

KUC

Social, Environmental and Economic Accounts

1st April 2006 to 31st March 2007

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Acknowledgements

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KUC also wishes to thank the audit panel, John Pearce, Lisa McMullan and Adrian Ashton for giving their time to conducting the audit.

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Finally KUC wishes to thank Ann Cromby, Halewood JET and James Stanley, St Helens Accommodation Project, who kindly gave their time to evaluating our staff questionnaires

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1 Introduction

Welcome to KUC's first set of Social Accounts.

Arising from a review of the organisations mission, values and objectives carried out in April 2006 by staff, volunteers and Management Committee, a decision was taken to begin a process of social accounting and auditing in order to reveal the true impact that KUC, as a social enterprise, is having on the environment and the communities in which it operates. KUC undertook a project wide social audit of its business advice team activity in 2004 and has used the experience gained to inform this set of accounts.

A social audit group was set up in 2006, made up from internal stakeholders, who set about preparing the accounts, which we are proud to present in this report.

2 History and Background

The Organisation

This year KUC celebrates 26 years since opening its doors as a TUC Unemployed Centre in 1981. Throughout its lifetime KUC has focused its work on issues related to unemployment and poverty and has built a reputation for delivering welfare rights advice and campaigning on social policy issues that effect the unemployed.

More recently, KUC has experienced a rapid growth in its development due to new funding opportunities which have enabled KUC to refurbish its building, expand its staff team and expand its range of support services to include information, advice and guidance on jobs education and training opportunities, small business start up advice and support for small businesses, including community businesses, debt advice and financial inclusion work, ICT training, from basic to advanced, as well as training in skills for life.

KUC is a TUC Centre and as such is part of a network of Unemployed Centres throughout Merseyside, the North West and the UK. This affirms its role as part of a wider movement unifying employed and unemployed people, campaigning for full employment, tackling the effects of poverty and deprivation; and for the right to organise collectively to effect change.

Local unemployed people, newly redundant trade unionists and community activists founded the Centre in 1981. KUC is one of the longest surviving Centres in the country and is widely known and deeply rooted in one of the most deprived communities in Europe.

Unemployed Centres were born out of a TUC special conference held in 1980 that was called to address the growing mass of unemployment in the country at that time. Arising from the conference was a call for a National March for Jobs, which was held in 1981. The march forged links between trade unions, community and unemployed workers groups and strengthened support for Unemployed Workers Centre's to be set up in order to develop those links and provide a focus for the unemployed to organise themselves. Against this backdrop, the Kirkby Centre was the first to open on Merseyside.

KUC is registered as a Company Limited by Guarantee. Its members form its sovereign body and the membership elects it's Management Committee every year at an AGM. It is this committee which appoints staff and to whom all staff, paid and unpaid are responsible.

KUC encourages and trains volunteers in all aspects of the Centres work; supported by a team of paid staff covering the areas of work most requiring continuity of specialist skills.

The role of the Management Committee is to determine policy and ensure that the organisation is operating within the framework of the law as laid down by the Companies Act, as well as acting within the terms of the companies Memorandum & Articles of Association and in the spirit of the mission, values and objectives set out within the constitution.

It further must ensure that the organisation is discharging its responsibilities in relation to legislation such as the Race Relations Act and Sex Discriminations Act, Disability Discrimination Act, Age Discrimination Act and other employment-related legislation. It is responsible for ensuring that the organisation acts with due care and that it manages its affairs in a prudent way.

Our Management Committee comprises of 19 elected members from all sectors of the community, including a staff rep, and a volunteer rep.

Management Committee - 2006/07

Knowsley Trades Council – 4 Seats

Paula Murawski (Treasurer)

Steve Murphy

Dave Shaw (Secretary)

1 Vacant

Knowsley Borough Council

Cllr E Grannell

Cllr N Keats

Cllr R Crummie

Cllr J Greer

Employed Trade Union

Steve Newman (Vice Chair)

Cathy Runswick

Unemployed Activist/Volunteer Reps – 2 Seats

Cathy Cowley - Volunteer

1 Vacant

Voluntary Sector/Community Sector Organisations – 4 Seats

Northwood Credit Union – Jim Dempsey

Women's Community Action Group – Freda Haggis

Mission in the Economy – Fran Lovett

Co-opted Members – 10 Seats

Alan Kelly (Chair)

Trish Dinan

John Mills

Fran Lovett

Mike Maguire

Staff Rep – 1 Seat

Kevin Robinson

KUC employs 36 paid staff and currently has 8 volunteers involved in day -day activities, committing their time and skills to support the work of the Centre.

KUC offers room hire to local groups and organisations including conference facilities, additionally, KUC provides accommodation space for other organisations:-

- Kirkby Credit Union
- Kiddies Kingdom Day Nursery
- SHAP (St Helens Accommodation Project)

KUC believed that effective partnership working can bring about powerful and lasting results for individuals and the communities in which they live. KUC is committed to working with all bodies who share a desire to improve the quality of life of local residents.

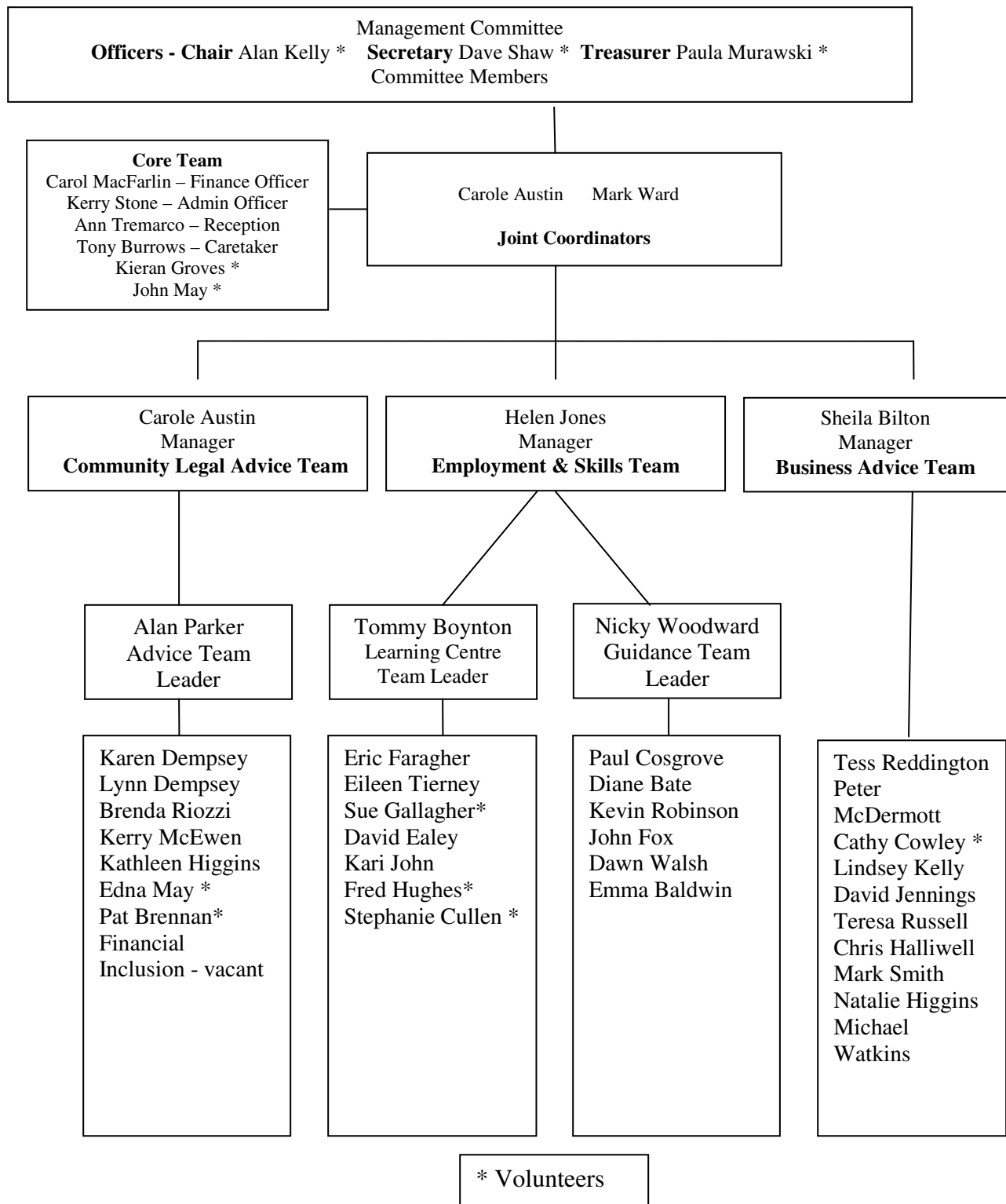
KUC Service Teams:

Our support services are delivered by friendly and approachable staff who are committed to quality and efficiency and because of the nature of the work we undertake, offer an impartial and confidential service to residents who are mainly from 'hard to reach' groups – e.g. - people who are long term unemployed, people with a disability, women returners, people from black and ethnic backgrounds, people on long term sickness benefit, lone parents, people over 50 years of age. The range of services offered enables KUC to achieve its mission and objectives underpinned by values of opportunity, innovation and inclusion.

- Community Legal Advice team
- Business Advice team
- Employment & Skills team
- Learning Centre

KUC Organisation Structure

Figure 1 - Management Committee – 2006/2007



The Social Audit

In order to prove the value and impact of the activities that KUC undertakes to achieve the organisations' mission and through findings that will identify opportunities for the ongoing improvement of the organisation through the services that we provide, KUC is undertaking a social audit using a social accounting methodology which provides us with a framework to carry out the social accounting process and audit procedure.

A Social Audit sub-group made up from staff from each of the service team including the Coordinator, was set up in 2006 to draw together information from our current systems and to prepare to consult with our stakeholder groups.

Although KUC undertook a project wide social audit in 2004 (Business Advice Team - CBED), this set of social accounts will be the first organisation wide set of accounts that we have produced.

This set of social accounts will report on KUC's Mission, Values and Objectives. KUC has consulted with internal stakeholders, staff, volunteers and management committee, in order to evaluate to what extent we think we live up to our mission, values and objectives.

The accounts will give a descriptive report on all Objectives however a stakeholder consultation was only carried out on Objective 1 – service delivery in order to assess the quality of service provision within the stated objective.

The social accounting period is 1st April 2006 to 31st March 2007.

The period within the scope of the social accounting period used for consulting with stakeholders was – 1st December to 31st May. The consultation activities run over the accounting period and up to end of May 2007 due to early questionnaire design problems.

3 Mission, values, objectives and activities

KUC reviewed and revised its mission, values and objectives in April 2006. This was achieved by bringing together a number of stakeholders for a review day, including staff, volunteers and management committee members. The revised mission, values and objectives were subsequently agreed by the Board in May 2006 and now provide a strategic direction for the organisation.

Mission:

To promote & support the social and economic well being of local people; by providing opportunities and resources to achieve a better quality of life for all.

Values:

- **To be Inclusive** by understanding, respecting and meeting the needs of individuals from the most disadvantaged groups in our community, to engage with them and improve opportunities, choices and options in life and harness the

talents of each and every individual suffering the effects of social exclusion and give equal access to opportunities.

- **To provide opportunity** that will improve the knowledge, skills, and experience of individuals to give them an equal chance to take an active role in society and achieve a better quality of life.
- **To be Innovative.** Improving the quality of life and life chances of the most vulnerable in society is more than an aspiration for KUC, we are committed to making this a reality by using the most innovative ways possible by incorporating new ideas, methods and information that will capture the imagination of residents in order to engage with them to raise aspirations and stimulate learning and employment opportunities.

Objectives:

1. **To provide an integrated range of support services which enable local people to achieve economic independence and an improved quality of life.**

We do this by

- ✚ Providing information, advice & guidance on jobs, education and training to support residents, including young people to access training, education and job opportunities.
- ✚ Raising the level of economic activity within the community by providing business start up advice and support, and support for existing micro business and community businesses.
- ✚ Offering legal help, from basic advice to specialist representation in order to maximise the income of individuals and households through negotiation and representation.
- ✚ Supporting economic and social regeneration by providing and promoting life long learning provision through a drop in study/training centre resource.

2. **To influence local, regional, national and international policies and practices in support of social justice, social welfare and economic and environmental sustainability issues.**

We do this by

- ✚ Influencing and informing local, regional and national decision makers about issues and policies that effect disadvantaged groups in our communities.
- ✚ Networking formally and informally with a range of appropriate organisations and participating in appropriate boards, steering groups and forums.
- ✚ Campaigning at national level for and on behalf of local people on issues that effect social welfare, through the national network of unemployed Centres.
- ✚ Promoting environmental sustainability through KUC promotional literature.

3. **To challenge exclusion and actively promote inclusion through equality of opportunity and diversity; to combat all discrimination on the grounds of race, ethnic or national origin, sex, marital status or sexual orientation, disability, HIV, age or religion.**

We do this by

- ✚ Maintaining an effective equality and diversity policy.
- ✚ Maintaining an effective dignity at work policy.
- ✚ Holding regular in-house training on equality issues for all staff, volunteers and management committee members.
- ✚ Identifying roles and responsibilities in procedures dealing with equality issues.
- ✚ Campaigning on issues of inequality.

4. To promote & develop KUC as a sustainable enterprise

We do this by

- ✚ Securing appropriate financial resources to ensure the implementation of KUC objectives
- ✚ Maintaining a strong structure of governance that enables effective decision making and direction giving.
- ✚ Having a robust marketing strategy promoting and enabling KUC to position itself well as a quality service provider.
- ✚ Underpinning all activities with appropriate quality systems.

