

Attercliffe and Darnall Community Enterprises

Social Accounts

2002/2003

CONTENTS

Introduction	
Background information about ADCE	3
Why Social Accounting?	3
Reference Material	
Missions / Objectives / Values	4
Stakeholders	6
Methodology	6
Performance Analysis	
Mission	8
Values	8
Objective 1	9
Objective 2	11
Objective 3	17
Objective 4	21
Objective 5	23
Objective 6	29
Summary of Action Points	32
Appendices	
Compliance Statement	33
Focus Group transcripts	34
Questionnaires	36

BACKGROUND INFORMATION ABOUT ADCE

Attercliffe and Darnall Community Enterprises (ADCE) is a Community Development Trust, formally established in 1996 but with a community history stretching back to the late 1980's. It operates in the East-End of Sheffield which suffers from a range of problems (particularly unemployment, poor health and crime) as a result of the collapse of the steel industry. According to the Index of Multiple Deprivation (DETR) the ward of Darnall ranks in the bottom 7% of all UK wards.

ADCE was formed with the aim of tackling unemployment, through a twin track approach - creating local jobs through community enterprise, and enabling people to get mainstream jobs through employability projects.

Since 1996 ADCE has grown each year, and now employs 45 fte staff with a turnover of around £750k. It has a variety of income sources, from trading income to service contracts to regeneration grants.

ADCE's main employability projects are JobLink and an ILM scheme. Its main community enterprises are Language Link, ReCycle, and ADCE Driving School. The focus of its new activities over the coming years will be the physical improvement of the Sheffield & Tinsley Canal, and exploiting the job creation opportunities that will stem from this.

ADCE attempts to ensure quality in all that it does. It is an Investor in People and a registered user of the Guidance Accreditation Board mark.

WHY SOCIAL ACCOUNTING?

ADCE is genuinely committed to achieving good practice in terms of transparent and responsive relationships with its stakeholders. Similarly there was a feeling that we should go beyond the traditional "bean-counting" methods of measuring achievements which are imposed by funders.

Yet we felt we were not meeting either of these aspirations as well as we should. Community and partnership involvement in our planning and decision making has been patchy at best, and left to our own devices we had struggled to properly evaluate our provision beyond the short-term output.

We feel that Social Accounting, whilst not the only model, offers the best fit to our aspirations and to the type of organisation we are. We feel proud of our achievements, and are not afraid of honest assessments of our strengths and weaknesses. Improvements cannot be made until those assessments have been undertaken.

We are also committed to the spreading of good practice in our sector, and will seek to share our experiences and knowledge with other organisations looking to use this tool.

MISSION / VALUES / OBJECTIVES

Mission:

To create, and enable people from our local area to take advantage of, economic opportunities

Values:

- To work *co-operatively* and in *partnership* with others
- To be *open* and *accountable*
- To be *consultative* with the local community
- To hold a *professional* approach
- To be *innovative* and *risk-taking*
- To possess a strong *commitment to the local area*
- To be *environmentally sensitive*
- To be committed to *equal opportunities*

Objectives:

1. To initiate and create community enterprises through the Community Business Project by.....

- Developing new ideas that lead to enterprises and projects (Language Link, ILM Classroom Assistants Project, Driving School, Recycles, etc.)
- Supporting established ADCE Projects with funding, technical and development support
- Supporting others to develop and fund their community enterprise activities

2. To guide local people into employment, training and learning opportunities by.....

- Answering enquiries (telephone, people off the street..., etc)
- Providing information on jobs (newsletter, direct contact, etc)
- Providing advice and guidance to clients (one-to-one and online; Job Link)
- Working with local businesses to link people into work (Job Link; marketing local employers, attending business Forums, etc.)
- Providing job search training (Directions into Work...etc.)
- Providing training with schools, disaffected youth, groups and others (Job Link)
- Using other agencies (Benefits Agency, Sheffield Action Team etc), and sign-posting people to other providers of information and help (Job Link)
- Offering supported learning opportunities for volunteers

- Enabling local people get back into work through ILMs (ILM Classroom Assistants)
- Being accessible with outreach and to target groups such as asylum seekers (Job Link)
- Removing, wherever possible, barriers to work and learning (childcare, transport etc)

