sightseeing fleet. Again, this provides an opportunity to the Trust to have such a vehicle it can utilise for special events.

While the process of re-purposing Bridgeton Bus Garage for the Commonwealth Games brought disruption to the Trust's usual activities, the benefits in terms of funding provided and improving industry links were great. The Trust would be open to considering these sorts of proposals in the future.



6.8 'Back on the Road'

The 'Back on the Road' programme has evolved into one that is more integrated with the initiatives run by various addiction-related agencies. The participants also come with a wider range of addiction problems and not solely those which are drug-related. They have made major contributions to the restoration of ten vehicles. This has enabled historically significant buses to be restored to factory condition and to become prized exhibits in the vehicle collection.

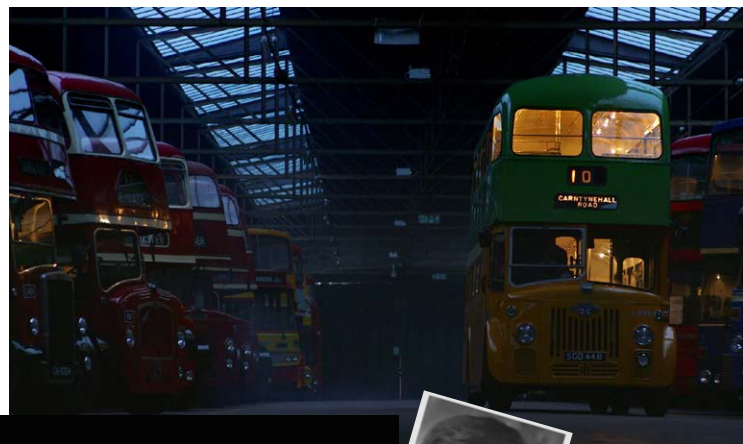


The supervisor who runs 'Back on the Road' is a professional coachbuilder. He has been supported by the Trust financially and by day release to develop his qualifications and expertise in the human management and support domain. This unique blend of skills is a significant factor in the programme's successful delivery.

Despite this success, funding for 'Back on the Road' has proved extremely difficult to obtain. Although operating to the satisfaction of the addiction agencies, they in turn are suffering from cuts in public expenditure and have been unable to provide adequate finance.

From a positive perspective, the Trust was approached by Glasgow film maker Callum Rice about making a short documentary film about 'Back on the Road' and the parallels that exist between restoring vehicles and rebuilding peoples' lives. With funding from the British Film Institute and Creative Scotland a film called 'Listen to Bridgeton' was produced and featured as part of the 'Listen to Britain' series aired on BBC television. The film was very well received and provided suitable recognition for 'Back on the Road,' the work of the supervisor and the achievements of the participants. Note that the film can be viewed on the British Film Institute website at the following link:

<https://player.bfi.org.uk/free/film/watch-listen-to-bridgeton-2017-online>



7.1 Markets and Demographics

It would be easy to assume that the principal type of visitor attracted to Bridgeton Bus Garage openings and other events put on by the Trust is the transport enthusiast. This is a very important community that the Trust needs to continue to appeal to but in terms of numbers of potential visitors to access, they are quite a small group. For a variety of reasons, the potential visitor base open to the Trust is very much wider than this. Our visitors can be drawn to our events through interest in local history and the part the bus played in the social fabric of the community. The bus was also an important part of peoples' lives, particularly for the older generation who undoubtedly used it as their main mode of travel. They have vivid memories of going to work, shopping and school on the bus. Others just like looking for something interesting to see and do and the garage and vehicles are attractive in that regard.

Survey of visitors in recent years has shown that the most significant group attracted are families. This can be in all sorts of combinations but mostly parents or grandparents with children. The garage and the chance to ride on old buses has proved particularly appealing to young children. For the Trust to have a sustainable future, we must continue to attract this very important group and the steady income this generates. The benefits are not only financial. We want people to talk about how much they enjoyed the experience of visiting the garage so that they might encourage their family, friends and workmates to do the same. We also want them to attend more events in the future.



7.2 Accessing New Audiences and Visitors

The Trust is looking to access new audiences and attract more visitors through a wide variety of means. The two principal approaches that have been taken are the intensive promotion of our events using a range of media channels and the delivery of a more varied event programme.

The Trust's publicity group considers, develops and coordinates all aspects of publicity, marketing and promotion. Further to this, opportunities to publicise the Trust and its activities are also taken by individual members on an ad hoc basis.

Press, radio and television features have increased in recent years and have undoubtedly had a positive impact on the numbers attending events. Posters, leaflets and flyers continue to be an important part of the mix of marketing options. These have been widely circulated at a range of events including many vintage vehicle rallies throughout the UK. Word of mouth publicity, including that from visiting organisations, has also been very important.

In 2016, the Trust initiated a publicity programme of displaying vehicles from the collection at locations which included shopping centres and prominent city centre spots such as George Square, Buchanan Street and Argyle Street. The vehicles are very eye-catching and especially so in these locations. People want to stop and look more closely at them and this provides an opportunity to engage.

A team of volunteers is on hand armed with leaflets to hand out and ready to speak to passers-by. This has proved a very effective means of promotion while also bringing the vehicles out and allowing the public to see them at close quarters.

Social media has, without a doubt, provided the most effective platform to disseminate information to a wide audience for a modest outlay. The Trust has effectively used Facebook and Twitter in recent years to advertise events and activities. The proactive use of Facebook has been particularly successful with around half of visitors citing it as the means by which they found out about our events. The ability to "like" and "share" events and posts, and encouraging our circa 3,000 "followers" to do the same has given us access to a large audience. We have also benefitted significantly from association with the 'Lost Glasgow' Facebook page where they have promoted some of our events with their followers which number nearly 150,000.



7.3 What are Similar Organisations Doing?

There is a range of other transport-related museums in the UK. There is also a wide and varied list of other attractions and things to do for families in the Greater Glasgow area. The Trust needs to be alert to what other museums and attractions are doing for their visitors. We will monitor the effectiveness of these activities and adapt and adopt them where we believe it is beneficial to do so. Great strides have been made on the visitor experience in the relatively short life of the Trust. However, there is much which still needs to be done if we are to create the sort of museum we see in our vision.

Internal to the Trust, one area of development which requires an increased focus is the promotion of effective communications with members. The Trust will investigate how other similar organisations categorise their membership and how they effectively communicate with each of these groups. The results will be utilised as we develop the Trust. This may include offering new opportunities for members including participating in the restoration of a Trust-owned vehicle. Moreover, they may help in leveraging a greater level of support from the membership in volunteering help at events or taking on roles within the Trust.

7.4 Developing the Visitor Experience

The Trust seeks feedback from visitors at all its events at Bridgeton Bus Garage. To date, this has been extremely positive. However, the Trust recognises that in order to encourage new and returning visitors, the visitor experience must be improved year on year. This will be achieved in part through the completion of restoration on vehicles. This results in additional vehicles being added to the collection on display or operated during events.

It is proposed to develop the visitor experience using a phased approach. There are a number of 'quick win' developments that can be carried out in the short term with a limited outlay. These include improving signage and information throughout the garage and developing some specific displays using artefacts from the archive collection. The experience of similar facilities both within the transport museum sector and other heritage bodies will be sought in order to establish good practice, ideas and opportunities that can be adopted by the Trust. For example, card and contactless payment methods are standard elsewhere and are facilities which visitors expect to be able to use.

The medium to long-term proposals to develop a fully working museum as covered in our 'blueprint' document will require significant additional funding. This would cover extensive refurbishing of the garage building throughout, improving visitor facilities such as the café, provision of a shop as well as reorganisation of aspects of the garage site to make more effective use of space. Further to this, the Trust also wants to improve access to visitors to witness restoration work in progress. To do this would require adaptation to some internal parts of the building.

It is recognised that the Trust relies totally on volunteers from within its membership. The volunteers are a very valuable resource to the Trust. Much of the feedback we receive says how friendly and knowledgeable our volunteers are. This is very much part of the feel of Bridgeton Bus Garage that we want to continue as we move forward. But it is clear in the longer term that if public opening is to become more regular, then the Trust will need to consider employing staff in some areas rather than relying totally on the services of volunteers.