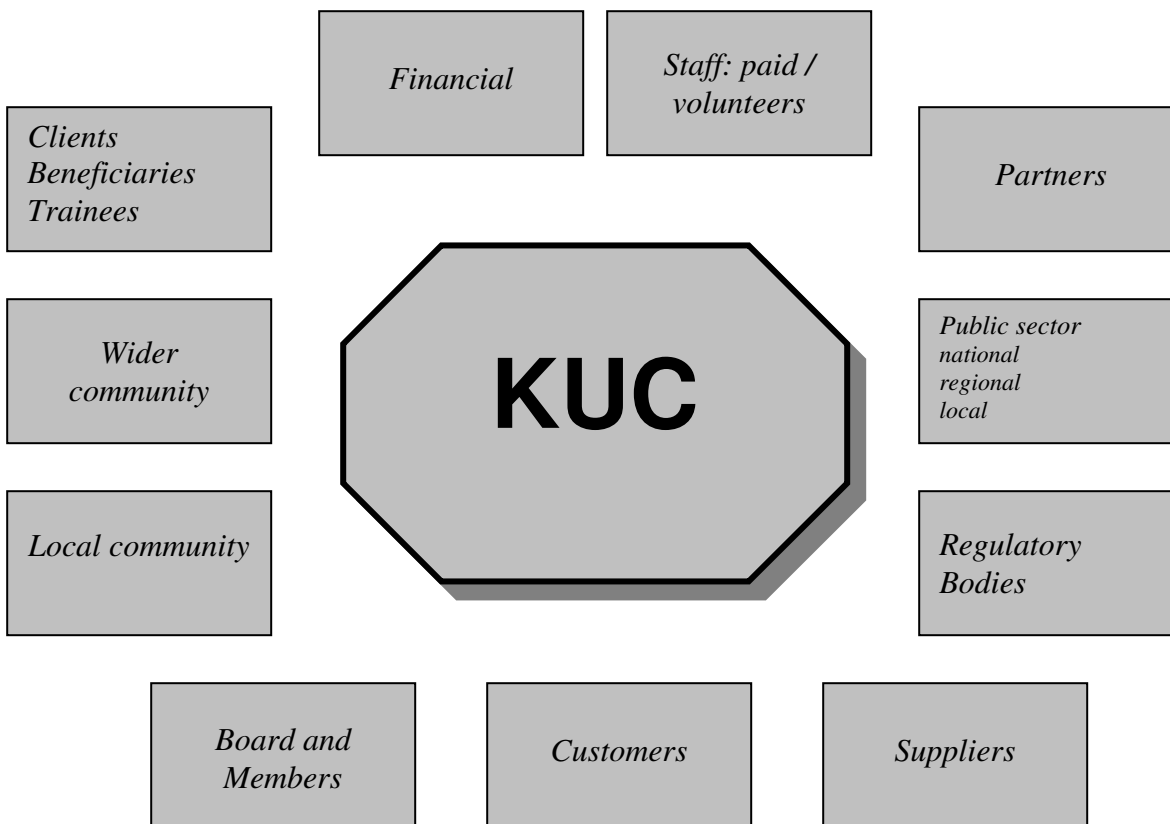
5. To be a good employer

We do this by

- ✚ Demonstrating good practice systems in recruitment, selection and retention.
- ✚ Maintaining workforce training, support and development practices through appraisal and supervision.
- ✚ Offering family friendly policies and flexible working arrangements.
- ✚ Maintaining good lines of communication, clear roles and responsibilities and cross team working opportunities.
- ✚ Trade Union recognition.

4 Stakeholders

The Stakeholder Map



Stakeholder Analysis

KUC defines its stakeholders as any individual/organisation that influences or may be influenced by our organisation. In order to identify who KUC's stakeholders are, a stakeholder analysis was drawn up by a member of the social audit group. This was achieved by liaising with all teams and collecting information to identify which individual/organisation connected to KUC have influence on the organisation or may be influenced by the organisation .

A stakeholder list was drawn up (Appendix 4) identifying stakeholders relevant to each team. The social audit group used the information to give consideration to all of its stakeholder groups and agreed the stakeholder groups that are key* to KUC.

- *** Key Stakeholders**
- **Other Stakeholders**

Key Stakeholders

*Clients, beneficiaries, trainees

*Customers – other organisations using the Centre and organisations paying for KUC services.

*Staff paid/volunteer

*Management Committee (Board)

*Members

*Local community

- *Partners
- *Financial

Stakeholder list

*** Clients/beneficiaries/trainees**

The group is made up of individuals of both sexes and all ages, usually from 'hard to reach groups - unemployed or claiming one or more benefits, people with a disability, lone parents, women returners, people from black or ethnic background, people on long term sickness benefit, who are seeking advice and/or guidance, support or training from one or more of our support services. The client group can be split under different headings: -

- Clients are residents who receive information or advice from any of the KUC services.
- Beneficiaries are clients who have received support in the form of a training grant or back to work grant.
- Trainees are clients who receive training and support towards gaining a formal qualification.

*** Customers/User Groups**

This stakeholder group buy into the services that KUC provide either through a contract for services or as customer user groups who book room space or conference facilities with KUC.

*** Financial:**

This Key stakeholder group is made up of those organisations/bodies that contribute funding to KUC. This group would include:

- One Fund For All (OFFA)
- Neighbourhood Renewal Fund
- Learndirect
- Job Centre Plus
- Neighbourhood Support Fund
- Huyton New Deal in the Community
- Connexions
- DTI
- European Commission (ERDF) (ESF)
- Knowsley Metropolitan Borough Council (KMBC)
- Legal Services Commission
- LEA Knowsley

*** Staff - paid or voluntary** – as internal stakeholders, all staff contribute to the delivery of the organisations' objectives. During the period under review the staff team equated to 36 paid staff and 8 volunteers.

* **Board (Management Committee)**

The Management Committee are the stakeholders who manage the organisation responsible for finance and policy. During the period under review the board consisted of 18 elected member.

* **Members**

KUC membership is open to all individuals and organisations that support the mission, values and objectives of the KUC as a social enterprise. Membership is renewed each year and it is the membership who elects their management board representatives responsible for ensuring that KUC meets its mission and objectives. Current membership stands at: - 28 members and one affiliated group.

* **Partners**

Those organisations/agencies with whom KUC works with, who can assist and enhance the work that we undertake to improve the quality of life for local residents. KUC believes that effective partnership working can bring about powerful and lasting results for individuals and the communities in which they live.

- Jobcentre Plus (JCP)
- Shaw Trust
- Working Links
- Local Solutions
- Princes Trust
- Business Link
- Knowsley Community College
- Dept Work & Pensions
- The Appeals Service
- Community Legal Services
- Knowsley CBED Forum
- Halewood JET
- Knowsley MBC Economic Forum
- Creative Bias
- Train 2000
- OCN
- Knowsley MBC
- Merseyside & Cheshire Unemployed Centre's Coordinating Committee
- Knowsley Trades Council
- Knowsley Chamber of Commerce
- Halewood Comprehensive
- British Computer Society
- Huyton Advice Centre
- Prescott/Whiston Advice Centre
- Merseyside & Cheshire Network of Unemployed Centres
- St Helens Accommodation Project
- Kiddies Kingdom Day Nursery
- Inland Revenue
- Local Credit Unions

* Local Community

This group comprises of any individual resident or business who are not clients or customers but who may influence or be influenced by KUC. This stakeholder group may suffer if KUC were to lay-off workers or close business, the effect would be a reduction in the economic impact that KUC brings to the community.

Suppliers

KUC uses suppliers to enable its service delivery. Suppliers benefit from the success of KUC as a business as they receive orders for products and services and they can be harmed by losing orders or not receiving payment on time.

Regulatory Bodies

KUC is regulated by a number of bodies through Quality Standards that the organisation adheres to. Regulation usually comes in the form of an audit conducted by the relevant regulatory body. These include:

- Guidance Accreditation Board (MATRIX)
- Companies House
- Business Link
- Basic Skills Agency (Adult Learning Inspectorate)
- LEA Knowsley
- Job Centre Plus
- The Appeals Service
- Community Legal Services
- SFEDI (Small Firms Enterprise Development Initiative)

Public Sector

KUC works with a number of Public sector bodies; relationships can be in the form of partners or funders and include:

- Knowsley MBC
- Legal Services Commission
- LEA Knowsley
- Job Centre Plus
- DTI
- DWP
- Sure Start

The accounts will report on the work achieved under the 5 Objectives. The social audit group chose Objective 1 – service provision, which includes 4 activities, to consult with one of our key stakeholder groups - clients and our newly revised mission, values and objectives to consult with internal stakeholders – staff, volunteers and Management Committee.

* Note – During the stakeholder analysis process the group identified that the membership of KUC was made up mainly from staff and volunteers with only 1 affiliated group and a small number of residents. This finding is now being addressed by the KUC Management Committee through a full membership review. Therefore,

the members' stakeholder group has been omitted from this round of consultations, and will be included in a future round of stakeholder consultation.

Scope and methodology of the social audit

Omissions

KUC is aiming to be truly multi-perspective, it is intended that a range of stakeholders be consulted over a period of time so that those stakeholders not included in this set of social accounts will be included in a future social accounting cycle.

Methodology

Primary research information included a review and analysis of existing management information – , records, data base and client file.

Secondary research included investigating the views of two of our key stakeholder groups – clients and internal stakeholders, through questionnaires.

A range of questions were designed to ascertain views on the quality of the service received.

A generic questionnaire was developed that would be appropriate to each team activity. However, since conducting the analysis it has become clear that a range of questions specific to the individual service team would have produced a more in-depth qualitative assessment.

The social audit group endeavoured to identify clients who had accessed the service on more than one occasion. However, we encountered difficulties in that advisers/tutors issued the wrong questionnaires and clients tended to answer all of the questions asked whether their visit was one off or visiting on an on-going basis. In view of this the evaluation of the questionnaires does not differentiate between single visit clients and those attending on an on-going basis.

Quantitative Information

The client based quantitative information has been collected from analysis of database systems which are established within each of the service teams. Databases are constructed using information from individual client files. This information is used as a management tool for monitoring performance and ensuring that services are developed and delivered effectively and in line with funding requirements and quality standards.

Activities mentioned in the descriptive reports on objectives 2 to 5 are evidenced by collating all information regarding any activity undertaken within the stated objective and files are available for audit purpose. This quantitative information will include evidence of meetings, forums and conferences attended by staff, minutes of meetings external and internal, personnel records, staff handbook (policies and procedures), marketing strategy, central records and financial records.

Qualitative Information

During the social accounting period KUC has collected the views of two key stakeholder groups; clients and internal stakeholders - staff, volunteers and Management Committee.

Within the scope of the accounting period clients have been asked to complete an evaluation questionnaire about service delivery. The client questionnaires were analysed by a member of the social accounting team.

All staff, volunteers and Management Committee were asked to complete a questionnaire about how well they thought we, as an organisation, lived up our mission, values and objectives. The internal stakeholder questionnaires were analysed by an independent evaluator from a partner organisation.

The response rate to the questionnaires is as follows:

Service Delivery

During the period 1st December 2006 and 31st May 2007, clients accessing our services were asked to complete a questionnaire by a member of staff. Post boxes for completed questionnaires were placed at strategic points throughout the building; thus ensuring confidentiality. Completed questionnaires were collected from the post boxes by a member of the social audit group.

	Clients Accessing services 1/12/06 to 31/5/07	Number of client questionnaires returned
Employment & Skills Team	446	83
Business Advice Team	509	100
*Community Law Advice Team		69
Learning Centre	142**	80
Total	3836	332

Note*

* Community Law Advice Team - Questionnaires were only issued to those clients who received 'in-depth' advice at a scheduled appointment.

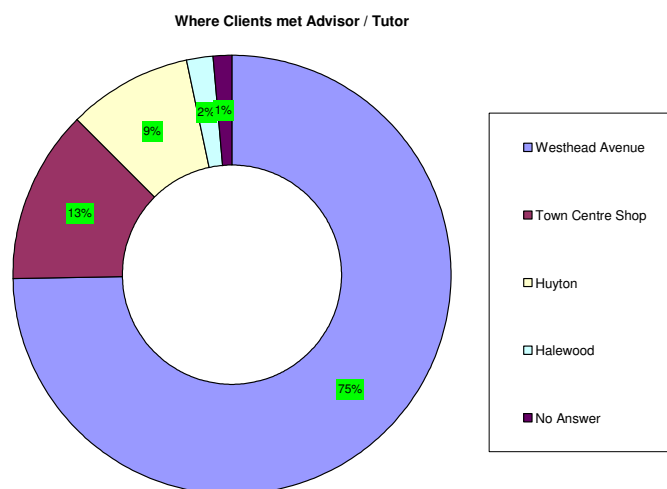
** This figure reflects the total number of clients visiting the Learning Centre to access training courses. The figures do not show numbers for people calling in to access computer facilities only.

*** The social audit group representatives from the Community Legal Advice Team and the learning centre team have reported that due to the nature of the work undertaken by both teams staff have been extra vigilant in the way that questionnaires have been allocated for completion.

- Clients visiting the Centre may have literacy issues.
- Clients visiting the Legal Advice Team may have literacy issues, mental health issues and also, many clients visiting this team have more than enough forms to fill in on their visit and have been averse to filling in yet another form.