3. To assist local community groups and develop local social capital by.....

- Providing information, advice and support to groups
- Assisting in local networking and social cohesion (attending meetings, getting involved in local issues, etc)
- Providing facilities (meeting rooms, computer services, etc.)
- Offering a financial, administrative and payroll service (PayRoll Plus)
- Supporting local groups with sound business management practices (Community Development Training)
- Establishing and developing partnerships within the community
- Developing appropriate social enterprises

4. To stimulate the local economy by.....

- Buying supplies locally (wherever possible)
- Supporting local employers in their initiatives to recruit local people
- Encouraging local shopping through the ADCE Card
- Offering training opportunities to local businesses
- Providing facilities to local businesses (meeting rooms, computer services, etc.)
- Developing appropriate community enterprises

5. To be a valued employer by....

- Holding regular staff reviews/appraisals
- Identifying and providing appropriate training
- Communicating well through supervision, meetings and away days
- Involving staff, volunteers and trustees in planning, reviews and decision-making

6. To develop and sustain ADCE by...

- Networking with local regional and national organisations
- Making successful bids for funding
- Supporting the created community enterprises to maximise income streams and reduce reliance on grant funding
- Market the organisation and its activities

STAKEHOLDERS

The following table provides a list of ADCE's "key stakeholders", and also shows which objectives they were consulted on. For each objective there is one particularly important stakeholder group (eg "being a valued employer" = staff). These groups are marked in red, and the later analysis of objective-by-objective performance takes this into account.

Stakeholder	Obj 1.	Obj 2.	Obj 3.	Obj 4.	Obj 5.	Obj 6.
Internal						
Staff	◆	◆	◆	◆	◆	◆
Volunteers	◆	◆	◆	◆	◆	◆
Trustees	◆	◆				◆
Community						
Members	◆	◆				◆
Other residents	◆	◆	◆	◆		◆
Clients						
JobLink clients		◆				
Community Groups			◆			
Local Businesses				◆		
Others						
Funders	◆	◆	◆	◆		◆
Partner Organisations	◆	◆				◆

Obj 1. To initiate and create community enterprises

Obj 2. To guide local people into employment, training and learning opportunities

Obj 3. To assist local community groups and develop local social capital

Obj 4. To stimulate the local economy

Obj 5. To be a valued employer

Obj 6. To develop and sustain ADCE

METHODOLOGY

Overall descriptions of the methodology for collecting different types of data are given below. In each section of the performance analysis, more information is given about the particular sources used for that objective. Samples are also included as appendices. Data relates to the period **April 2002 – March 2003**, chosen to match our financial year.

Quantitative

Data relating to ADCE's ongoing activities ("outputs") are routinely collected for the various funding regimes we report to. Different parts of the organisation maintain different systems, but all are underpinned by full paper

audit trails. These paper based systems are converted either to spreadsheets or customised databases depending on the complexity of information.

The most complex system maintained relates to our JobLink project. For each of JobLink's 1600+ clients this database records personal data, achievements, changes in circumstance, and a detailed log of every encounter (whether an interview, training session or just a telephone conversation).

Qualitative

Some qualitative data collection systems were already in place before ADCE decided to collate Social Accounts. The most frequently used of these is the Feedback Form, anonymously completed immediately following a JobLink guidance interview to ensure a degree of quality control. These forms are collected as part of an accredited quality-assurance system (Guidance Accreditation Board).

However most of the qualitative data reported here are the result of additional systems developed specifically for the purpose of producing Social Accounts. The systems used varied by stakeholder group. All questionnaires were anonymous:

Stakeholder Group	Systems Used	Numbers responding
Staff	Questionnaire	28
Volunteers	Questionnaire	3
Trustees	Interview	6
Members	Questionnaire with Newsletter	0
Residents	On-street Interview	94
Community Groups	Postal Questionnaire	9
Local Businesses	Postal Questionnaire	11
Funders	Postal Questionnaire	9
Partner Organisations	Postal Questionnaire	8
	Focus Groups with Trustees	7
Total Individuals		125
Total Organisations		44

This data was gathered between July 2002 and March 2003. The only system to be incentivised was the resident interview – for which a Christmas Hamper was raffled. Note that no questionnaires were received from members.