8 PROGRESS AGAINST 2013-2018 OBJECTIVES

The table below lists the goals the Trust set itself in the last Business Plan. The progress made towards each of them is recorded along with any follow up action where required. Each goal has been colour-coded as follows:

Green = Achieved

Amber = Partly Achieved

Red = Not Achieved

Table 1 – Goals from the 2013 to 2018 Business Plan

Goal	Progress	Status or Next Steps
Security of Tenure of Site	The current lease subsists until March 2018. Negotiations for the Trust's preferred option of purchasing the site have been protracted. There has been some recent movement and progress on these negotiations is the current primary objective. Note that the terms of the lease will continue until negotiations are complete.	This goal will carry forward into 2018-2023 Business Plan. Negotiations will continue with the target remaining the purchase of the building by the Trust.
Major overhaul of electrical systems including lighting	Areas previously targeted for upgrade are complete. Significant expenditure has meant that great improvement has been achieved. Further work is necessary and the intent is for this to continue. But this is to an extent on hold pending resolution of security of tenure.	Details of the next phase of improvements to be confirmed and carried out during the period of the 2018-2023 Business Plan (subject to resolution of building purchase).
Upgrade of fire safety measures	The upgrades previously identified in the fire safety action plan have been completed. A further review of arrangements has identified further enhancements to make.	Implement further enhancement to fire safety arrangements in the garage.
Increase number of events at garage	Achieved through monthly Sunday openings to the public throughout summer together with extension of annual open day to an open weekend. Also participation in Glasgow Doors Open Days Festival, collaborating with others to host different events in the garage, visits by various organisations and hosting several commercial events open to the public.	This goal remains an ongoing one for the Trust. The Trust will need to develop and diversify the range of events it offers as well as looking at other ways in which the garage space might be utilised.
Continuation of 'Back on the Road' programme with greater security of funding	The 'Back on the Road' programme has continued successfully in a different format but has had to be funded by the Trust in the absence of any external funding.	This goal also remains an ongoing one for the Trust. The Trust needs to do all it can to attract funding to support this work to ensure its viability and sustainability.

Goal	Progress	Status or Next Steps
Contribute to success of Commonwealth Games in 2014	Achieved successfully. In addition to carrying the Games logo on all GVVTT publicity, significant assistance was given by housing a large fleet of buses required by a commercial operator for First Games Transport.	Complete.
Improvements to exhibits and interpretive material	Significant progress has been made through establishment of Archives Unit housed in the garage. The team has successfully established an exhibition of material from the Archive accessible to all visitors. There has been less success in displaying information at the vehicles or producing interpretative material. Scope for future improvements but expenditure dependant on security of tenure of garage.	A plan needs to be developed and implemented to address the need for display of information around the garage. Further improvements for Archives Unit to be identified and implemented (subject to the status with building purchase).
Publicity – maintain improved website and expand to include other social media sites	Achieved. Harnessing social media capability has brought significant benefits in terms of profile and access to potential visitors. Other publicity such as using vehicles around the city has also brought benefit. The Trust cannot remain static on this matter. There is scope for continuing development and improvement.	This goal remains an ongoing one for the Trust. Particular focus will be made on a refresh of the website.
Review membership fees and storage charges	Formally reviewed annually but major review required if security of tenure of the garage successfully achieved.	This goal remains an ongoing one for the Trust. A major review to take place as part of developing our future funding strategy.

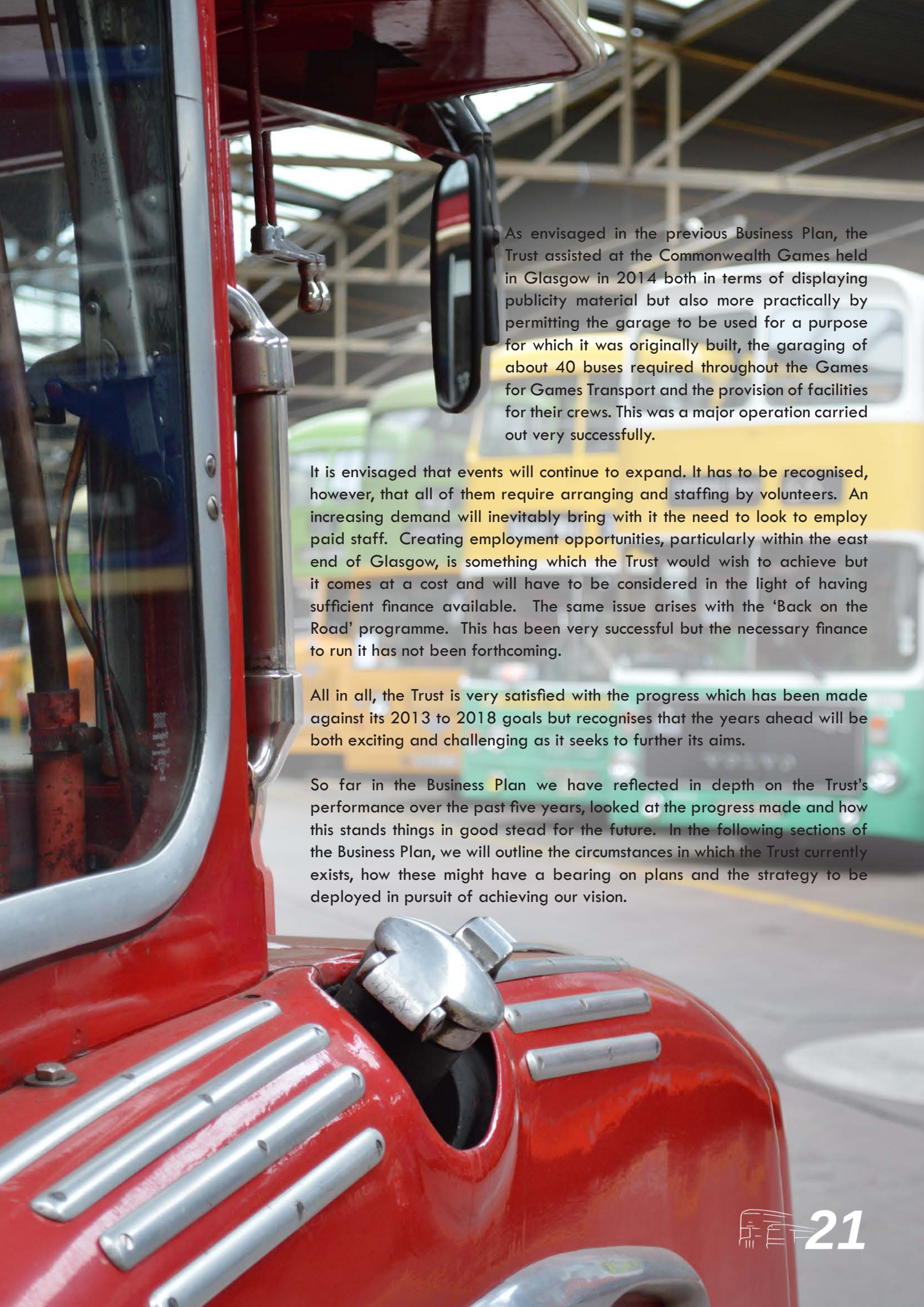
Tenure of the site remains the most important issue facing the Trust. Discussions leading to negotiations started as far back as November 2015. This firstly took place with Glasgow City Council and then with City Property to whom the Council transferred ownership of the site. The negotiations have proved to be fairly protracted although considerable progress has been made to the extent that we now have an agreement in principle to purchase.

Ownership gives the Trust the best opportunity to fulfil its aims and objectives, to keep the vehicles at the garage together as a 'collection' and ensure the greatest security for vehicle owners. Ownership would also give the Trust more opportunities to attract grants or loans which will be required both to pay the purchase price and to cover continuing development and maintenance costs.

To take this matter forward, the Trust commissioned a professional valuation of the site and has subsequently appointed a surveyor to represent its interests.

Improvements have continued within the garage itself particularly in relation to electrical equipment including lighting, the roof and doors. Considerable expenditure has also taken place to provide our Archives Unit with suitable equipment for storage and restoration of the increasing amounts of transport-related material received. Improved equipment has also been provided for those undertaking restoration on their vehicles.

Virtually all of this work has been undertaken at the Trust's expense but, increasingly, further improvement work which is necessary but not absolutely essential has had to be put on hold because of continued uncertainty with regard to the future security of tenure of the garage.



As envisaged in the previous Business Plan, the Trust assisted at the Commonwealth Games held in Glasgow in 2014 both in terms of displaying publicity material but also more practically by permitting the garage to be used for a purpose for which it was originally built, the garaging of about 40 buses required throughout the Games for Games Transport and the provision of facilities for their crews. This was a major operation carried out very successfully.

It is envisaged that events will continue to expand. It has to be recognised, however, that all of them require arranging and staffing by volunteers. An increasing demand will inevitably bring with it the need to look to employ paid staff. Creating employment opportunities, particularly within the east end of Glasgow, is something which the Trust would wish to achieve but it comes at a cost and will have to be considered in the light of having sufficient finance available. The same issue arises with the 'Back on the Road' programme. This has been very successful but the necessary finance to run it has not been forthcoming.

All in all, the Trust is very satisfied with the progress which has been made against its 2013 to 2018 goals but recognises that the years ahead will be both exciting and challenging as it seeks to further its aims.

So far in the Business Plan we have reflected in depth on the Trust's performance over the past five years, looked at the progress made and how this stands things in good stead for the future. In the following sections of the Business Plan, we will outline the circumstances in which the Trust currently exists, how these might have a bearing on plans and the strategy to be deployed in pursuit of achieving our vision.