These issues have been noted for the next social audit.

As well as the main offices, KUC also works from outreach bases in the community. A geographical analysis was conducted to find out where clients met their advisor / tutor.



Mission, values and objectives:-

Number of staff and volunteers consulted:

	Number Consulted	Responses received
Employment & Skills Team – staff	8	5
Business Advice Team – staff	10	7
Business Advice Team – volunteers	1	1
Community Law Advice Team – staff	9	6
Community Law Advice Team - volunteers	2	2
Learning Centre – staff	5	4
Learning Centre – volunteers	2	0
Core Team – staff	6	5
Core team volunteers	5	0
Management Board	17	4
Staff – Team Not Specified		1
Volunteers – Team Not Specified		1
Total	65	36

* Note – the poor response from the Management Board has been noted by the social audit group. The social audit group will examine the process used to consult with board members and look for improved consultation methods for the future.

6. The Report on performance: analysis of the Social Accounts

Qualitative

Internal Stakeholder Analysis – Mission & Values

To measure how well KUC lives up to its Mission Statement and Values, we issued questionnaires to internal stakeholders – Management Committee (Board) members, staff and volunteers and received 36 responses.

To ensure confidentiality the questionnaires were evaluated by James Stanley, St Helens Housing and Accommodation Project.

Mission:

To promote & support the social and economic well being of local people; by providing opportunities and resources to achieve a better quality of life for all.

We asked the stakeholder group how well they felt we lived up to the KUC Mission Statement.

28 responses felt that we lived up to the Mission Statement 'extremely well'
8 of this stakeholder group indicated 'well'.

There were no responses returning a 'poor' or 'very poor' response to this statement.

Values:

We asked the stakeholder group how well they considered that we lived up to the individual values of KUC. The responses are shown below each value section:

- **To be Inclusive** by understanding, respecting and meeting the needs of individuals from the most disadvantaged groups in our community, to engage with them and improve opportunities, choices and options in life and harness the talents of each and every individual suffering the effects of social exclusion and give equal access to opportunities.

KUC delivers its service from neighbourhood bases in order that we reach out and serve people from disadvantaged groups. Our services are marketed through local groups and organisations that serve the community and we believe that by promoting our services through specific targeting we reach the people we aim to serve.

We also believe that by keeping local partner organisations aware of KUC support services we can improve cross referral and partnership working. Additionally, we believe that word of mouth is an effective marketing tool and clients who have received a quality service and benefited from the opportunities provided, will promote this and act as a role model for other residents effectively promoting the organisation.

22 of the Stakeholders questioned felt KUC lived up to this value 'extremely well'

14 of the Stakeholders questioned felt KUC lived up to this value 'well'
No responses returned a 'poor' or 'very poor' response to this statement.

- **To provide opportunity** that will improve the knowledge, skills, and experience of individuals to give them an equal chance to take an active role in society and achieve a better quality of life.

Throughout the accounting period KUC used a number of measures to enable residents to take up the opportunity to improve their knowledge, skills and experience in order to give a more equal chance in society. KUC believes that by removing barriers to opportunity we will encourage engagement.

KUC delivers its services from premises that are fully accessible for people with a disability and provide resources to enable full access to the support services on offer. All learning materials and resource equipment can be adapted to individual needs, materials are available on tape and large print format, childcare and other dependant care expenses are offered to learners and volunteers, travel expenses are available and one to one confidential advice and support is on-hand for all clients.

24 of the Stakeholders questioned felt KUC lived up to this value 'extremely well'
12 of the Stakeholders questioned felt KUC lived up to this value 'well'
No responses returned a 'poor' or 'very poor' response to this statement.

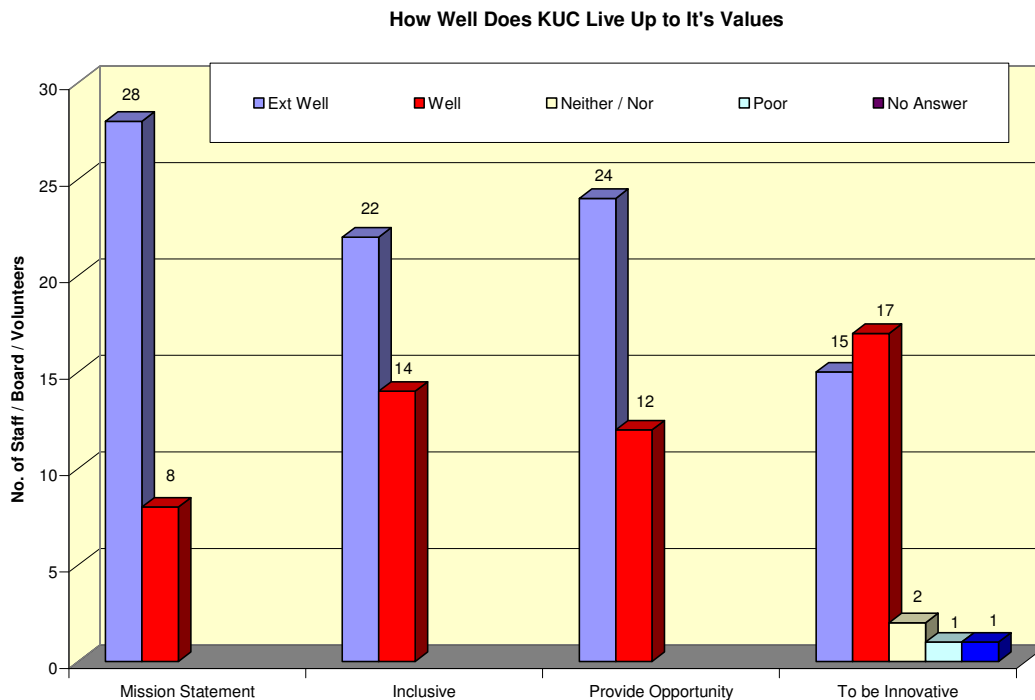
- **To be Innovative.** Improving the quality of life and life chances of the most vulnerable in society is more than an aspiration for KUC, we are committed to making this a reality by using the most innovative ways possible by incorporating new ideas, methods and information that will capture the imagination of residents in order to engage with them to raise aspirations and stimulate learning and employment opportunities.

Throughout the accounting period KUC used a number of innovative methods to capture the imagination of residents in order to engage with them.

- KUC opened a 'shop front' premises in the heart of the community – Kirkby Town Centre, in partnership with Kirkby Credit Union, making the support services available to residents visible with a 'drop-in' service available giving access to all services. This development has proven to be most effective in terms of capturing specific client groups i.e. women shoppers, older people in receipt of benefit and credit unions members.
- During the accounting period KUC used its trade union links to take learning out to the workplace and delivered IT skills to shift workers. This project has been most successful and will be used as a best practice model for work development in the future.
- KUC marked the occasion of its 25th anniversary year by re-launching the Centre with a new name identity and a new brand logo. The exercise included producing glossy brochures that would capture the interest of residents and customers.
- KUC provides a cultural base in the community for activities that will engage with residents that would not normally have easy access to poetry, theatre and musical entertainment. A number of cultural events have been organised in the accounting period including – Burns Night – a chance to air your poetic skills in good company; The Savage Sea, a play presented by the Everyman Theatre; Open House – KUC's 25th anniversary celebration presented on evening of entertainment for all its stakeholders.

- KUC takes its advice services out to workers who are being made redundant in order to relieve some of the anxieties that people being faced with a redundancy situation have to face, by providing benefits advice and debt advice as well as information, advice and guidance on jobs, education and training opportunities, workers are introduced to the support services of KUC and invited to drop in at time that they may need our support.
- A 'Capitalist of Culture' Gallery was opened this year at the KUC to engage with and support local artists with exhibition space and encourage local residents into the Centre.

15 of the 36 internal stakeholders questioned felt KUC lived up to this value 'extremely well'
 18 of the stakeholders questioned felt KUC lived up to this value 'well'
 2 stakeholders responded with 'Neither/Nor' as living up to this value
 1 stakeholder felt KUC were 'poor' at living up to this value.



Conclusion

We believe and it is heartening to note, given that KUC reviewed and revised its mission and values in April 2006, that internal stakeholders have embraced the values adopted and when consulted, 28 internal stakeholders considered that the organisation lives up to its mission statement extremely well and 8 internal stakeholders considered that we live up to its mission statement well. A high proportion on internal stakeholders also considered that the organisation lived up to its values extremely well, although there is some concern that 1 internal stakeholder did not consider that KUC is as innovative as it might be. The responses could be explained by these stakeholders not being aware of the innovative practices taking place outside of their own team, or by their own interpretation of the word 'innovative'. This will, however, be taken into consideration in the next social audit.

Client Stakeholder Analysis

To measure the quality of service provision we consulted with our clients on Objective 1 – service provision through the use of questionnaires.

Objective 1

To provide an integrated range of support services which enable local people to achieve economic independence and an improved quality of life.

Activity 1. Providing information, advice & guidance on jobs, education and training to support residents to access training, education and job opportunities.

This activity is delivered by the Employment & Skills Team. The team operate from Westhead Avenue, and the KUC outreach base in Kirkby Town Centre.

Through the provision of information, advice and guidance, KUC Employment & Skills Team offers local people a service that seeks to match their abilities and interests with jobs and training.

Qualified Guidance Officers provide information, advice and guidance on jobs, education and training opportunities enabling clients to develop their knowledge and skills and improve their opportunities to enter vocational training and employment. To support this, KUC have introduced financial assistance available to clients to cover vocational training costs.

These costs can cover a wide variety of training activities i.e. if a client needed a HGV driving licence we would arrange and pay for the training and the licence thus giving opportunity to apply for a job in that industry. The back to work support costs help clients to make the transition from unemployment to employment by providing items that are necessary to carry out the job i.e. suitable clothing necessary for an office environment or service industry environment, or maybe protective clothing for industry as well as providing tools and equipment necessary to carry out the job.

The Employment and Skills team have been awarded the Matrix Quality Standard for the delivery of Information, Advice & Guidance, and we ensure that our day to day service delivery meets these standards.

The team does not work in isolation; we recognise that a variety of organisations, professionals, community groups and agencies can combine to establish meaningful alternatives for people. We believe this 'joined-up' approach enables us to be inclusive, giving our clients a range of opportunities, choices and options to meet their individual needs.

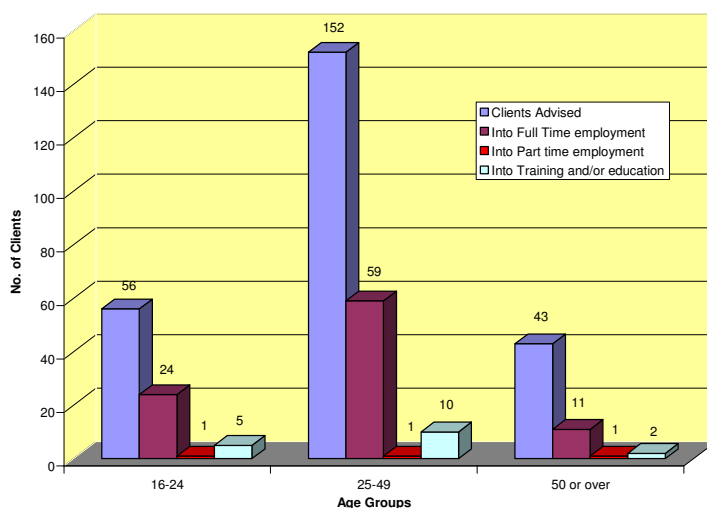
The service is primarily delivered by 4 Guidance Officers, who have achieved, or are working towards, NVQ Level 4 in Advice and Guidance.

The service is funded through a contract for services with Knowsley MBC -Knowsley Works Plus.

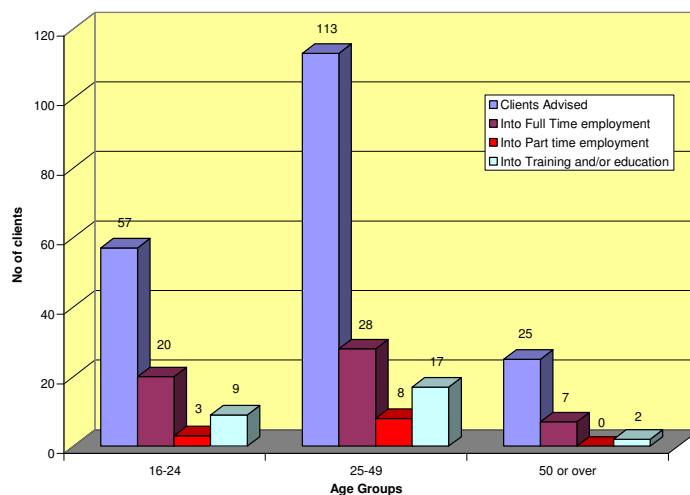
Male	Clients Advised	Into Full Time employment	Into Part time employment	Into Training and/or education
Age Group				
16-24	56	24	1	5
25-49	152	59	1	10
50 or over	43	11	1	2
TOTAL	251	94	3	17

Female	Clients Advised	Into Full Time employment	Into Part time employment	Into Training and/or education
Age Group				
16-24	57	20	3	9
25-49	113	28	8	17
50 or over	25	7	0	2
TOTAL	195	55	11	28

Clients Output Breakdown - Male



Client Output Breakdown - Female



£37,519.38 Financial assistance to clients

Client receiving Financial Assistance

	Number of clients receiving Back to work support costs	Number of clients receiving Vocational Training Costs
Male	32	80
Female	52	53

The team have introduced a number of organisational and strategic innovative activities and projects to engage clients i.e. holding a weekly surgery in the local Job Centre Plus, and providing a 'Search for Work' programme where clients are supported and encouraged to produce an effective CV and research job opportunities, holding confidence building residential weekends for clients who have been out of the job market for some time.