Almost all questionnaire ratings used a sliding scale 1-5 (strongly disagree, disagree, neutral, agree, completely agree). Where questionnaires used a slightly different scoring system, data was converted to the 1-5 scale for the purposes of comparison. **Throughout the following performance analysis, average scores reported across statements and stakeholder groups are therefore always on this scale.**

PERFORMANCE ANALYSIS

Mission

In the broadest sense, how well is ADCE living up to its mission of creating local jobs and helping people into work? Stakeholder groups asked this question responded in the following way (scale of 1=completely disagree to 5=completely agree):

Partner organisations	4.4	Staff	4.2
Volunteers	4.5	Trustees	3.8

Values

ADCE has always tried to operate in a certain way: transparent, accountable, co-operative, committed to equality and professional. Here is how different stakeholder groups (those who it was relevant to ask) believe we have met these values. Scores are given according to a scale of 1 (completely disagree) to 5 (completely agree):

	Average	Staff	Volunteers	Trustees	Partner Organisations
Co-operative	4.5			4.4	4.6
Open	4.5	4.3	4.7	4.4	4.6
Consultative	3.7			3.5	3.8
Professional	4.1	4.0	4.0	3.8	4.6
Locally committed	4.7			4.6	4.8
Environmental	3.9	3.7	4.0	3.7	4.1
Equal Opportunities	4.7	4.5	5.0	4.4	4.7

ADCE appears by and large to be operating according to its mission and stated value set. Areas for improvement include **consulting with the local community** and **controlling environmental impact**.

Objective 1

To initiate and create community enterprises through the Community Business Project

by.....

- Developing new ideas that lead to enterprises and projects (Language Link, Driving School, ReCycle, etc.)
- Supporting established ADCE Projects with funding, technical and development support
- Supporting others to develop and fund their community enterprise activities

Activities Undertaken

At present we have several community enterprises which we continue to support, and these are listed below.

Language Link offers translation and interpretation services in (predominantly) Asian languages. In total over twenty languages were catered for in 2002-2003 - indeed there has been no language refused for translation by Language Link. The project is now totally self sufficient and no longer receives any funding, a result of its outstanding success.

ReCycle operates a workshop and retail outlet, offering sales and services in new and second-hand bicycles, having moved to larger premises in September 2002.

Driving School has enabled over 15 people to gain driving licences over the year. Funding for a further car for Driving School was successfully raised, although this was not bought until after the year end.

These enterprises have only continued to grow due to the continuous support of ADCE. Total turnover from sales in these three enterprises was £80k in 2002-2003, and this needs to grow significantly in the coming year.

Although much groundwork was done in 2002-2003, no new enterprises were created. It is important that some of the ideas and plans soon come to fruition. In particular, the Development Team have been working on the development of a strategy for the Sheffield and Tinsley Canal, which we hope will increasingly provide a focus to our enterprise development work. Much staff time has been spent working on this project with profile raising events and advertising, with the view to a strategy launch in the Summer of 2003.

We continue to support other organisations, for example Darnall Community Nursery whom we assist with payroll, also Darnall and Tinsley OnTrack and ASCLS have received help with recruitment, indeed a complete recruitment package was organised and implemented by ADCE and resulted in the employment of a local person. We have helped and supported the local Tinsley Fun Day and Darnall Festival.

Methodology for Information-Gathering

To gain the views of stakeholders on how they rated our success against this objective, many were asked to score their level of agreement with the following statement:

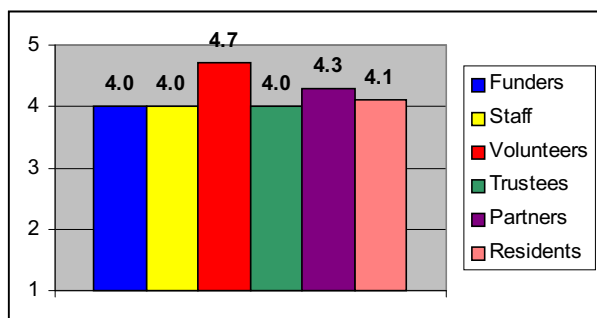
ADCE is successful in initiating and creating Community Enterprises

Partnership Organisations, Directors, Staff and Volunteers were asked to score their level of agreement in their individual questionnaires. Local Residents were asked the same, as part of their interview, which also helped to discover the level of awareness of ADCE within the local community.