The Trust's view is that purchase of the premises remains the preferred method of securing tenure and allowing future development. Positive negotiations towards purchase have been conducted with City Property LLP whereby the Trust has reached an agreement in principle with them on purchase. These discussions need brought to a conclusion in as timely a manner as possible. To do this, the Trust requires to develop and implement a strategy to meet future funding needs that come with building ownership.

The Trust has established Bridgeton Bus Garage as a heritage and cultural centre in the east end of Glasgow. The garage is a significant piece of Glasgow's transport history having been operated by Glasgow Corporation Transport at a time when it was one of the largest municipal transport operators in the UK. The site is also a little altered example of industrial architecture from the mid-20th century. Hence, the Trust recognises its obligations in ensuring it is secured and refurbished for the future.



Since 2002, a collection of over 120 vehicles has been assembled to exhibit transport history in Glasgow and the West of Scotland. The frequency, range and breadth of events have increased markedly in the past five years. With more regular opening, between 2013 and the end of 2017 there have been approximately 15,500 visitors to the garage with 48,900 passengers carried on our free bus services. These figures have increased year-on-year with double-digit percentage increases recorded on both metrics in 2017 alone. It will be key for the Trust to sustain the level of interest it has enjoyed and for it to continue to grow. In doing so, the Trust needs to recognise that its potential catchment for visitors is wider than the community local to it in Glasgow but more realistically west, central Scotland and possibly further afield for certain demographics.

With increased opening and more events being held, greater pressure is put on the Trust's members to volunteer and help cover the range of duties needed. This is a limiting factor in our expansion on this front. On an ongoing basis, the Trust seeks the input of members and encourages them to take part. A risk exists where the Trust relies too much on a core group and that some kind of fatigue sets in. While at the moment the situation is manageable, future expansion plans must take this into account and as such some employment opportunities might arise if the business case stacks up.



As well as there being a great interest in the garage and its collection, the Trust decided at its inception to embrace a wider role and has maintained a commitment to serving the wider community. 'Back on the Road' has made a considerable impact on the lives of service users. Other collaborations have also enhanced the benefit we bring to the community. A programme of training of Trust volunteers has been carried out by Alzheimer Scotland. The Trust is now recognised as 'Dementia Friends.' This enables parties of people living with dementia to visit the garage supported by trained volunteers. We have also continued to reach out to the local community with complimentary family tickets for our events so ensuring that we remain as inclusive as we can be.



Bridgeton Bus Garage has hosted many photoshoots and has been used as a location setting for film and television. Most prominent of these has been 'Hattie,' 'Not Another Happy Ending' and 'Listen to Bridgeton.' Most recently the 'Corpies, Clippies and Light' event was held in collaboration with The Glasgow School of Art. All these activities demonstrate the potential use of the garage in this sort of arena where it can be used as a venue or backdrop. This is an area which the Trust could exploit more in the future as a source of revenue.

It costs in the region of £40,000 per year to run the 'Back on the Road' programme. This is currently funded entirely by the Trust. The Trust is very conscious of the benefit this programme brings for the participants and the local community and will continue with the programme for as long as possible. Unfortunately, this is not a situation which can continue indefinitely so in the meantime vigorous efforts will continue to be made to source funding on a more permanent basis.

Demand for the use of the former Glasgow Corporation Transport vehicles owned by Glasgow City Council has increased markedly in line with an increasing number of community events in the city and its environs. The Trust expects this to continue to increase as the profile of the Trust and its collection becomes more prominent.



Visits from community groups of all ages with nursery children up to retired professionals regularly take place throughout the year. The Trust has also welcomed groups from Australia, Italy, Russia and The Netherlands. The content of such visits is tailor-fitted to the requests of the groups' organisers. This is another area where the trend is increasing and forecast to do so going forward.

The vision for the future of GVVTT includes a move towards full museum status which may accelerate income and enable the contribution to heritage to be increased significantly. This is the development of the 'working museum' concept that is captured by the 'blueprint' document. Of particular note is the aim of working in partnership with other organisations to help achieve this. Negotiations are currently underway with City Sightseeing to have the garage feature in an extension of the established tourist trail.

To achieve museum status would require full membership of Museums & Galleries Scotland. A key requirement of full membership is the formal recognition of the vehicles at the garage as a 'collection.' The Trust believes the value of what it can offer visitors is the size of the 'collection' of vehicles all under one roof. In the current circumstances, the majority of vehicle exhibits are privately owned. Options will need to be explored in the future where owners 'loan' their vehicle to be part of the collection.

Current plans by Glasgow City Council to create a Low Emissions Zone (LEZ) will likely require a rethink of the routes used for vintage bus services. Almost all bus operation that the Trust does in association with its events involves running in the city centre. Any restriction on access to the city centre with vintage vehicles is likely to have an impact on the popularity of events and potentially on the numbers of visitors and income generated. This area will require close observation and the Trust's active participation.

Owning the garage building is vital to give a sound basis for the future plans of the Trust, whether that is pursuing the aim of a 'working museum,' holding events, developing the facilities or supporting those most in need in the community. Without the security of tenure, the scope for development will be limited.

10 STRATEGY GOING FORWARD

The strategy to deliver the next stages of the Trust's development is captured in this section. In the table below, the strategy has been broken down into a number of goals that the Trust seeks to achieve during the period from 2018 to 2023. These goals have also been prioritised to show what is most important to us and where we need to focus effort as we pursue our vision.

Priorities have been rated according to the following scale:

1 = HIGH Priority

2 = MEDIUM Priority

3 = LOW Priority

Table 2 – Goals for the 2018 to 2023 Business Plan

No.	Goal Description	Priority	Target Date
G1	GARAGE PURCHASE – Secure the long-term future of the garage preferably through acquisition.	1	2018
G2	FUNDING STRATEGY – Develop and implement a strategy and plan to secure methods of financing and sustaining the cost of garage purchase, the development and renovation of the building, ongoing maintenance and future running costs.	1	2018
G3	FIRE, HEALTH & SAFETY ARRANGEMENTS – Continue to develop and improve fire, health and safety arrangements in line with legislative requirements including implementing a health and safety policy.	1	2018 – 2019
G4	GOVERNANCE ARRANGEMENTS – Carry out a review of Trust management and governance arrangements to ensure their adequacy in supporting the achievement of the vision.	1	2018
G5	MARKETING & PUBLICITY – Conduct a review of the approach to marketing and publicity. Develop it to best align with the strategy for building purchase and achievement of the vision for Bridgeton Bus Garage. Implement the revised approach.	1	2018 – 2019
G6	EVENT DEVELOPMENT – Increase public opening and number of events at garage. Identify and develop new ideas for events and implement them. Seek opportunities to collaborate with others and so increase public access to the collection.	1-2	2018 – 2019
G7	LOW EMISSION ZONE CONSULTATION – Actively participate and contribute to consultations by Glasgow City Council and the Scottish Government on Low Emissions Zones.	1-2	2018
G8	MEMBERSHIP FEES & STORAGE CHARGES – Carry out an annual review of membership fees and storage charges and implement changes when necessary.	2	2018 – 2023
G9	SMALL-SCALE GARAGE ENHANCEMENTS – The Garage Management Team (GMT) to develop and implement a plan of small-scale improvements around the garage building.	2	2018 – 2020
G10	GARAGE RENOVATION PROGRAMME – Develop a renovation programme for Bridgeton Bus Garage in line with the 'blueprint' document, secure funding and implement.	1-2	2018 - 2023

No.	Goal Description	Priority	Target Date
G11	EXHIBIT INFORMATION – Identify interim improvements to information on exhibits and ancillary material that can be made and implement them.	2-3	2018 – 2019
G12	ARCHIVE DEVELOPMENT – Develop and agree a plan for further improvements to the Archive facilities, exhibits and interpretive material. Seek funding and implement.	2-3	2018 – 2023
G13	'BACK ON THE ROAD' FUNDING – Stabilise financing for the 'Back on the Road' programme by re-reviewing previous funding sources and identifying potential alternative backers.	2	2018 – 2019
G14	ELECTRICAL SYSTEM UPGRADE – Confirm the scope of the next phase of electrical system improvements to the garage, agree it, seek funding and implement.	2	2018 – 2023
G15	OPERATOR'S LICENCE – Explore whether the holding of an Operator's Licence would be beneficial in terms of increased opportunities for funding as well as widening the scope of activities which the Trust can undertake.	2	2020 - 2021
G16	MUSEUM & GALLERIES SCOTLAND – Work towards achieving full membership of Museum & Galleries Scotland.	3	2021 - 2022

If these goals can be achieved within the period covered by this Business Plan, the Trust will have created the right conditions for the next stage of its development.