We asked for clients views on quality of service. 83 clients completed a questionnaire. The results were very positive, clients who responded to the relevant questions rated their adviser either very good or good. No clients felt that their advisor came under the category of average, poor or very poor.

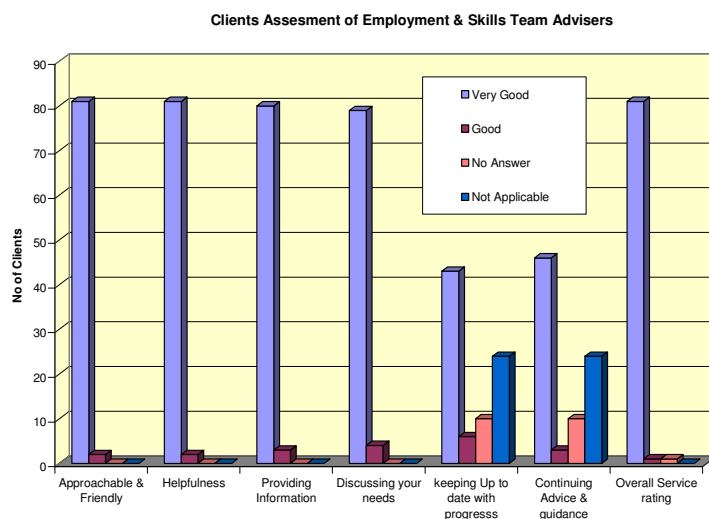
98% of respondents rated their adviser as 'very good' in being approachable and friendly;

98% rated 'very good' on the helpfulness of their adviser.

96% rated 'very good' on their adviser providing information.

95% rated 'very good' at discussing the client's needs.

89% of clients were happy with their interview (10%% did not answer)



88% of client responses stated that we helped them to decide what to do next. (12% clients did not provide a response to this question).

To provide a confidential service, 90% of clients were invited to use an interview room, 9% felt this was not needed or did not answer this question.

98% of responses rated as 'very good' the overall service they had received.

Comments from Employment & Skills Team clients:

My advisor explained everything I needed to know and

Gives good clear information, very easy to talk to.

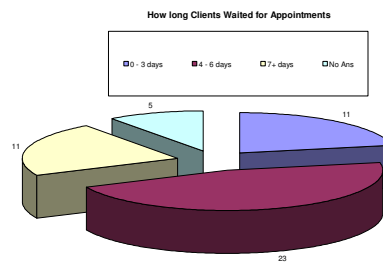
Found the advisor most helpful with gaining employment

The interview was very relaxed and professional

Excellent advice and guidance

Staff excellent. Friendly, informative

The Employment and Skills project is predominantly an appointment based service. 50 of the 83 clients visited the service through the appointment system.



22% of these clients were seen within 1 to 3 days of making the appointment; 46% between 4 and 6 days; and 22% waited 7 or more days (10% clients did not answer this question)

Only 2% of this client group felt that they waited too long for their appointment.

Internal Stakeholder Analysis - Objectives

Through questionnaires we consulted with internal stakeholders - staff / volunteers / board members how they rated KUC at meeting this activity.

25 of the internal stakeholders consulted felt KUC achieved this activity 'extremely well'

10 of the internal stakeholders consulted felt KUC achieved this activity 'well'

1 stakeholder did not respond to this question.

Case Study 1

A lone parent (female) from North Kirkby age 35, unemployed for over 5 years, receiving incapacity benefit and income support.

The client was referred from our Business Advice Team, the team were supporting the client into self-employment as a chiropodist. Working jointly with business advisers, the team identified a training need which would give the client the most suitable qualification in her chosen field. Although the cost of the training exceeded the KUC limit for training costs (£500), staff collaborated with other local agencies to secure the full training costs, which exceeded £1700. The client successfully completed the training and established her own business.

Case Study 2

Single man from South Kirkby age 23, unemployed for over two years receiving incapacity benefit.

Through several in-depth guidance interviews the adviser recognised that the client had learning difficulties which were contributing barriers to entering employment.

Using an action plan, the adviser encouraged the client to set achievable short and long term goals and to make informed choices and take ownership for his own actions.

Through our support the client entered into a training programme and completed the following:

- Confidence building
- Motivation skills
- Stress and time management
- Presentation skills
- Health & Safety at Work
- Equal Opportunities
- Manual Handling
- Computer Skills
- First Aid
- CV and Application Form Writing

The clients ambition was to work for Asda supermarket. Once the client felt confident to apply for a job his adviser worked closely with him during the application process period and accompanied him to an interview. The client was successful in securing employment with Asda thus fulfilling his aspiration and the adviser was able to liaise with the employer in order that the client's special needs were met

Conclusion

A very high percentage of clients rated their adviser very good and it is pleasing to note that such a high percentage of clients were happy with the service delivered by the Employment & Skills team.

It would be reasonable to conclude that we have been somewhat successful in achieving this objective, over 36% of clients gained employment. We believe we have made a positive impact in our endeavour to improve the quality of life and prospects of our client group.

Activity 2

Raising the level of economic activity within the community by providing business start up advice and support, and support for existing micro business and community businesses.

This activity is provided by the Business Advice team. KUC operates a Knowsley wide business advice service from Westhead Avenue, Kirkby Town Centre, Huyton and Halewood. The questionnaire was completed by 100 Business Advice team clients.

We believe that our Business Advice team provides an accessible first point of contact for Knowsley residents considering self-employment or community business

development, as a way of achieving a better standard of living and quality of life. The team aim to provide a flexible and accessible service that is totally client-led; each client is treated individually on a one-to-one basis.

Some clients will already have developed their business idea and can work quickly through the business planning process. Others may need the opportunity to talk through their ideas, and for some this may be a long process. Some will decide that self-employment is not for them and may take jobs or move into training or education. Whether or not our clients succeed in starting their business, our aim is to move each client forward. KUC also offers continuing support to clients post start-up and to existing small businesses.

The team consists of a team manager, finance and administration officer, admin support officer and 6 FTE business advisers. Business advisers are accredited or working towards SFEDI (*Small Firms Enterprise Development Initiative*) accreditation. Each adviser is also a member of the IBA (*Institute of Business Advisers*). The team manager and a number of the business advisers have also achieved the Chartered Institute of Environmental Health Certificate in Environmental Management.

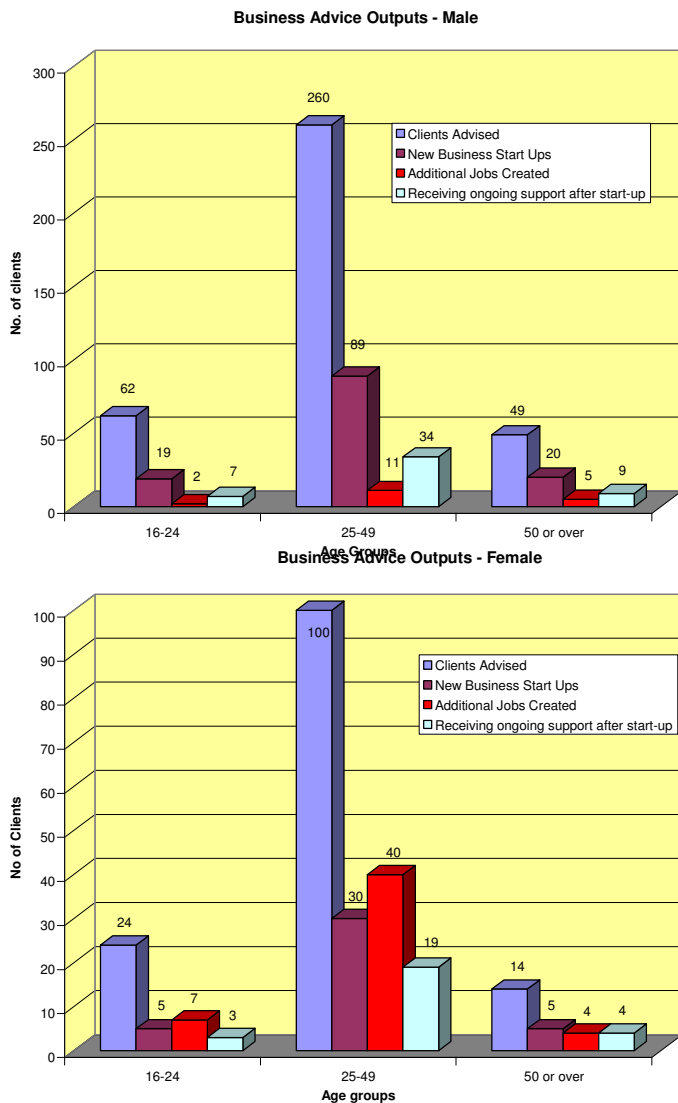
The team works in partnership with other local agencies such as Job Centre Plus and the Prince's Trust as well as with the Inland Revenue who hold regular Tax Seminars for our clients.

The outputs during the period 1st April 2006 and 31st March 2007 were:

Male	Clients Advised	New Business Start Ups	Additional Jobs Created	Assisted to access grants /loans	Receiving ongoing support after start-up
16-24	62	19	2	75	7
25-49	260	89	11		34
50 or over	49	20	5		9

Female	Clients Advised	New Business Start Ups	Additional Jobs Created	Assisted to access grants /loans	Receiving ongoing support after start-up
16-24	24	5	7	28	3
25-49	100	30	40		19
50 or over	14	5	4		4

- £45,807 Total grants obtained on behalf of clients
- £151,590 Total amount of loans secured for clients



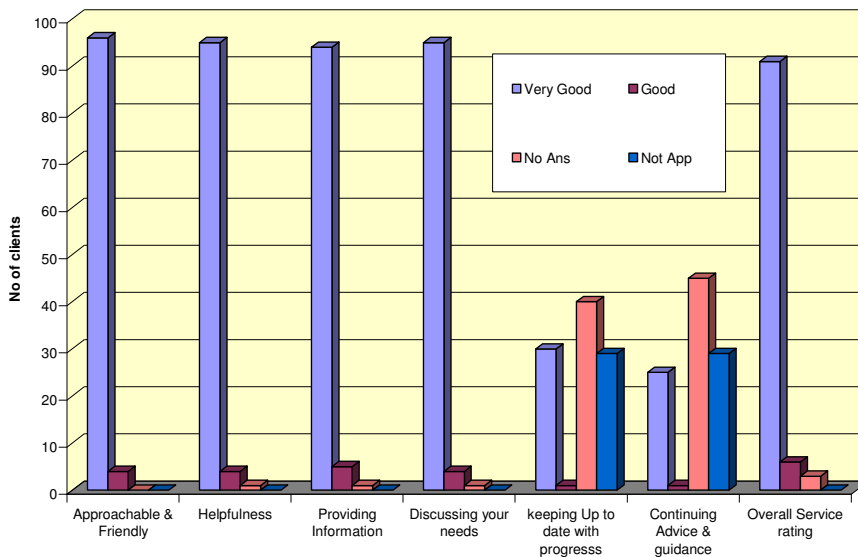
The following chart shows the different location clients met with their adviser.

Location	No of clients
Westhead Ave, Kirkby	56
KUC Shop, Kirkby Town Centre	4
Huyton	32
Halewood	7
Did not answer	1

We consulted clients on their view of the quality of advice received. The results were very positive. Clients responding rated their adviser either very good or good. No clients felt that their adviser came under the category of average, poor or very poor.

96% of respondents rated their adviser as 'very good' in being approachable and friendly;
 95% rated 'very good' on the helpfulness of their adviser.
 94% rated 'very good' on their adviser providing information.
 95% rated 'very good' at discussing the client's needs.
 96% of clients were happy with their interview.

Clients Assessment of Business Advice Team



Comments from clients:

The adviser was very helpful in giving me a starting point and a direction to go towards to start my own business. A wealth of information

Felt that my issues were well understood and the advice was spot on. Also made me more confident on taking the next step.

Quick to decide the level of help required and very directed and encouraging – a professional approach

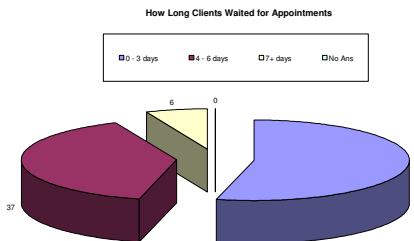
The adviser was very helpful, polite, informative, eager to get me what I want and need. I was very impressed and will definitely be recommending to everyone

Felt you could talk in private, which was a great help

Service was excellent and I am now one step closer to attaining funding for a small business

The Business Advice team is predominantly an appointment based service. 93 of the 100 clients visited the team through the appointment system.

54% of clients were seen within 1 to 3 days of making the appointment; 40% between 4 and 6 days; and 6% waited 7 or more days.



No clients felt that they waited too long for their appointment

Internal stakeholders

Through questionnaires we consulted internal stakeholders - staff / volunteers / Board members on how they rated KUC as meeting this activity.

24 of the internal stakeholders questioned felt KUC achieved this activity 'extremely well'

10 of the stakeholders questioned felt KUC achieved this activity 'well'

2 stakeholders did not respond to this question.