As the key stakeholder group, the Funders questionnaire covered more detail - asking for perceptions of how we performed against the three specific points:

- developing new ideas that lead to enterprises and projects
- Supporting established projects
- Supporting others to develop their own community enterprise activities.

Results of Information-Gathering



Although Funders were identified as the key stakeholder group for this objective, no analysis can be done of the specific questions asked, as 70% of the total answers were "Don't Know". This is revealing in itself and a cause for concern.

Stakeholder ratings and comments were on the whole positive.

- ☺ "All [enterprises] have benefitted the community to some degree" [staff]
- ☹ "Need to do more, and more quickly" [staff]
- ☺ "Could move faster but what is brought up at the Board is good" [trustee]

Conclusions and Action Points

Conclusion	Action (where applicable)
2002-2003 was a slow year for enterprise generation although much groundwork was done	Ensure that plans are quickly implemented leading to new enterprises created in 2003-2004
There is a reasonable level of stakeholder support for our enterprise programme, although as this is our first set of Social Accounts, this is likely to be based on previous years' achievements.	Future Social Accounts to focus on new enterprise activity only

Objective 2

***To guide local people into employment,
training and learning opportunities***

by.....

- Answering enquiries (telephone, people off the street..., etc)
- Providing information on jobs (newsletter, direct contact, etc)
- Providing advice and guidance to clients (one-to-one and online; Job Link)
- Working with local businesses to link people into work (Job Link; marketing local employers, attending business Forums, etc.)
- Providing job search training (Directions into Work...etc.)
- Providing training with schools, disaffected youth, groups and others (Job Link)
- Using other agencies (Benefits Agency, Sheffield Action Team etc), and sign-posting people to other providers of information and help (Job Link)
- Offering supported learning opportunities for volunteers
- Enabling local people get back into work through ILMs (ILM Classroom Assistants)
- Being accessible with outreach and to target groups such as asylum seekers (Job Link)
- Removing, wherever possible, barriers to work and learning (childcare, transport etc)

Activities Undertaken

In 2002-2003 ADCE continued delivering a range of employability activities. The most extensive (JobLink) was supplemented by more specialist activities (ILM scheme, driving lessons, volunteering opportunities).

Our JobLink premises have an open door policy which means anyone passing can call in and they will receive help and advice from the Guidance Workers. Information on current job vacancies is readily available at all our premises, and help with job applications and CV's is provided by JobLink. As an organisation we have strong links with local businesses and JobLink aims to link local people with local employers. ADCE prides itself on being accessible and during the year opened three new JobLink centres in central locations in our area of benefit. Prior to these developments outreach sessions were held in both Tinsley and Burngreave. We have the expertise to help and support asylum seekers, and communication is never a problem as numerous staff speak the local community languages.

During the year we provided two ILM schemes: Classroom Assistants (who are placed in local primary schools) and Development Workers (who are based at the main office at Attercliffe Road but also support various other premises).

Methodology for Information-Gathering

JobLink Clients

A detailed confidential database is kept at JobLink in Darnall, it is regularly updated and paper files are also kept. A quality Standards form is done after each initial interview with a client, and feedback from these is regularly discussed: a random sample of 38 of these were taken and are analysed here.

With any activity such as that which JobLink undertakes, there is always the problem of "deadweight" in analysing the impact of the service. Put simply, deadweight refers to the proportion of outcomes which would have occurred naturally, with or without any intervention and tracking from the project. Therefore as the main stakeholders for this specific objective a questionnaire was specifically designed for clients of JobLink who had been helped into employment, to gain their views on the help they received. A feature of this telephone survey was the low success rate in getting through to speak to these clients. A large proportion had moved, the phone was disconnected, or proved impossible to get hold of. Of 118 job outcomes over the year, only 22 clients were spoken to. However as this was effectively a random sample it was deemed sufficient to be representative. The response was generally positive, with the clients contacted more than happy to answer the questions, indeed no one refused to take part in the telephone interview.

Questions asked were:

Could they have gained employment anyway, without JobLinks help?

The four possible answers were, definitely would, probably would have, may have, definitely would not have.

Another question asked them **to compare their life to before they gained employment**, with options of worse off, same as before or better off.