There is also the opportunity with the strategy to create a unique “hub” in the local community and for the city of Glasgow that will be able to provide a wide and varied range of events that can be educational, entertaining, artistic or cultural. This sort of development will help to place Bridgeton Bus Garage on the official tourist trail in Glasgow thereby encouraging more visitors to the east end where there is currently a lack of such amenities. This is in line with “Glasgow’s Tourism Plan to 2023” which the Trust has been involved in developing.

The shape of aims and objectives from 2023 onwards will depend on the progress made during the period of this Business Plan. It is likely that the Trust will continue to focus efforts on securing significant investment for refurbishing the garage building, improving the facilities available, enhancing the visitor experience and creating opportunities for employment. Though these aspects are not in the immediate focus of this Business Plan, the Trust will strive to work towards them and seek to make as much progress as possible.



The high-level implementation approach for the Business Plan is represented in the following diagram:

Figure 1 – 2018 to 2023 Implementation Plan

Goal No.	Goal	2018	2019	2020	2021	2022	2023
G1	Secure Garage Purchase	◆					
G2	Develop and Implement Funding Strategy	◆					
G3	Enhance Fire, Health & Safety Arrangements						
G4	Renew Governance Arrangements	◆					
G5	Revise Marketing & Publicity Approach						
G6	Develop the Range of Events Staged						
G7	Participate in Low Emission Zone Consultation						
G8	Review Membership Fees & Storage Charges	◆	◆	◆	◆	◆	◆
G9	Carry Out Small-Scale Garage Enhancement Plan						
G10	Develop and Implement Garage Renovation Programme						
G11	Develop Exhibit Information						
G12	Carry Out Next Phase of Archive Development						
G13	Secure 'Back on the Road' Funding						
G14	Carry Out Next Phase of Electrical System Upgrade						
G15	Explore Obtaining an Operator's Licence						
G16	Museums & Galleries Scotland Membership						



12.1 Financial Principles

The financial health and stability of the Trust is of the utmost importance. The Trust needs a sound base from which to develop and deliver its future plans. It needs surety of its income streams and will need to look at various ways to diversify these while maximising the contribution from established sources. It needs to attract further investment whether that is through the Heritage Lottery Fund, grants, loans or other fundraising initiatives. Those looking to award the Trust grants will want a demonstration that money is being given to a stable and sustainable organisation that can make effective use of it.

In essence, the income of the Trust needs to increase if it is to match the level of ambition to achieve the vision of owning Bridgeton Bus Garage and developing it as intended. The future outgoings of the Trust will place a greater demand on the organisation and its resources to meet these needs. Funding is never guaranteed so the Trust must base its financial planning on a worst-case scenario and test against it. The worst-case scenario for the Trust would be where the garage has been purchased, funding the purchase solely through a mortgage and/or loan with a climate of high interest rates.

The Trust recognises that the level of competition for funding is great, particularly when seeking grants. It will require a clear strategy and plan to deliver the funding needed. The Trust's pursuit of funding will need to be relentless and will require a significant and dedicated effort by the Trustees in order to achieve it.

The principal means of funding open to the Trust are as follows:

Mortgage	Grants
Secured or unsecured loan	Advertising
Income from events	Donations
Income from vehicle storage rents	Bequests
Membership fees	Crowdfunding
Heritage Lottery Funding	Appeals
Income from commercial work	Sponsorship

The Trust has explored a number of these to date but others have not been tried. Some of the options may have been difficult in the past for the Trust to implement. However, all options need to be examined going forward and if required the difficulties overcome.

12.2 Funding Strategy

As a first priority, the Trust will pursue a mortgage agreement in principle during the first part of 2018. Working on the basis that an agreement in principle can be achieved, it would be the intent of the Trust to take the mortgage forward at the end of 2018 to conclude the sale process. This is subject to a number factors, some of which are covered below.

With a mortgage agreement in principle, attention will be focussed on securing funding from other sources that can contribute to the purchase price of the building. These approaches will be prioritised to focus efforts on those funders where the potential is greatest of a successful award. This will also allow time to accumulate funds from other sources which can be offset against the mortgage amount.

A 'member appeal' will also be launched which seeks funding and ideas on how we might get further funding in. The proposed 'member appeal' should be launched and coordinated with the launch of the Business Plan. The launch of the Business Plan raises the profile of the appeal and provides a reference that articulates why the Trust is seeking funds.



A Heritage Lottery Fund application will be made to cover the refurbishment of the building and development of the garage into a working museum. The application requires a significant level of effort and supporting information. Given the level of preparation required this may require running in parallel to concluding the building purchase. It should be noted that as well as the Heritage Lottery Fund, applications to other funding sources will also be pursued for this purpose. The 'member appeal' will also contribute to this endeavour.

One area for exploring when looking at potential funding is the benefits that might be brought from having a "commercial arm" that holds an Operator's Licence. At the present time, the Trust frequently turns away enquiries for the hire of a vintage or open-top bus. The Operator's Licence requires many significant obligations to be met. However, the effort to maintain the licence may be more than offset by the income generated. This may help the Trust reach new audiences.

The Trust sees opportunities through advertising and sponsorship. In recent years, the Trust has had a positive experience with Adrian Flux Insurance Services. An agreement was reached with Adrian Flux for advertising space in the 'Fare Stage' magazine and display of a banner in the garage during events. The Trust believes it will be possible to exploit more ventures like this in the future.

Other commercial opportunities may exist with the use of space within the garage building. The Trust currently accommodates some small entrepreneurs involved in vehicle restoration as well as other charities such as the Common Wheel. There may be some further scope for this in the future.

12.3 Financial Outlook

Taking on board the principles and strategy, the financial forecast for the Trust over the period of this Business Plan is set out in the following table:

Table 3 – Financial Forecast for Financial Years 2018/19 through to and including 2022/23

	ACTUAL	PROJECTED	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	31.3.17	31.3.18	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23
VEHICLE	62,590	62,425	63,000	83,520	83,520	97,440	97,440
MEMBERS	7,129	3,600	7,000	9,000	9,750	11,200	12,000
RENT	6,360	6,360	6,360	6,600	6,600	6,840	6,840
DONATIONS	2,505	3,000	3,000	3,300	3,500	3,800	4,000
OPEN WEEKEND	17,835	16,053	16,000	16,300	16,600	16,900	17,200
OPEN SUNDAYS	4,291	7,432	7,500	7,650	7,800	7,950	8,100
OTHER EVENTS	~	1,300	1,325	1,350	1,375	1,400	1,430
GIFT AID	737	1,931	700	1,200	1,400	1,500	1,500
LOAN	~	~	390,000	~	~	~	~
TOTAL INCOME	101,447	102,101	484,885	128,290	130,545	147,030	148,510
PROPERTY PURCHASE	3,000	~	445,000	~	~	~	~
PROPERTY UPKEEP	26,723	12,000	20,000	22,000	24,000	27,000	30,000
CONSUMABLES	4,560	6,000	6,100	6,250	6,350	6,500	6,750
VEHICLE RESTORATION	29,892	31,900	32,000	33,000	34,000	35,000	36,000
INSURANCE	2,662	3,450	3,500	3,600	3,700	3,780	3,850
RENT & RATES	2,767	3,000	3,100	3,150	3,200	3,250	3,300
HEAT & LIGHT	8,472	12,000	12,250	12,500	12,750	13,000	13,300
POSTAGE & STATIONERY	5,236	6,400	7,500	7,700	7,850	8,000	8,200
TELEPHONE	1,538	1,000	1,020	1,040	1,060	1,080	1,100
SUBSCRIPTIONS	132	150	150	160	160	170	180
VEHICLE EXPENSES	8,949	6,500	6,650	6,800	6,950	7,100	7,250
OPEN DAY EXPENSES	762	1,000	1,050	1,100	1,150	1,200	1,300
ADVERTISING	941	1,000	1,100	1,200	1,300	1,400	1,500
ACCOUNTANCY FEE	100	110	120	130	140	150	160
GENERAL	103	150	160	170	240	270	310
LOAN REPAYMENT	~	~	32,382	32,382	32,382	32,382	32,382
TOTAL EXPENSES	95,837	84,660	572,082	131,182	135,232	140,282	145,582
SURPLUS	5,610	17,441	(87,197)	(2,262)	(4,687)	6,748	2,928

There are a number of assumptions made in this forecast. The main one is that a modest increase in vehicle storage rents and membership fees will be made during financial years 2019/20 and 2021/22. The Trust feels this position is justified as there has not been an increase in rents for many years. It should also be noted that a pessimistic view has also been taken on potential income from events, sponsorship and advertising, all areas that the Trust is looking to exploit more going forward.

12.4 Assessment of Financial Outlook

The criticality of income is most acute when looking to service a mortgage or a loan. This will be an area where the Trust needs to make a “step change” in its future approach. It is a challenge it recognises and is planning for. With very significant financial commitments a much more focussed and dedicated effort will be required on the running of the Trust and its activities. Event planning will need to seek to maximise the appeal of events by increasing the number of them and their diversity so that the income generated is maximised.