Case Study 1

Mid fifties male came to us for advice with his wife who was extremely supportive.

It was established that the client had been unable to work for many years due to stress related issues and it was clear his confidence was at a low level.

Over the next four weeks he began coming to the meetings on his own and discussing for himself his ideas and aims.

Within 3 months he had started his own business in the domestic property maintenance sector and has established a solid client base particularly within the senior citizen market, "they like a chat and a cup of tea with me".

The journey to self employment increased his confidence which was at very low ebb, to the extent that he was interviewed on community radio discussing his successful journey.

Case Study 2

Mid thirties female divorced and depressed. Client came through the business planning process to start a multi media business. Many personal problems had to be overcome in order that she could progress her idea and the one to one support provided by her business adviser made this possible. She has now set up offices and is offering her service nationally with increasing success.

Conclusion

KUC is pleased with the response to the survey on both levels. First, the clients responses to their survey questions were extremely positive with the majority of respondents (over 90%) scoring the service "very good" It would be reasonable to conclude that the centre has been somewhat successful in striving to achieved its goal of raising the level of economic activity within the community through the project as the ratios of start-up within each of the client age groups is approximately 1 in 3 of the male clients and 1 in 4 of the female clients moving forward into self employment. However the mix of the numbers of clients does highlight the need to promote self employment as an option for the female members of the community as the project registered 371 male and only 138 female clients.

Second, the Internal Stakeholder group has displayed a very positive result with their perception of the success of the centre in achieving its objective of improved economic activity within the community, with 34 of the 36 questioned feeling it was achieved very well and well.

See Appendix 4 – Types of businesses established during the social accounting period.

Activity 3

Offering legal help, from basic advice to specialist representation in order to maximise the income of individuals and households through negotiation and representation.

This activity is provided by the Community Law Advice Team. The team operate from Westhead Avenue, and our outreach base in Kirkby Town Centre (one day per week).

Community Legal Advice Team

The Community Legal Advice Team offers a specialist service in Benefit and Debt Advice. This is a free, independent and confidential advice service to people living in Kirkby, the wider community of Knowsley and surrounding areas. We operate a drop-in service Monday – Friday 9-5pm, with additional outreach at our Kirkby town centre premises. This provides an opportunity for people to access services where they live. Clients are given a one-to-one interview with of our qualified advisers.

The team is made up of a team manager, 1 legal administrator assistant, 1 admin assistant, 4 benefits advisers including a team leader, 2 debt advisers, 1 generalist adviser and 2 volunteer admin assistance.

We hold a Legal Services Commission Specialist Quality Mark in both Benefit and Debt Advice. The service covers a wide range of social welfare issues including:

Advice on Benefits:

Income Support
 Jobseekers Allowance
 Disability Living Allowance / Attendance allowance
 Incapacity Benefit
 Social Fund reviews including Social Fund inspectors
 Pensions
 Appeals / Tribunal Representation

Advice on Debt issues:

Priority and Non-priority debt
 Assistance with income and expenditure
 County Court Judgments
 Possession Orders / Bailiffs
 Administration Orders / Credit debts
 Representation at court in relation to possession orders, eviction orders, Individual Voluntary Arrangements, and Commissioners Office.

KUC has recently applied for Big Lottery funding to develop a new and innovative project that will support the establishment of the first Advice Network for Knowsley. One of the main objectives for 'Advice Knowsley' will be developing a co-ordinated referral system to provide more inclusive and effective service for vulnerable people from Knowsley and surrounding areas. Working in partnership with Huyton, Halewood and Prescot/Whiston Advice Centres

This development will also help us, as an organisation, to respond to the changes that the Government's Legal Services Commission will be introducing through their 'preferred supplier' contracting arrangements, following the Lord Carter review.

The chart below denotes the nature of enquiries from drop-in and clients attending appointments.

Nature of Problem	Drop In	Appointment	Monies Generated	Debt Managed
Social Fund	213	76	£ 34,552.64	£ -
Income Support/Disability Premium	272	33	£ 61,777.55	£ -
Severe Disability Allowance	4	2	£ 2,366.00	£ -
Attendance Allowance	83	44	£ 207,951.16	£ -
Disability Living Allowance	609	496	£ 2,794,895.68	£ -
Incapacity Benefit	522	351	£ 974,764.50	£ -
Carers Allowance	83	22	£ 77,931.80	£ -
Housing Benefit	83	3	£ 9,421.82	£ -
Child Tax Credit/Working Tax Credit	106	10	£ 700.62	£ -
Bereavement Payment	16	0	£ 5,655.00	£ -
Maternity Benefits	17	0	£ -	£ -
Child Benefit	16	1	£ -	£ -
Council Tax	49	2	£ 6,199.56	£ -
Child Support Agency	26	2	£ 1,565.20	£ -
Pension Credit	98	25	£ 3,828.50	£ -
Job Seekers Allowance	89	8	£ 6,498.96	£ -
Benefit Fraud	29	6	£ -	£ -
Widows Payment/Allowance	5	0	£ -	£ -
General Enquiries	127	0	£ -	£ -
Housing Matters	35	2	£ -	£ -
Legal Matters	11	10	£ -	£ -
Family Matters	4	0	£ -	£ -
Debt Matters	402	278	£ -	£ 994,882.58
Other	7	2	£ 9,847.56	£ -
Other	11	0	£ 14,627.36	£ -
Totals	2216	1124	£ 3,336,704.20	£ 994,882.58

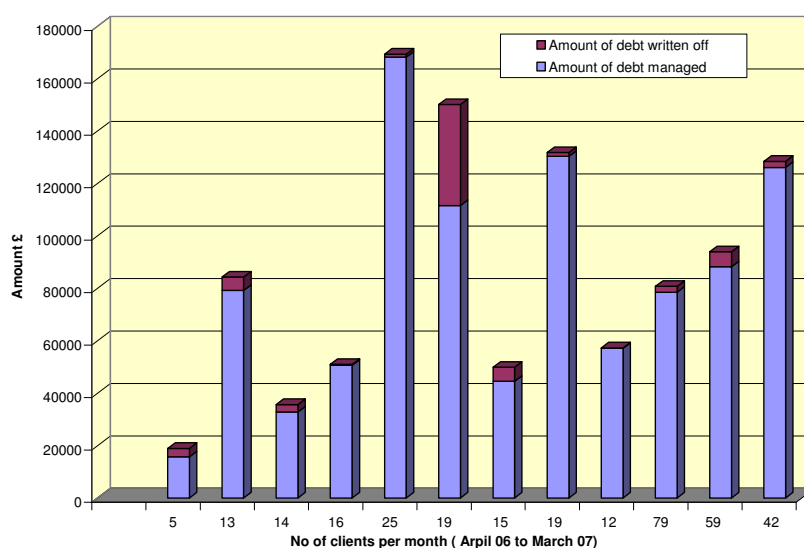
The chart below is representative of the number of tribunals attended by advice workers representing clients, and the monies awarded as a result of successful tribunals.

TRIBUNALS	NUMBER
TRIBUNALS ATTENDED	103
TRIBUNALS SUCCESSFUL	67
TRIBUNALS ADJOURNED	16
Total Monies Gained	£478,712.81

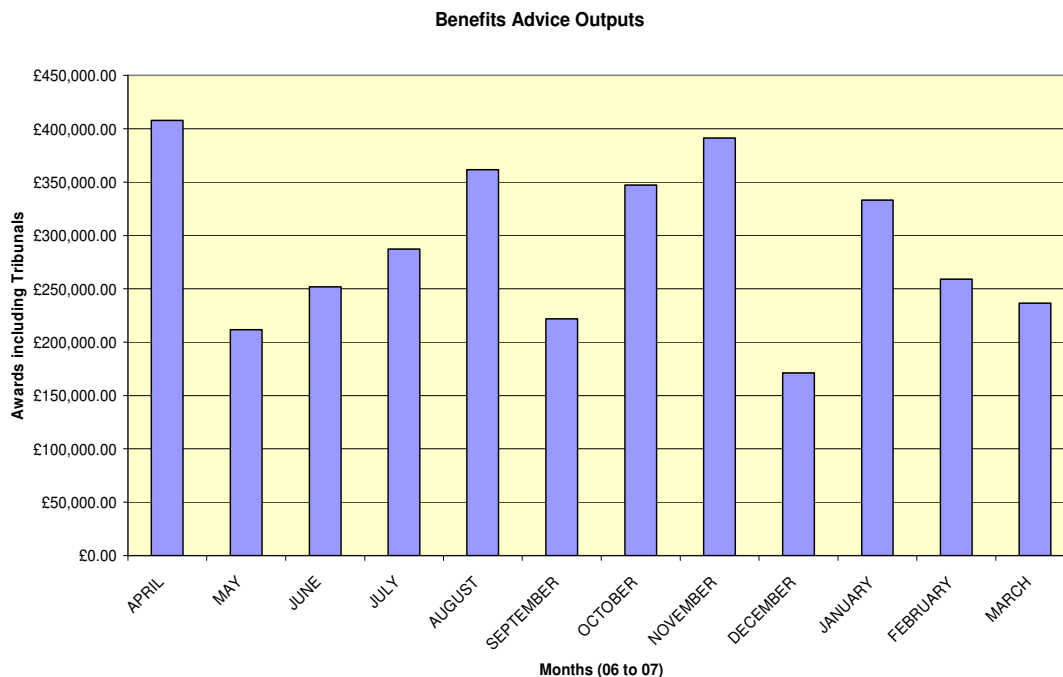
Debt Advice Outputs for the period 1st April 2006 to 31 March 2007

Debt Outputs 1/04/06 – 31/03/07	Number of clients	Amount of debt managed	Amount of debt written off
APRIL	5	£15,747.62	£3,209.83
MAY	13	£79,204.88	£5,179.99
JUNE	14	£32,852.34	£2,867.17
JULY	16	£50,659.95	£404.97
AUGUST	25	£168,224.68	£1,191.54
SEPTEMBER	19	£111,652.60	£38,511.50
OCTOBER	15	£44,528.72	£5,400.07
NOVEMBER	19	£130,348.97	£1,469.74
DECEMBER	12	£57,091.55	£210.00
JANUARY	79	£78,593.94	£2,241.42
FEBRUARY	59	£88,277.04	£5,679.08
MARCH	42	£126,154.16	£2,348.69
Totals	171	£983,336.45	£68,714.00

Debt Advice Service Outputs

Benefits Advice Outputs for the period 1st April 2006 to 31 March 2007

Welfare Outputs 1/04/06 – 31/03/07	Number of clients advised	Awards including Tribunals
APRIL	165	£407,906.90
MAY	210	£211,696.89
JUNE	230	£251,825.95
JULY	295	£287,149.08
AUGUST	370	£361,739.49
SEPTEMBER	403	£221,712.49
OCTOBER	421	£347,284.12
NOVEMBER	467	£391,345.04
DECEMBER	214	£171,098.64
JANUARY	259	£333,083.47
FEBRUARY	374	£259,025.00
MARCH	277	£236,492.46
Totals	3685	£3,480,359.53



Client analysis

We consulted our clients on the quality of advice they received. The results were very positive with all clients who responded to the relevant questions rating their adviser as either very good or good. No clients felt that their advisor came under the category of average, poor or very poor.

91% of respondents rated their adviser as 'very good' in being approachable and friendly, 4% rated 'good';
 87% rated 'very good' on the helpfulness of their adviser, 6% rated 'good' and 7% did not answer this question.
 81% rated 'very good' on their adviser providing information, 9% rated 'good', and 10% did not answer this question.
 84% rated 'very good' at discussing the client's needs, 6% rated 'good', and 10% did not answer this question.
 55% of clients were happy with their interview (45% did not answer or rated this question as 'not applicable').

Comments from Community Law Advice Team clients:

Very helpful and ... puts your mind at rest and stops you over worrying

Very helpful, considerate and patient of my needs

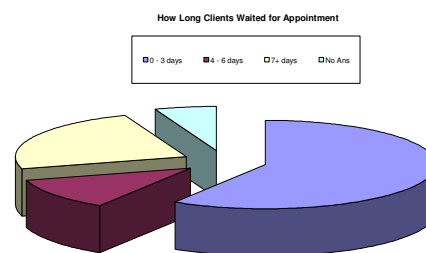
Extremely helpful, put my mind at ease. A much needed service.

My adviser on a number of occasions, was.. lovely I would just like to say how impressed I was of her. She was very easy to talk to and sympathetic of my mothers situation

This is an excellent, much needed service. I am grateful for their help and advice

Always friendly and informative

The Community Law Advice team is predominantly a drop-in service, and clients are given appointments when they require more 'in-depth' support. Seventeen of the 69 clients responding visited the team through the appointment system.



59% of these clients were seen within 1 to 3 days of making the appointment; 12% between 4 and 6 days; and 24% waited 7 or more days (5% did not answer this question)

No clients in this group felt they waited too long for their appointment.

Internal stakeholder analysis

Through questionnaires we asked the staff / volunteers / board members how they rated KUC at meeting this activity.

25 of the internal stakeholders questioned felt KUC achieved this activity 'extremely well'

10 of the stakeholders questioned felt KUC achieved this activity 'well'

1 stakeholder did not respond to this question.

Case Study 1.

Single male aged 42yrs called in for advice on whether he was receiving the right benefits. The client had recently finished work due to health problems and was claiming Incapacity Benefit (short term higher rate) of £72.55 per week. The client stated that he is struggling financially and was in debt with rent arrears and council tax.