Publicity for the Trust’s activities will need to be increased to widen appeal and increase visitor numbers. In the background, an ongoing campaign will be required to identify potential funding sources, make applications to them and manage the process through to a successful outcome. Some awards of funding may also continue to require managing to demonstrate to the funding body that the money is being spent appropriately.

The Trust is currently on a sound financial footing for the range of activity it undertakes. The level of income at present is enough to meet the principal outgoings and carry out basic maintenance. Good financial management and planning is not all about the money coming in. Discipline around budget setting, distribution and spending will need to be reinforced. The Trust will prioritise its financial matters, develop a revised plan for how they should be managed and enact it.



13 SUMMARY

The successful performance of the Glasgow Vintage Vehicle Trust over the period of the last Business Plan has provided it with a sound basis on which to develop. It has established itself in the local community, is recognised by its peers and done much to raise the profile of Bridgeton Bus Garage and its vehicle collection. But most importantly, it has increased access to the public and given them a window on the past to experience how bus travel used to be.

The Trust has ambitious plans for the future. It believes it has a very attractive proposition which it feels very optimistic about. With the right funding and levels of support from its membership and other stakeholders, the future for the Trust is bright and one which will deliver significant benefit to the community.

In 2023, the Trust wants to be in a position where the goals set in this Business Plan have been achieved. This will be a position where the Trust has ownership of the garage providing security for the vehicles in the collection. The events go from strength to strength in terms of the numbers they attract and the scope and scale of what is staged. At the same time, the Trust continues to drive towards achieving the vision of a ‘working museum’ by seeking funding for the renovation of the garage building. It is a significant challenge but one that the Trust is ready to embrace.

The Trust sees itself as having a vital role to play in helping secure our transport heritage but also the social history that goes with it. Delivery of this Business Plan helps safeguard this for future generations to enjoy.

14.1 Glasgow Vintage Vehicle Trust – Quick Facts

14.2 Bridgeton Bus Garage – Quick Facts

14.3 Past Events – 2013 to 2018

14.4 Visitor/Passenger Statistics

14.5 Visitor Feedback

14.6 Collection Policies

14.1 – GLASGOW VINTAGE VEHICLE TRUST - QUICK FACTS

- Formed in 2002.
- Occupies the last surviving Glasgow Corporation Transport bus garage.
- 126 vehicles in the collection (110 buses, four fire engines, ten lorries or other commercials, one car, one taxi).
- Archive of transport-related artefacts and memorabilia.
- 600 members.
- 70 vehicle owners.
- Management Committee of 10 Trustees.
- Quarterly Trust magazine 'Fare Stage.'
- Runs many public events both on-site and as an outreach programme.
- Runs a social inclusion programme called 'Back on the Road.'
- Member of the National Association of Road Transport Museums (NARTM).
- Associate Membership of Museums and Galleries Scotland.



14.2 – BRIDGETON BUS GARAGE - QUICK FACTS

- Built 1964-1965 to replace the Dalmarnock Tram Depot.
- Situated in the east end of Glasgow on a block bounded by Fordneuk Street to the east, London Road to the south, Rimsdale Street to the west and Broad Street to the north.
- Opened on 6th June 1965 for the Glasgow Corporation Transport bus fleet.
- Closed to Council-operated buses in 1976.
- Passed to Strathclyde Regional Council in 1975 and used from 1976 as an internal transport depot.
- Passed to Glasgow City Council in 1995 on re-organisation of local government.
- Passed to Glasgow Bus Museum in 2000.
- On dissolution of the Glasgow Bus Museum, passed to the then newly-formed Glasgow Vintage Vehicle Trust in 2002.
- Garage facilities:
 - Undercover storage for circa 130 vehicles, the majority of which are on display in the main shed.
 - Maintenance and repair facilities which include 10 pits, one vehicle lift, six workbays and equipped workshops.
 - Storage for spares.
 - Archive facility for artefacts from the transport industry.
 - Meeting room and exhibition hall providing flexible spaces for a range of events with access to toilets, kitchen and baby changing facilities.
 - Members 'bothy' and locker room.
 - Small workshop facilities and other rooms used by other charitable organisations.

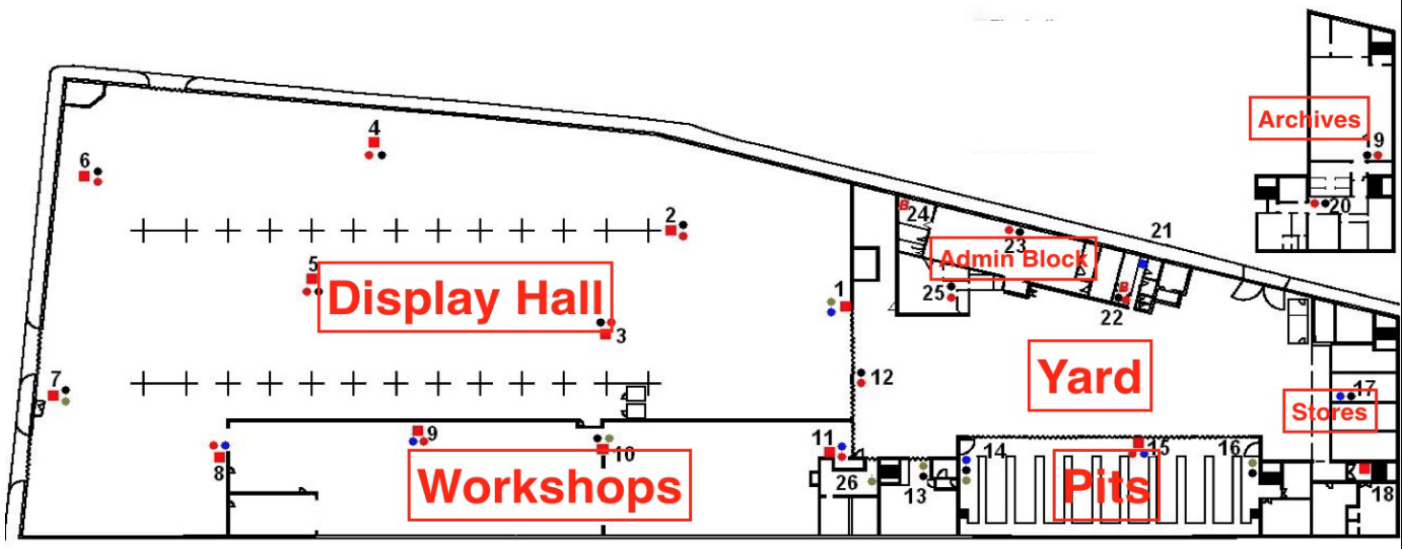
Figure 2 – Location of Bridgeton Bus Garage



Figure 3 – View of the Bridgeton Bus Garage site from Google Earth



Figure 4 – Plan view of the Bridgeton Bus Garage building



14.3 - PAST EVENTS – 2013 to 2018

In fulfilling its aims, GVVTT arranges or takes part in many public events. In addition to Bridgeton Bus Garage being open to the public regularly, events often involve some of the collection being available to the public, giving them a “live” historic transport experience.

Not all events are held at Bridgeton Bus Garage. The Trust takes part in many events at other locations, indeed makes a point of doing this with a view to spreading the heritage experience more widely. More recently, the Trust has started to organise public talks and shows which help to extend the season.

All of the events are extremely popular with the general public as well as transport enthusiasts, both from the local area, Greater Glasgow and further afield. For the major events, visitors attend from all over the UK.

A summary of the events over the period of the last Business Plan (2013-2018) is given in the table below along with a brief description of each.

Table 4 – Events at Bridgeton Garage

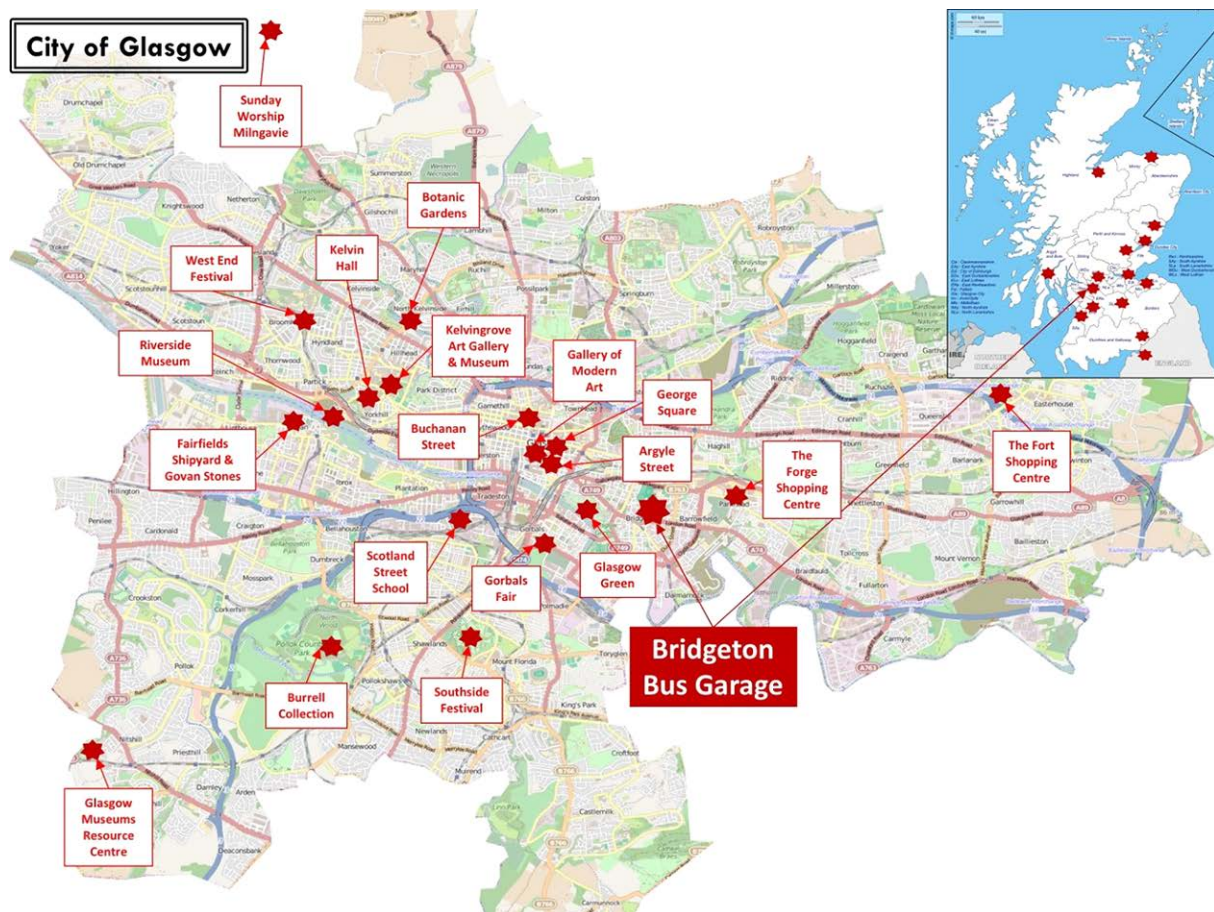
Event	Dates	Description
Annual Open Weekend	Every October	GVVT's premier event of the year. Garage open to the public plus visiting vehicles (both preserved and modern) and sales stalls. Well supported by local and national bus operators. Frequent free heritage bus service between Bridgeton, City Centre and Riverside Museum plus additional excursions.
Open Sundays	Every year. (monthly from May to Sept)	Garage open to the public with a heritage bus service to the city centre. Some of these events themed with special activities.
Family & Community Event	Every July or August	Garage open to the public with a heritage bus service to the city centre. Activities aimed at families, children and local community drawing on support from Police Scotland, Scottish Fire & Rescue and Community Safety Glasgow.
Glasgow Doors Open Days Festival	Every September	Guided tours of the Garage provided for pre-booked visitors over a weekend. Up to 12 tours per day.
Bridgeton Bus Garage 50th Birthday (BBG50)	Jun 2015	One-off event to mark 50 years since the opening of Bridgeton Bus Garage. Garage open to the public, visiting vehicles from local operators, free heritage bus service to and from the City Centre with additional displays about the building.
Lost Glasgow	Aug 2017	Garage open followed by talk and slide show by Norry Wilson, host of the Lost Glasgow Facebook Group. Event supported by a free heritage bus service to and from the City Centre.
NARTM AGM	Oct 2017	Hosted the National Association of Road Transport Museums (NARTM) Executive at the garage for their AGM weekend. Opportunity to showcase the collection, facilities and activities as well as to network with fellow museums.
Corpies, Clippies and Light	Dec 2017	Light and audio show in conjunction with The Glasgow School of Art (supported by mcl create) making use of vehicles and artefacts in the collection. Event supported by a free heritage bus service to and from the City Centre.
Lobey Dosser Showdown	Dec 2017	Two performances of a light-hearted play by Duncan Comrie, presented by Mighty Fine Theatre, featuring Bud Neill's famous “Lobey Dosser” characters. Event supported by a free heritage bus service to and from the City Centre.

Table 5 – External events involving GVVТ or vehicles from the collection

Event	Dates	Description
West End Festival	Every June	In conjunction with Glasgow Life as part of the wider Glasgow West End Festival. Display of vehicles from the collection at Riverside Museum, and operation of a frequent free heritage bus service on a circular route around the West End to and from Riverside.
Glasgow TOA Annual Outing to Troon	Every June	A vehicle and volunteers take part in the annual Taxi Owners Association outing to Troon.
Festival of Museums/ "Great Big Heritage Bus Tour"	Annually (dates vary)	In conjunction with Glasgow Life and Museums & Galleries Scotland, a heritage bus service linking various Glasgow museums for special events aimed principally at family groups. Part of our event calendar since 2015.
Pride Festival	Every August	A suitably decorated open-top double-decker has participated in this event in recent years. A recent addition to the calendar and one the Trust is keen to support going forward.
Bluelight Festival	Every September	A celebration of the "bluelight" services at the Riverside Museum. Fire engines from Bridgeton Bus Garage form part of the display with members on hand to speak to visitors.
Model Bus Federation Annual Show	Every November	The annual show for the Model Bus Federation in Scotland takes place in Bishopton. Event well supported by GVVТ members with a number of vehicles from the collection attending.
Local Galas and Festivals	Various	GVVТ have a regular presence at local events with a vehicle and occasional running of heritage shuttle bus services. Includes the Merchant City Festival, Cardonald Library Gala, Pollok Gala, Govan Fair and Gorbals Fair.
Other events with Glasgow Life	Various	GVVТ occasionally runs events for specific purposes such as in May 2017 providing short heritage bus trips for Glasgow Life's "Trolleytime" event to celebrate 50 years since the last Trolleybus ran in Glasgow.
Shopping Centres	Various	From time to time heritage vehicles are parked at busy public locations. This has included George Square, Buchanan Street, Argyle Street, The Forge Shopping Centre and The Fort. Allows more people to see the vehicles and increases awareness of GVVТ and its activities.
Classic Car Tours "On the Buses" event	Jul 2017	As part of their monthly "Sunday Worship" event, Classic Car Tours went "On the Buses" for their July 2017 meet in Milngavie. Three vehicles from Bridgeton Bus Garage went to help promote the Trust.
'Corpyfest'	Oct 2014	An enthusiast-led event timed to coincide with the GVVТ Open Day that year. Involved gathering together as many former Glasgow Corporation vehicles as possible and taking them on a tour of the streets of the city, following some former routes and creating photo opportunities along the way.
Wee Doors Open Day Festival	Jul 2014	Festival timed to coincide with the Commonwealth Games being held in the city. In conjunction with the Glasgow Building Preservation Trust, GVVТ provided a free heritage bus service linking many buildings open to visitors.
Glasgow Show	Jul 2013	The Glasgow Show was a regular feature in the calendar. The Trust participated each year through operating free bus services or being part of the parade. Event involved three Glasgow Corporation buses as part of the parade which placed special emphasis on the impending Commonwealth Games.

Event	Dates	Description
Southside Festival	May 2013	The Southside Festival ran for a few years and was based on Queen's Park. The Trust provided a bus service between the city centre and Queen's Park using a range of vehicles from the collection.
Transport Shows and Rallies	Various throughout the year	<p>Vehicles in the GVVTT collection attend various transport shows and events all around the UK.</p> <ul style="list-style-type: none"> • Scottish Vintage Bus Museum Running Day and Open Weekend • Cumbria Classic Commercial Vehicle Rally, Kirkby Stephen • Summerlee • Basin Rambler, Montrose • Biggar Rally • SVVF Show, Scone, Perthshire • Solway Vehicle Show • Ayrshire Road Run • Argyll Festival of Performance launch • Llandudno Transfest • Mayne's 70th Anniversary, Buckie • AEC Rally, Newark • Dundee Museum of Transport • Isle of Wight Beer and Buses • Truckfest, Ingilston

Figure 5 – Geographical spread of events and venues across Greater Glasgow where GVVTT has taken part in recent years



14.4 - VISITOR and PASSENGER NUMBERS

As the number of events and popularity with the public grows, an encouraging increase in visitor numbers and passengers carried has been recorded during the period of the last Business Plan. The Trust is confident that this trend should continue into the future, though may eventually reach a point at which the number of events and activities carried out reaches the limit of our resources as a voluntary organisation.