The client was advised, based on his medical condition that he was entitled to apply for Disability Living Allowance (DLA) and both the mobility and care component. The client was also advised that he was entitled to claim both rent and council tax rebate based on low income.

Because the client experienced difficulties in filling in the DLA application which is a very complex form, the adviser worked with him using the information provided by the client to complete the form. Some ten weeks later the client was awarded high rate

mobility and middle rate care which currently pays £45.00 and £43.15 respectfully per week for a period of 3 years.

The adviser was then able to advise the client that as he was now receiving that particular rate of DLA he would now be entitled to Income Support via a disability premium (£25.25) and a severe disability premium (£48.45) per week.

The client, having been awarded income support, will receive 100% rent and council tax rebate, this will mean a weekly combined figure of £84.74.

Before our help

Incapacity Benefit £72.55
Total = £72.55

After receiving our help

Incapacity Benefit £ 72.55
 Income Support £ 60.30
 D.L.A Mob £ 45.00
 DLA Care £ 43.15
 Rent /Council.Tax £ 84.74

Total per week £ 305.74

Case Study 2.

Female client, suffering with stress and in receipt of incapacity benefit

The client was very distressed as she was receiving advice from another debt firm who were charging her for their services, this was not helping as she had accumulated a lot of debt. Our debt adviser was able to cancel the agreement with the other debt service and provide free help which included helping her to write to her bank and reclaim bank charges, writing to all her creditors and managing to have one debt written off completely and all other creditors to receive a nominal payment of £1 per week as she was only receiving benefit and not income.

The debt adviser was able to identify that the client maybe entitled to other benefits and referred her to a benefits adviser in the team who was able to help the client make a new benefits claim. The client was successful in being awarded a Middle Rate Care Allowance which improved her income.

The client is now more confident when she calls in and is managing her stress in a more positive way. The last comment from the clients was "I can actually sleep at night now"

Conclusion

The Community Legal Advice Team dealt with more clients during the accounting period than ever before achieving 113% of targets set for the year. It is most satisfying to see that the result of the service delivery consultation showed that although the team were busier than ever, standards of client care did not drop, the result of 91% of clients regarding their adviser as 'very good' and 87% good is most rewarding.

35 of the 36 internal stakeholders surveyed considered that the KUC was achieving its goal very well and well in this activity. A very pleasing result.

Activity 4

Supporting economic and social regeneration by providing and promoting life long learning provision through a drop in study/training centre resource

This activity is provided by the Learning Centre operating from two fully equipped training rooms at KUC.

Learning Centre

The Learning Centre offers the opportunity and facilities to improve education standards for adults in basic English, maths and computer skills, clients are offered the opportunity to gain accredited qualifications in these topics. The service also offers a drop-in service for people with access to IT facilities and free Internet access.

Our inclusive approach means all learners are treated as individuals with a personal learning plan developed to meet their needs and their availability to attend the centre, for example students can attend while their children are at school or can apply for crèche facilities, learners can attend in the evening if they are working during the day.

The team provide the opportunity for learners to improve their self confidence and educational levels, which in turn improves their options in society to attain a better quality of life.

All learners are given clear and concise information about what the Learning Centre offers this includes current information about

- Courses, course content
- All students accessing accredited training are given an Individual Learning plan.
- Entry requirements, qualifications, time spent in the Learning Centre
- Further learning and employment opportunities and work placement arrangements where these apply

The Learning Centre also provides an opportunity for volunteer tutors to develop their skills and gain a City and Guilds qualification in Adult Education.

The team consists of 1 manager, a team leader, 2 part-time admin assistants, two part-time tutors and 2 volunteer tutors.

The team takes an innovative approach to engaging clients and support their learning with initiatives such as:

- Flexible training, where the client attends the learning centre at times to suit them.
- Free childcare, to open up the opportunity for learning to parents
- Learning materials and resources are adaptable to individual client needs – materials are available on tape and large print format
- Childcare and other dependant care expenses are offered to learners and volunteer tutors

Courses on offer:

Maths and English from entry level to level 2

CLAIT

ECDL

Basic IT – introduction to computers

City & Guilds 9297 - Supporting Learners

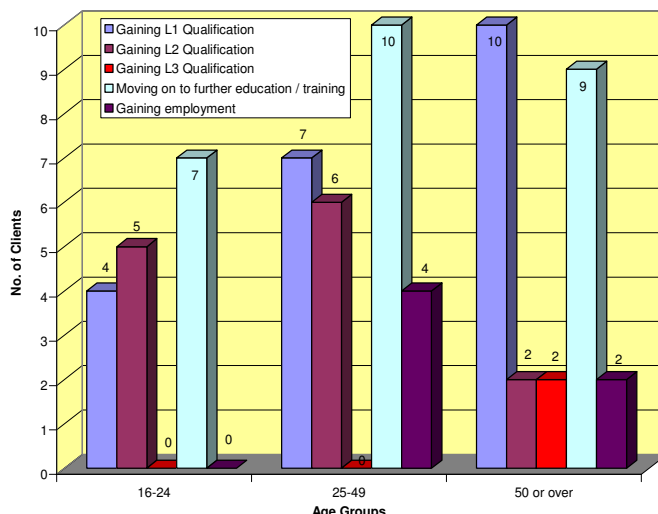
City & Guilds 7302 – Teaching qualification – working in the community sector

MOCN - Level 3 - Management Principles

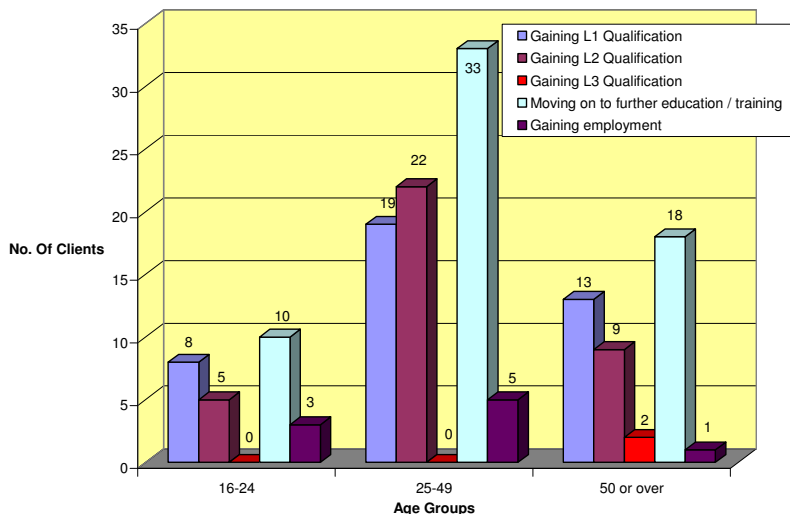
Outputs achieved during the year 1st April 2006 to 31st March 2007:-

Male	No of clients attending Training	Gaining L1 Qualification	Gaining L2 Qualification	Gaining L3 Qualification	Moving on to further education / training	Gaining employment
Age Group						
16-24	10	4	5	0	7	0
25-49	19	7	6	0	10	4
50 or over	16	10	2	2	9	2
Female	No of clients attending Training	Gaining L1 Qualification	Gaining L2 Qualification	Gaining L3 Qualification	Moving on to further education / training	Gaining employment
Age Group						
16-24	17	8	5	0	10	3
25-49	51	19	22	0	33	5
50 or over	29	13	9	2	18	1

Learning Centre Outputs - Male



Learning Centre Outputs - Female



Client analysis

We consulted clients attending training courses and asked for their views on quality of support they received. The results were very positive with all clients who responded to the relevant questions rating the performance of their tutor as either very good or good. No clients felt that their tutor came under the category of average, poor or very poor.

94% of respondents rated their tutor as ‘very good’ in being approachable and friendly;

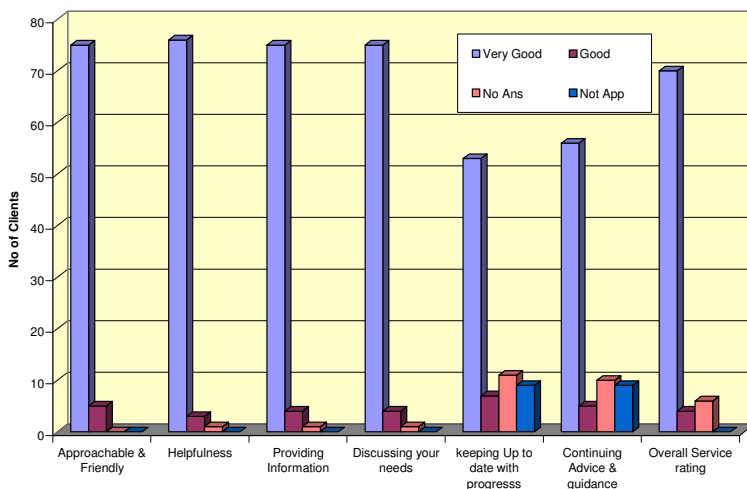
95% rated ‘very good’ on the helpfulness of their tutor.

94% rated ‘very good’ on their tutor providing information.

94% rated ‘very good’ at discussing the client’s needs.

50% of clients were happy with their interview (50% responded either with no answer or ‘not applicable’).

Clients Assessment of Learning Centre



Comments from Learning Centre clients:

A centre of excellence with a friendly atmosphere and a willingness to help you.

They are very easygoing in their approach to helping you to learn. They are very patient

There are really good tutors here, and I hope this Centre stays open to everyone for as long as possible

Open, friendly, welcoming, put you at your ease straight away

Feel the staff go out of their way to help and assist

The Learning Centre is predominantly a drop-in service, enabling learners to attend training at times which fit into their lifestyle. Only 14 of the 80 clients responding visited the team through the appointment system, and none of these clients felt they waited too long for their appointment.

Internal Stakeholder analysis

Through questionnaires we asked the staff / volunteers / board members how they rated KUC at meeting this activity.

23 of the Stakeholders questioned felt KUC achieved this activity 'extremely well'
 11 of the Stakeholders questioned felt KUC achieved this activity 'well'
 2 stakeholders did not respond to this question.

Case Study 1

Unemployed female Client began at KUC without much previous experience of using IT and had the initial aim of developing her IT skills to improve her employment prospects. She has now successfully completed the CLAIT course, gaining qualifications in E-Document Production, Spreadsheets, Graphs and Database Manipulation. From this she has now progressed and has just passed her final exam in ECDL qualification.

The client has built skills and confidence and now is what we call 'job ready'. The client will not just be ready to enter employment but will be able to apply for a job that she has aspired to do and will enjoy as well as being skilled enough to secure a good standard of living thus improving her quality of life.

Case Study 2

Female Client, full-time mother of three young children, wanted to improve her skills in order that she can give more support to her children at homework time. She has completed the Introduction to Computers course and is now on her last module of CLAIT. This client is also working toward her maths and English qualifications at Levels 1 and 2, and was recently awarded the Learner of the Year Award at our Celebration of Achievements evening, in recognition of the effort she has made towards achieving her qualifications. By helping the client apply for beneficiary

support we were able to provide financial support in the form of childcare to enable the client attend the Learning Centre.

This client will be a good role model for her young children and will be able to support her children with homework thus improving their skills and education as well as her own, which may lead to further training and employment in the future..

Conclusion

The Learning Centre team are happy with the results of the client consultation given that no clients rated the support they received from their tutor below very good or good. However, there is room for improvement. The team are considering holding a number of focus group sessions with clients during the next accounting period in order to obtain their views on how to improve the service.

The team are quite satisfied that 34 of the 36 internal stakeholders surveyed considered that the KUC was achieving its goal very well and well in this activity.

The team has excelled in their outputs during this period, with a number of clients gaining more than one qualification. Over 60% of clients (at 31/3/07) went on to further education and other training. We believe we have achieved well in this activity by encouraged local residents into lifelong learning.

Descriptive Reports

Objective 2

To influence local, regional, national and international policies and practices in support of social justice, social welfare and economic and environmental sustainability issues.

KUC has invested time and resources in developing a range of local, regional and EU linkages and partnerships. As part of a national network of Unemployed Centres we are able to link into TUC campaigns in order to represent our client group.

KUC has a direct working relationship with government departments such as DTI and DWP. KUC believe that to influence policy and practices in support of Objective 2, we must be pro-active and by taking up seats on forums and decision making bodies where we can promote economic and environmental sustainability, influence policy on social justice and inform, influence and shape policy on social welfare on behalf of the people we represent .

Through our work, we believe we have influenced policies and strategies that affect the client groups that we serve for example we believe that we have influenced the ESF Framework set out for the next six years through representation on Objective 1 Programme Committee and Merseyside Network for Europe, we also believe that we have influenced the European Directive on “Parity Between Men & Women in the Workplace” through our involvement with the B3-4003 Translational Project.

Furthermore, we liaise with and share practice with a range of intermediaries such as Job Centre Plus and other neighbourhood providers.

Throughout the accounting period KUC has taken up seats on the following forums: -

- Merseyside & Cheshire Unemployed Centres Coordinating Committee
- North West TUC

- National Unemployed Centres Forum
- T&GWU Regional Committee
- Unemployed Centre's Regional Combine
- Merseyside Pathways Network
- North Kirkby Area Partnership Board
- Objective 1 Programme Monitoring Committee
- Kirkby Community Economic Association
- Merseyside Network for Europe
- Greater Merseyside Voluntary & Community Sector Learning Consortium
- Kirkby Sure Start Governance Group
- Kirkby Community Health Forum
- Knowsley Trades Council
- Knowsley Chamber of Commerce
- Greater Merseyside Money Advice Forum
- Knowsley MBC Equality & Diversity Forum
- Knowsley Community Empowerment Network
- Knowsley Disability Forum
- Knowsley Advice Forum
- Kirkby Children's Centre Network
- Knowsley Adult Learning Task Group
- Knowsley Economic Forum
- Knowsley Economic Forum Environmental sub-group
- B3-4003 Translational Project – European Commission– Equality & Diversity

KUC has established and chairs three strategic forums in Knowsley:

- The Knowsley Community Economic Development Forum
- The Knowsley Advice Forum
- The Knowsley JET Forum (Jobs, Education & Training).

Objective 3

To challenge exclusion and actively promote inclusion through equality of opportunity and diversity; to combat all discrimination on the grounds of race, ethnic or national origin, sex, marital status or sexual orientation, disability, HIV, age or religion.

Throughout the accounting period KUC has introduced or has been involved in the following activities all of which contribute to KUC achieving Objective 3:-

- Provided Equal Opportunities training to all staff, volunteers and Management Committee. This three day training was delivered by TUC Learning Services. All staff and volunteers are expected to train at least once a year in equality issues.
- Introduced a Dignity at Work Policy. KUC believes that every individual has the right to be treated with dignity and respect in the workplace, and is committed to providing a supportive working environment where individuals are free from harassment and bullying.
- Family Policy and Flexible Working Policy. Flexible working time enables staff to meet domestic/family needs without using annual leave.
- KUC took part in a 'Transnational Project' during the accounting period, commissioned and funded by the European Commission under pillar B3-4003, which looked at a European level, at parity of men and women working in the voluntary sector. This took the form of workshops and consultation at local

level and European level with a final report submitted to the European Commission. Other countries that took part included Spain, France, Italy and Rumania. The project gave KUC an insight into equality and diversity issues in other countries and the opportunity to highlight equality issues in our own local press.

- During the accounting period KUC undertook the translation of the KUC Marketing materials into French, Spanish & Polish. Translation into other languages is currently being considered.
- KUC held an Anti-Racist Conference bringing together stakeholders from across the borough to address issues of racism in Knowsley. The conference introduced key speakers and themed workshops with the result of setting up an Anti-Racist Group in Knowsley.
- During the accounting period KUC along with a number of stakeholders leafleted all Kirkby residents with Anti-Discrimination leaflets

Objective 4

To promote and develop KUC as a sustainable enterprise

Throughout the accounting period KUC took the following measures in order to promote & develop KUC as a sustainable enterprise:-

- Maintained a robust financial budget
- Drew up a marketing strategy and re-branded the organisation with a new brand image and a new name. New glossy brochures were designed and a re-launch of KUC took place in November 2006 to mark the occasion of KUC's 25th anniversary.
- As well as successfully passing a Legal Services Commission audit on benefits laws advice in order to continue to hold the status of Specialist Advice provider in Benefits category of law , our Community law Advice Team where approved Specialist Quality Mark status in Debt advice by Legal Services Commission.
- KUC's Employment & Skills Team passed their annual MATRIX audit with Guidance Accreditation Board proving continued MATRIX standards within the Employment & Skills /team.
- Introduced an Environmental Policy which will inform, encourage and enforce new standards in environmental practices within the organisation and as an organisation will promote environmental sustainability.
- Introduced new financial accounting systems in line with European Commission Standards as a result of Article 4 visit recommendations
- Designed and delivered a Management Principles – Level 3 OCN qualification in basic management techniques for people with responsibility for managing or supervising staff. 6 staff members attended this training and gained the qualification. This training was offered free to partner organisations working with KUC.
- Undertaken the task of putting together the first set of social accounts for the whole organisation..

Objective 5

To be a good employer

Throughout the accounting period KUC took the following measures in order to continue good employment practices

- During the social accounting period KUC reviewed and revised all of its policies and procedures and through negotiation with Transport & General Workers Union and our union representative on site, KUC Introduced a new Contract of Employment for all staff and a new Policies and Procedures Staff Handbook.
- KUC introduced new policies on Dignity at Work, a Family Policy, and an Environmental Policy and Practices in order to contribute towards environmental sustainability.
- Through the introduction of Cross Team Working Groups (CTWG), KUC has encouraged better communication, helped staff understand the types of work being undertaken by other teams, shared skills and knowledge and improved internal marketing. Current CTWG are – Marketing, Communication and Social Accounting.
- In order to encourage consistency of support for training and personal development in all service teams and to improve support for individual staff and volunteers, KUC introduced a new Training & Development policy.
- All staff have received Appraisal & Supervision meetings during the accounting period.

7. Environmental impact

As a social enterprise KUC is committed to contributing to environmental sustainability by taking steps within the organisations own practices, therefore KUC operates under an Environmental Policy and Green Office policy and procedures:-

Environmental Policy

1. KUC will conduct its business in a manner that protects the environment and the health and safety of employees, customers and public.
2. KUC will operate in accordance with all applicable environmental, health and safety laws and regulations, as well as other relevant standards to which businesses may voluntarily subscribe.
3. KUC will design facilities and conduct its operations to minimise risk to employees and the communities in which we operate.
4. By conducting periodic environmental, health and safety evaluations, we will continuously improve our associated operations and management systems.
5. KUC will prevent pollution by working to minimise waste and fostering materials recycling and reuse.
6. KUC will operate in accordance with all applicable environmental, health and safety laws and regulations, as well as other relevant standards to which businesses may voluntarily subscribe.

7. KUC will design facilities and conduct its operations to minimise risk to employees and the communities in which we operate.
8. KUC will promptly correct conditions caused by operations that we consider of concern to human health and safety or the environment.
9. During project planning, KUC will consider the conservation of natural resources, improvements in energy efficiency and the use of sustainable energy resources.
10. KUC will train and motivate employees to carry out their responsibilities in a safe and environmentally responsible manner.
11. KUC will raise public awareness about environmental sustainability by making this policy visible.

KUC Green Office Procedures

Paper

- To reduce the amount of paper used in the office, all staff are encouraged to communicate by email in order that we reduce paper usage. Staff are encouraged not to print out unless essential and to photocopy double sided. All email correspondence sent from KUC accounts promotes environmental sustainability and reminds the recipient about use of paper.
- Printers must be set to print double sided (where printer allows)
- Staff are encouraged to use waste printer paper as scrap note pads and for internal communication. Diagrams are posted on all printers to show which way letter paper should be inserted to reduce the amounts of 'misprints'
- All office stationary items are ordered with environmental sustainability in mind. KUC uses recycled paper, including copier and printer paper, flip charts, envelopes, document wallets etc.
- Regularly update mailing lists to reduce the amount of unnecessary printing and postage.

Energy

- Computers, lights, copiers and printers will be switched off when not in use and heating and ventilation will be used effectively and efficiently with reducing energy consumption in mind.
- Heating is kept to a minimum i.e. switched off at weekends and outside office hours in the week.
- Staff are continuously encouraged to switch off computers and lights when not in use and not to use 'stand by'. Switch off stickers are pasted on machines and next to all light switches as a reminder to save energy

- The energy consumption of new equipment is assessed when making purchasing decisions.
- All deliveries of office supplies are kept to a minimum by bulk buying where possible.

Office supplies

- KUC is striving to reduce the amount of office supplies we use and only buy what we really need.
- We will look at the environmental criteria of new office supplies and, wherever possible, only buy more environment-friendly products.

Office Maintenance and cleaning

- Office cleaning and maintenance will be as environmentally friendly as possible. Where possible, KUC uses cleaning materials that are non-toxic and looks for biodegradable materials. Chemicals used in cleaning are disposed of through the correct drainage the use of bleach, aerosols or paper towels are prohibited.
- Any office refurbishment decisions will take the environment into account, including decorating materials and office furniture.
- KUC will endeavour to buy local whenever possible.

Recycling

- KUC recycles 100% of its waste paper through Knowsley Recycling Group, a local community business. Collection points are visible in each office and in training rooms.
- KUC Recycles / redistributing office furniture / I.T equipment that are no longer in use by giving items to individuals or to needy groups free of charge.
- Used printer cartridges are collected and recycled. A collection point is located in the reception area and collected by Lasertech, who take responsibility for recycling. Not all used cartridges are eligible for the Lasertech collection, all other manufacturers provide a used cartridge return envelop for recycling purposes. It is a practice within the organisation that recycling envelopes are used.

Transport

- Staff are encouraged to plan journeys ahead in order to car share.
- Whenever possible meetings will be arranged to allow the use of public transport.
- KUC encourages the use of car sharing where possible.

Promoting Environmental Awareness

- KUC's Business Advice Team provides information, about environmental legislation and advice on environmental sustainability - both with business new starts and existing businesses. Three members of the team are fully trained in environmental management and have obtained a Certificate in Environmental Management (CIEH).
- KUC is currently preparing to deliver environmental awareness training for staff, volunteers and board members – environmental issues, good housekeeping etc.
- KUC conducts periodic environmental, health and safety evaluations to ensure continuous maintenance and improvement to our associated operations and management systems

Our Environment

- KUC has planted 100 Pyracantha bushes in the ground of the Centre this year to encourage wild life. A kitchen herb garden has been planted as well as 21 trees, including fruit trees.

Conclusion

During the next social accounting period KUC will undertake a Carbon Footprint Assessment in order measure the carbon emission created by the organisation operating. The assessment will help KUC to set key indicators to measure against. Each team within the organisation has recently appointed an 'Eco Warrior ' who will be responsible for ensuring that all practices within the environmental policy are implemented and ensure that sustainable development remains on the team meeting agenda..

8. Economic impact

8.1 Creating Employment

This information demonstrates the monetary value of the wages the organisation pays and shows how previously long term unemployed people whom it employs are now contributing to the public purse rather than using state funds in the form of benefits.

KUC currently employs 36 people, all of who live in the Merseyside area. Of these 36 jobs, 3 have been created within the last twelve months. Of these 3 newly created jobs, 2 people were previously long-term unemployed (unemployed for 6 months or more).

The total value of wages paid in the accounting period totalled £736,779. Of this, the value of tax and National Insurance contributions paid by the organisation on behalf of the workforce amounted to £247,223.

The tax and National Insurance contributions from the 2 previously long-term unemployed people amounted to £4,609.

Staff turnover – there is no specific target figure for this indicator as it is a number that can vary according to the life cycle of the business , however, KUC aims to see a healthy rate of turnover in the work force (neither too high or too low) of a rate between 5% and 15%. The current figure given expresses as the number of leavers in the year as a percentage of the number of jobs is 13.8%.

8.2 Using Volunteers

The following table demonstrates the considerable value of the work carried out by volunteers in KUC in the last financial year, which has not had to be paid for by the organisation, the state or any other body. All of the hours provided by the volunteers are to enhance the services provided to the community.

Job	Number of hours	Total Value £
Administration Assistants	2925 @ £5.46 (Nominal rate)	15,969
Tutors	642 @ £5.46 (Nominal rate)	8,892
Total	3567	24,761

8.3 Investment in Training

KUC's investment in training gives an indication of the organisations investment in the capacity of its workforce and, therefore, in the local community. The costs of workforce training in the last financial year totalled £11,917 giving an average cost of approximately £270 per person. The proportion of training costs to salary costs is 1.73%. This is considered to be a healthy percentage as the national average is approximately 0.5%.

Staff training took place in a variety of formats including Continuous Professional Development training, higher education, NVQ's, service development off site days, seminars and conferences. This direct cost does not include the cost of training designed and delivered by KUC staff, travelling time to and from venues or cost of time spent off the job.

8.4 Funds Attracted

The following table demonstrates how KUC has been successful in attracting finance into the community for its own enterprises, projects and programmes in the last financial year.

Funder	£
Knowsley MBC	67,363
Merseyside & Cheshire One Fund For All (Grant giving charity for Unemployed Centres)	39,696
Neighbourhood Renewal Fund	163,959
Learndirect	942
Jobcentre Plus	78,000
Donations	1,608
Secondment	19,333
European Social Funds	277,049
Neighbourhood Support Fund	33,298
European Regional Development Fund	172,214

Legal Services Commission	48,811
Huyton New Deal for Communities	41,295
Connexions	21,955
Greater Merseyside Money Advice Programme	37,929
Other	36,774
Total	£1,040,226

Inward investment expressed as a percentage of the total income of KUC is 82.3%.

Inward investment can also be broken down into specific categories of funding;

Funding	£	% of inward investment
European Funding	449,263	43.1%
National Government Funding	346,023	33.3%
Local Government Funding	67,367	6.5%
Other	177,573	17.1%

8.5 Purchasing policies

It is essential that the KUC procures goods and services effectively and efficiently and at the same time ensures environmental consciousness, locality and best value. KUC will achieve this through effectively managing its purchasing arrangements to achieve economies of scale and to maximise its purchasing power. In order to achieve this KUC is currently developing a purchasing policy that will provide a framework that will advance the sustainable use of resources and will demonstrate to the community that the purchasing decisions of KUC can help to improve markets for recycled products, enhance environmental quality and be resource responsible, preferably be local and be available at a reasonable price. A Purchasing Policy will be available for the next social audit.

8.6 Trading Discounts and contributions to the community

KUC currently offers the following trade discounts to specific groups;

- Peppercorn room hire charges for the Retired Members Group.
- Discounted room hire for training providers delivering to our clients.
- Peppercorn rent and free room hire for Kirkby Credit Union.
- Reduced rent for Northwood Bugle.
- Free gallery space for local artists and photographers.
- In-kind staff hours to support local groups.