Figure 6 – Visitor numbers at events held at Bridgeton Bus Garage

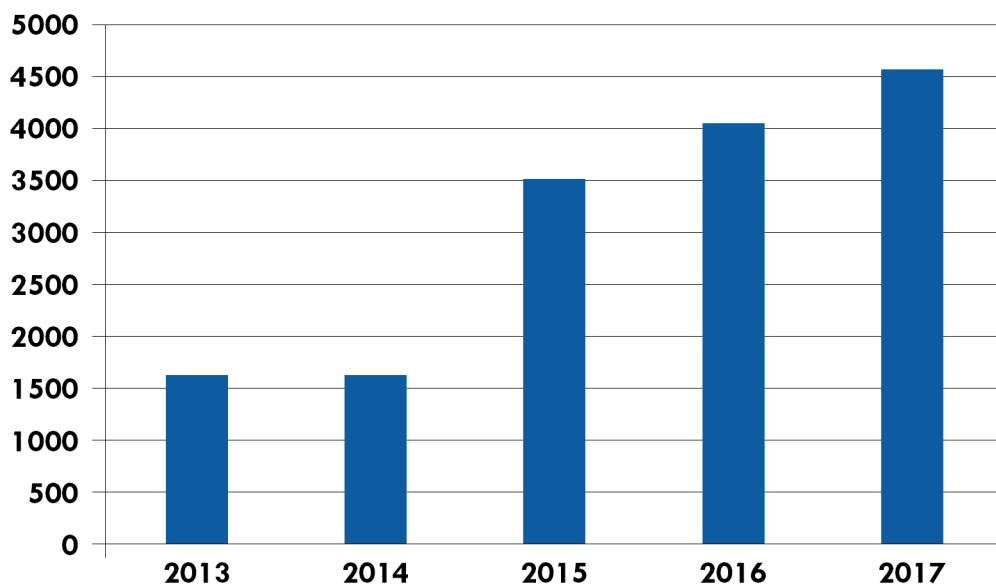
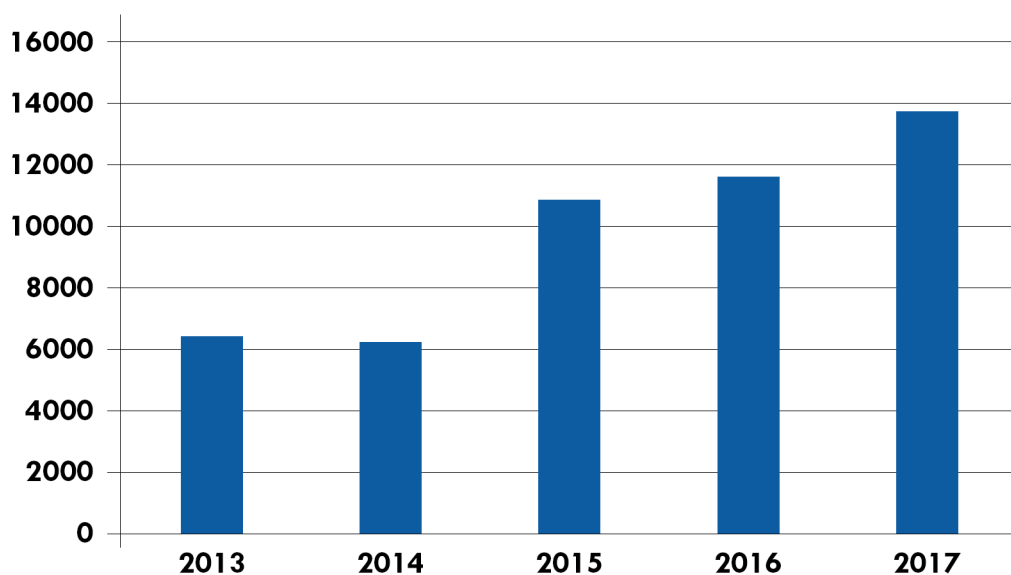


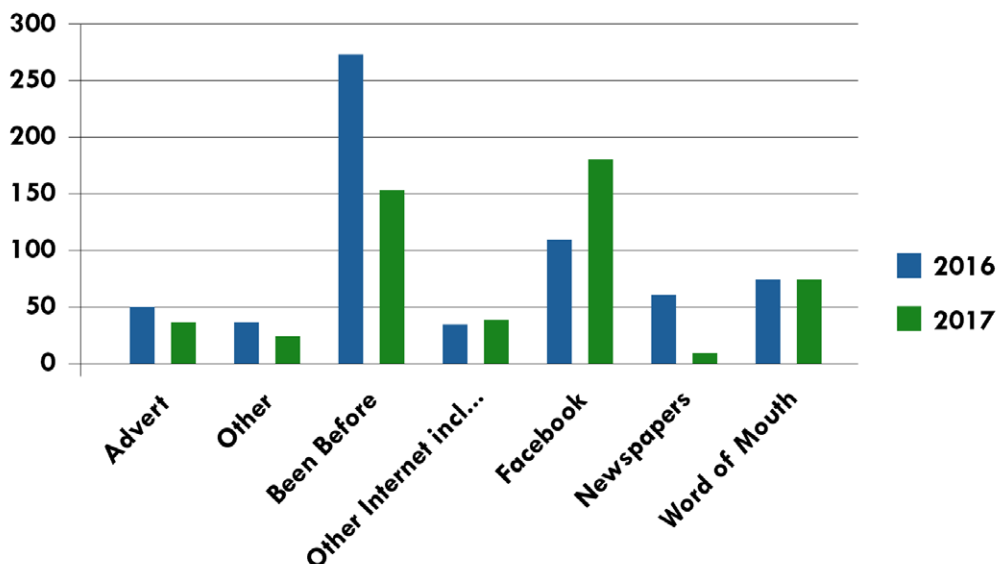
Figure 7 – Passenger journeys made on free heritage bus services



14.5 - VISITOR FEEDBACK

Since 2016, GVVt has conducted surveys of visitors to events in order to obtain feedback which can be used in shaping strategy and how we organise future events. Of all visitors, 16% returned a feedback form in 2016, and 11% in 2017.

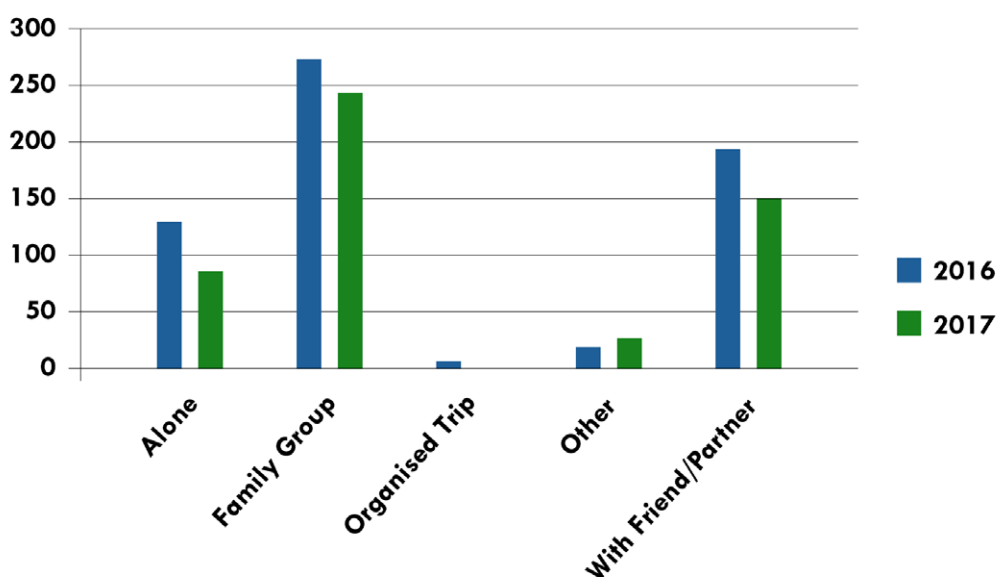
Figure 8 – How visitors heard about GVVt events?



The highest number of visitors heard about GVVt events because they had been to a similar event previously. Second came Facebook (as anticipated). A high proportion in 2016 heard about events through a specific newspaper campaign.