Some of these can be valued as follows;

Organisation	Description	Gross Amount Charged £	Value £ (Had full rent been charged)
Kirkby Retired	Room Hire	240	1500

Members Group			
Kirkby Credit Union	Office Space and Room Hire	240	3,480
Gallery space	Free gallery space		5,200
Northwood Bugle	Office Space	240	1500
	Total		11,680
In-kind hours - staff	Not recorded	-	-

8.7 Assisting local unemployed people into jobs

In the last financial year, through 2 of the ESF funded projects, (Business Advice Team and Employment & Skills Team), the organisation assisted 397 people into employment, the majority of which were claiming state benefits. Of these 397 people, 190 were long term unemployed (6 months or more). This activity has a direct impact on local poverty.

In financial terms, we believe that the economic benefits to the community from 190 long term unemployed people coming off state benefits is as follows;

- A minimum of £1.78m per year less paid out in state benefits

190 x £180 (state benefit) per week

(State benefit) calculated: - www.jobcentreplus.gov.uk

£59 Job Seekers Allowance

£121 Housing costs (average in N.West)

£180 per week

- An average of £3.23m in income per year into the community

£17,000 average income

x 190 people

£3.23m

(average income £17,000 - www.tuc.org.uk)

- Over £600k paid in government taxes and National Insurance.
(average 20% - of £3.23m)

This gives an overall economic benefit of a minimum of £5.6m which will have the additional benefit of the local multiplier effect where people are spending their money locally again contributing to the local economy.

Through the work of our community legal advice team the amount of benefits entitlement claimed on behalf of clients during the audit period was £1,375,392.35

The amount of debt managed on behalf of clients was £671,392.86 and the amount of debt written off on behalf of clients was £101,970.56.

Conclusion

Due to time restraints a Local Multiplier 3 was not used to assess the “multiplier effect” of wages paid into the local economy. It is intended that this exercise will be undertaken for future economic impact reporting. However, the impact measured in the above sections through a number of model methods of calculation available within the Social Audit Network document ‘Measuring Economic Impact’ have enabled KUC to demonstrate, we believe, that KUC does have an economic impact and that the local economy truly benefits from that impact.

Additionally, due to time restraints a Purchasing Policy has not yet been produced however, this will be available for the next social audit.

9. Compliance

KUC complies with the statutory requirements associated with providing a safe and suitable work environment for its employees. The following policies and procedures are in place:-

1. Equal Opportunities Policy
2. Recruitment & Selection Policy
3. Flexi Time and Time Off in Lieu Policy
4. Time Off Policy
5. Family Policy
6. Maternity Policy
7. Paternity Policy
8. Dignity at Work Policy and Procedure
9. Disciplinary Policy & Procedure
10. Grievance Policy and Procedure
11. Sickness Absence Policy & Procedure
12. Training & Development Policy
13. Holiday Leave Policy
14. Health & Safety Policy
15. Redundancy Policy

KUC undertook a legal health check in 2005. As a result revised all policies during the accounting period and introduced a number of new policies including a dignity at work policy.

Additionally, contracts of employment were reviewed and revised. New contracts of employment and conditions of employment through a new staff handbook were negotiated and introduced in partnership with the Transport & General Workers Union.

As a requirement of the Legal Services Commission Specialist Quality Mark and the Guidance Accreditation Board’s MATRIX Quality Mark KUC adheres to strict specialist standards in advice giving.

KUC complies with the Data Protection Act and satisfies the requirements of the Disability Discrimination Act. KUC provides an accessible environment for disabled people.

As a Company Limited by Guarantee, KUC complies with the Requirements of Companies House.

10. Financial information

See Appendices

11. Main issues and achievements, conclusions and recommendations

KUC is pleased with the response from the consultations that took place with 2 key stakeholder groups. We now have key performance indicators to measure against as there is of course room for improvement as indicated in the results. We look forward to achieving an improved result over the next accounting period.

Although we only chose two stakeholder groups to consult with for our first audit, the experience gained and the accounting systems that are now in place will equip the organisation to be able to widen its consultation in the next social accounting period.

The descriptive reports on Objectives 2-5 give an indication of the scope of activity that has taken place during the accounting period. Some areas of activity are areas where there were gaps in our record keeping such as the number of forums and decision making bodies that staff took up seats on and attended during the year. Processes have now been put into place to collate all such evidence.

There were two very important pieces of work that came out of the social accounting process - a review and revision of the organisations mission, values and objectives and a stakeholder analysis. The newly adopted mission, values and objectives have given new strategic direction to the organisation and have opened the door to new funding opportunities. As a result of newly revised mission and objectives KUC was eligible to apply for lottery monies for the first time as our last constitution disallowed KUC from applying. We have recently secured almost £400,000 Big Lottery funding to develop a new and innovative project that will support the establishment of the first Advice Network in Knowsley. One of the main objectives for the network 'Advice Knowsley' will be developing a co-ordinated referral system to provide more inclusive and effective service for vulnerable people from Knowsley and surrounding areas

The Management Board and the social audit group are currently discussing a timetable for the next social audit period.

12 Strengths and weaknesses of the Social Accounting Process

The KUC social audit group have enjoyed the challenge of putting together our first set of social accounts. The experience has not been an easy one in terms of the amount of work involved but certainly a positive one as the group have learned from the process and the skills and experience gained is invaluable for individuals, the organisation and future audits.

The social audit group realise through the consultation evaluation process that the questionnaire addressed service quality and not impact however; this has been noted for the next round of consultation.

KUC has recognised that the social accounting and audit process is a learning opportunity and an opportunity for continual improvement and seeks to incorporate its findings into the organisations development.

KUC has also recognised that social accounting systems must be embedded within the organisation thus simplifying the process of information collection, collation and reporting. New processes have been introduced as a result of the social accounting experience.

This has certainly been one of the strengths of the social accounting process along with the skills and experience the social audit group has gained as we feel that in terms of social accounting we now actually 'get it', as the process basically improves and will continue to improve the way that the organisation manages itself.

The process has given opportunity for the social audit group, staff and the Board to focus on areas of work that always seemed to be put aside as a non-priority because of time restraints, for example, our environmental practices were far too loose and environmental awareness was not evident within the organisation. We have introduced a round of environmental awareness training for staff and board and have reviewed our environmental policy and practices.

Another lesson learned from the experience is the fact that we underestimated the amount of time the process takes, however, having achieved some major pieces of work and reviewed systems we have realised also that this time has been an investment for the future. The social audit group also made the mistake of underestimating how important the stakeholder analysis was and decided who to consult with and on what issues to consult before a thorough stakeholder analysis had been completed. A comprehensive analysis has now highlighted that we could have consulted wider on our objectives and mission and values with little more effort involved.

As this social audit was the first organisation wide social audit that KUC has embarked upon, consideration was given to the amount of preparation work that was necessary in order that we would be ready to consult with stakeholders, this included putting together a social audit team, a review and revision of the organisations mission, values and objectives, which was a major achievement for us and consideration of time restraints and staff resources available, a decision was made by the KUC social audit group to keep the first consultation exercise manageable and learn from the experience. Therefore only two key stakeholder groups were chosen to consult with - clients and internal stakeholders – staff, volunteer and management committee.

During the stakeholder analysis process the group identified that the membership of KUC was made up mainly from staff and volunteers with only 1 affiliated group and a small number of residents. This finding is now being addressed by the Board through a full membership review. Therefore, the members' stakeholder group has been omitted from this round of consultations but will be included in a future round of stakeholder consultation.

The poor response from the Management Committee was disappointing and has been noted by the social audit group. The social audit group will examine the process used to consult with board members and look for improved consultation methods for the future.

1 stakeholder felt that KUC was poor at living up to the value of inclusion. KUC has identified this response as a communication issue and has realised that not all staff and volunteers are aware of the innovative methods used by the organisation to engage with and raise aspirations of residents. As a result of this response the KUC communication sub-group will be addressing the issue and looking for ways of improving communication across all staff and volunteer teams.

Recommendations

To be Addressed	Reason	Method
1. Embed a social accounting culture into the organisation	To enable systems and procedures of reporting and evidence gathering to become part of everyday practice	Staff orientation through team meeting agenda and regular reporting. Develop systems and processes in order that we embed social accounting into everyday practices.
2. To explore impact in the next round of consultations	Although the quality aspects of the service delivery were explored during the social audit with a very positive response, KUC has not yet significantly explored impact.	Develop effective means of measuring impact through consultation.
3. To measure the type of transformation through KUC values that the organisation is seeking to achieve for its key client stakeholders	The values contain important definitions of the type of transformation KUC is seeking to achieve. The organisation must now measure whether or to what extent these impacts are being achieved.	Develop effective means of measuring the type of transformation we are seeking to achieve for clients through our values.
4. To review objective 3 or value one, and consider including activities that engage with the local community in order to target disadvantaged/socially excluded residents.	KUC currently provides premises and other services for community groups and also provides cultural activity events that enable KUC to engage with residents. These activities are not mentioned in this set of accounts.	To review and consider the best fit for reporting these issues in the next set of accounts.
5. To review objective 4 and consider including an activity referring to 'developing and maintaining an active membership' and add to activity five to ensure that it refers to volunteers as well as paid staff. Additionally, to consider including an activity that relates to	'Sustainability' in the case of KUC means three things: financial viability; environmental practices and organisational effectiveness (membership & governance). In future reports these activities should be reported under objective 4.	To propose changes to activities under objectives 4 and 5 to KUC management board.

environmental sustainability in order to report on policy and practice under this objective.		
6. Develop a stakeholder analysis which links stakeholders to different objectives or KUC teams and chart the different multiple relationship KUC has with various stakeholders.	To give a comprehensive stakeholder analysis that will inform the next audit.	Social audit group to develop for next audit.
7. Improve communication with regard to the innovative practices used by the organisation to engage with residents	One internal stakeholder considered that KUC was not innovative in its practices to engage with clients.	KUC Communications Cross Team Working Group to consider ways of communicating innovative practices used within the organisation.
8. Review membership	During the stakeholder analysis the group identified that the membership of KUC was made up mainly from staff and volunteers with only 1 affiliated group and a small number of residents.	KUC Board to consider current stakeholder lists and consider ways of increasing membership in line with Memorandum & Articles of Association.

13 Dialogue and disclosure

KUC, upon verification by the audit panel and approval from its Management Committee, will circulate the Social, Environmental and Economic Accounts to strategic partners, funders, staff, volunteers and management committee as well as posting the accounts on the KUC website. A summary version will be more widely circulated to clients and user groups of KUC.

Any important issues that arise from the consultations will be discussed with the KUC management committee and addressed appropriately.

Appendices

List of types of businesses established

1. Social Accounting Plan
2. Blank copies of any questionnaires
3. Summary analysis of questionnaires and surveys
4. Stakeholder List
5. Financial Information
6. Types of Business Starts
7. CD26 – Capturing the Social Accounting Information
8. CD36 - Key Stakeholders Consultation Worksheet
9. CD43 – Summary Information and Timetable Worksheet

Documents from KUC previous project wide set of accounts - KUC Business Advice Team (CBED)

10. The previous year's Social Audit Statement
11. The notes of the previous year's Social Audit Panel meeting.

Summary Information and Timetable Worksheet

Summary of the information to collect:

Accounting Period 01/12/06 – 31/05/07

Quantitative information for Business Advice Team		
1	Number of clients advised	248
2	Number of new business start-ups	95
3	Number of jobs created	109
4	Number attending training courses/seminars	23
5	Number of clients receiving ongoing support after start-up	61
6	Number of clients assisted to access grants/loans	88
7	Total amount of grants	£45807.00
8	Total amount of loans	£151,590.00
9		
10		
Quantitative information for Employment & Skills Team		
1	Number of clients advised	322
2	Number of clients into training/education	68
3	Number of clients into jobs	88
4		
5		
6		
Quantitative information for Community Legal Advice Team		
1	Number of clients advised	2 198
2	Number of clients represented	49
3	Number of entitlements gained	£1,375,392.25
4	Amount of debt managed	£ 671,392.86
5	Amount of debt written off	£101,970.56
6		
7		

8	
9	
10	
	Quantitative information for Learning Centre
1	Number of clients using service 1068
2	Number of clients attending training 96
3	Number of clients gaining qualifications 53
4	Number of clients into jobs 13
5	
6	
7	
8	
9	

KUC: Provisional Timetable

Date	Happenings...
<i>By October 06</i>	Set up social audit bookkeeping systems
<i>Nov / Dec 06 Dec 06</i>	Compile and draft client questionnaire Pilot client questionnaire
<i>Dec 06 Dec 06 to May 07</i>	Amend questionnaire based on pilot results All projects to issue questionnaires to clients / service users
<i>May 07</i>	Compile and issue questionnaire to staff, volunteers and board members
<i>March to June 07</i>	Begin writing the draft Social Accounts Arrange for the social auditor and social audit panel
<i>June 07</i>	Analyse client questionnaires Analyse staff, volunteer and board member questionnaires (to be undertaken by an independent person)
<i>July 07</i>	Social Audit Panel Meeting Revise the social accounts as required by the panel
<i>July / August 07</i>	Social Audit Statement issued Draw up plan for the next social audit cycle in light of the findings of the audit Review objectives and activities and the scope and processes of the social accounting
<i>By end August</i>	Prepare summary version of Social Accounts for distribution Circulate Social Accounts to all stakeholders