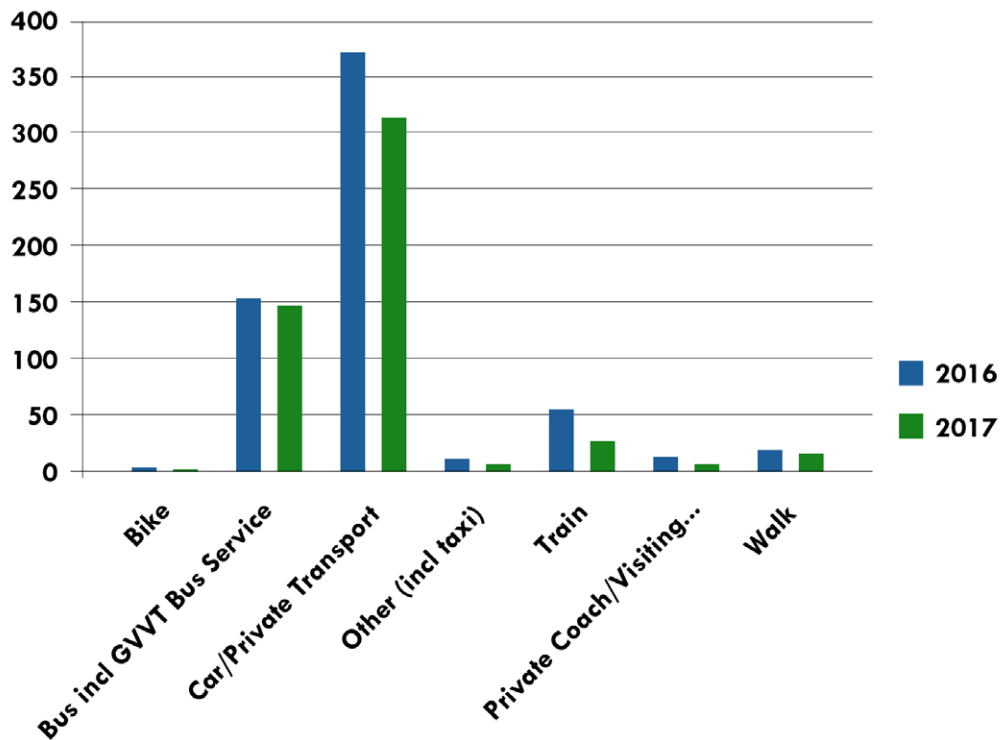
About half the visitors were on their first visit and the other half had been to events previously. This demonstrated not only the continuing success of GVVt's activities but also the scope for increasing the number of visitors to GVVt events exists. Furthermore, the effectiveness of the internet and social media for promotion of events is evident.

Figure 9 – Types of people visiting Bridgeton Bus Garage



Family groups account for approximately 45% of visitors to events at Bridgeton Bus Garage; groups with friends making up a further 30% or so. This gives a flavour of demographics to target with future publicity.

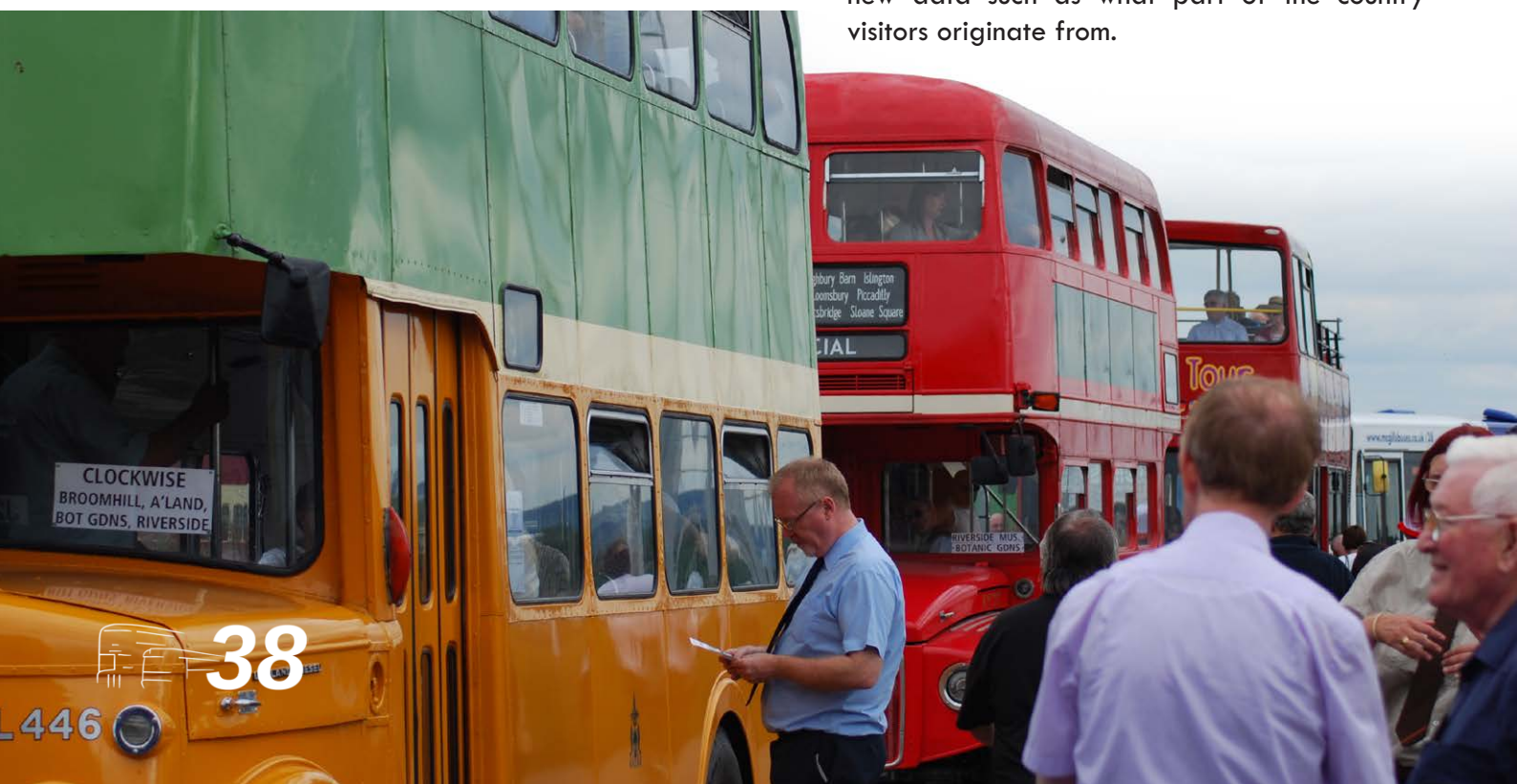
Figure 10 – Mode of transport to Bridgeton Bus Garage



As may be expected, particularly as a high percentage of events take place on a Sunday, the majority of visitors to Bridgeton Bus Garage come by car (approximately 60%) but this figure is significantly lower than for many other visitor attractions, especially those in rural locations. Those travelling by bus make up around 27%, with another 7% coming by train. Overall, approximately 35% of visitors come by public transport. This, along with its urban location, makes Bridgeton Bus Garage accessible and inclusive to non-car owners.

It was noted that two-thirds of survey respondents thought entry charges were “good value”, with about one third feeling that charges were “about right.” 99% of respondents also said that they would visit Bridgeton Bus Garage again. This indicates there may be scope in the future to increase charges slightly with little negative effect.

Trends cannot be established over this short period but the Trust will endeavour to collect more information going forward including some new data such as what part of the country visitors originate from.



14.6 - COLLECTION POLICIES

14.6.1 Vehicle Collection Policy

The Vehicle Collection policy at the time of compilation of this Business Plan is as below. This may be reviewed going forward in the light of any specific circumstances that may arise, any national guidelines, availability of space to store and display vehicles and resources required in looking after the premises.

Priority will be given to buses, coaches or commercial vehicles which satisfy some or all of the following desirable criteria:

- Has a Scottish connection.
- Is more than 20 years old.
- Is a standard example of a bygone type or marks a significant milestone in vehicle design.
- Is already restored, or capable of being restored.
- Whose owner (when not GVVTT itself) has shown capability to restore and/or maintain the vehicle or has a satisfactory plan and resources to achieve this.
- Is of a type not already represented at GVVTT.
- Is from a fleet not already represented at GVVTT.
- Is considered suitable by the GVVTT Management Committee in some other way.



14.6.2 Archive and Artefact Collection Policy

Priority will be given to artefacts and archive material which:

- Have a Scottish connection.
- Complement the vehicle collection.
- Give information on, or are representative of, transport history in Scotland and particularly Glasgow, the West of Scotland and Western Highlands.
- Enable GVVTT to build up future displays, interpretive and interactive material about public transport history as above.
- Maintain the scope of interest of GVVTT for public visitors.
- Are practical to have stored or on display.
- Are considered suitable by the GVVTT Management Committee in some other way.

Close liaison is maintained with other museums and groups in the transport sector to ensure a co-ordinated approach to collectable materials and archives with a view to avoiding duplication and to ensure no significant gaps appear in the archive collections when such material becomes available.



Written by GVVTT Board of Trustees

Graphic Design by Mark Budd

Photographs by Colin Anderson, Steven Booth, Ian Budd, Mark Budd, Gary Conn, John Cruttenden Photography, David Hanlon, Gordon Kerr, Stuart Little, Iain MacGregor, Jeff Mitchell (Getty Images), Brian Piercy (Equiscot Photography), Callum Rice



Glasgow

Bridgeton Cross



76 Fordneuk Street, Glasgow, G40 3AH

0141 554 0544

info@gvvt.org

www.gvvt.org



@BridgetonGarage



@GVVTGlasgow

Registered Scottish Charity No. SCO34066

Fast Fare EXACT FARE-NO

ATLA

JUS