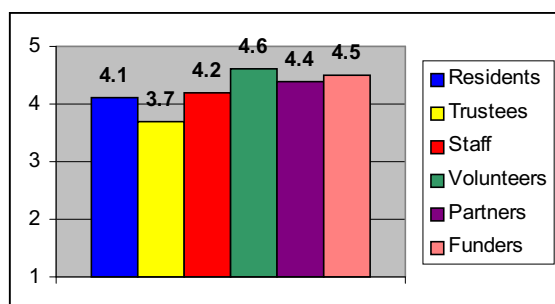
The last question was, would **you recommend JobLink to your friends and family**, with options of, definitely not, maybe, only for certain things, or definitely would.

General

Other stakeholder groups (Staff, Directors, Volunteers, Funders, Partnership Organisations and local residents) were asked for their opinions on how ADCE was performing against this objective. The majority of these questionnaires were postal, with the Directors and local residents being interviewed face to face. Partnership organisations were invited to attend Focus Group Meetings which were held on the 16th January and 25th March 2003, and those who were not able to attend were asked to complete a questionnaire. At each meeting, two Directors attended with one as chair and a series of statements, both positive and negative, were produced. Attendees were asked to select one of each and a free flow discussion followed with many points raised and discussed. Specifically "ADCE is good at guiding people into work and training" was one of the statements chosen at one of these events.

Results of Information-Gathering

Overall Stakeholder Views



Across the range of employability activities which ADCE undertakes, stakeholder feedback was generally very positive. Funders and partner organisations rated the activity more highly than most internal stakeholders.

ILM Projects

ILMs employed in the year	21
Still working at ADCE	13
Left to go into work	5
Left for further training	1
Left for childcare reasons	2
Left for unemployment	0

ADCE's ILM projects have traditionally achieved better results than the Sheffield average, and this was also true in 2002/2003. Of 21 ILM staff employed at some point during the year, none went back to unemployment other than for personal reasons.

Volunteering

A total of **X** people (other than trustees) volunteered with ADCE in some capacity in 2002-3. In considering the information below it is important to remember that not all volunteers give their time in order to improve their employment prospects. However this is often a prime motivator, which is why the quality of our volunteering opportunities is considered here.

	Overall rating (1-5)
Volunteers	4.5
Staff	3.8
Funders	4.5

Only 3 volunteer questionnaires were received which affects the validity of the findings. Of these questionnaires, 2 felt that volunteering had greatly boosted their employability. For the third it was irrelevant.

	Vols	Staff
Improved employability	5.0	---
How helpful are staff?	4.5	3.8
Are vols well managed?	4.7	3.8
Do vols play a key role?	3.0	3.9

In general volunteers rated the support they received more highly than the staff providing that support, and staff valued the contribution of volunteers more than the volunteers did themselves!

JobLink

Over the course of 2002/3 JobLink registered **369 new local users**, with a total of over 700 local people using its services over the year. Due to the increased diversity of JobLink's work, not all of these users attended guidance interviews. **644 guidance interviews** with local people took place in all.

Through its work, **118 local people accessed employment** over the course of the year. These 118 break down in the following ways:

White	43%
Other	57%

Men	59%
Women	41%

Permanent, full time	61%
Permanent, part time	21%
Temporary, full time	15%
Temporary, part time	3%

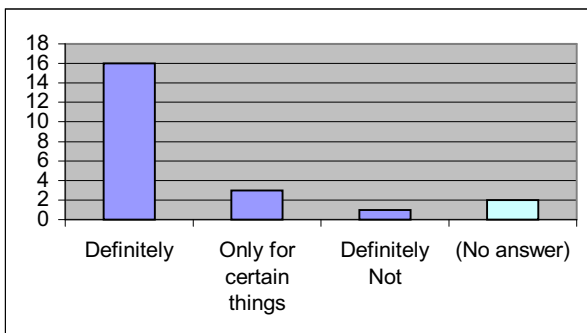
The results from the feedback forms completed immediately following a guidance interview show a very positive response to the quality of support being offered.

Of the 38 forms randomly selected:

- 97% said that they received all the information about JobLink they needed
- 41% were "very satisfied" with the privacy offered – 54% were "satisfied" and 5% were "not satisfied"
- 69% rated the interview as "very good", 31% as "good" and none as "poor"
- 100% said that they were "totally satisfied" with the overall service

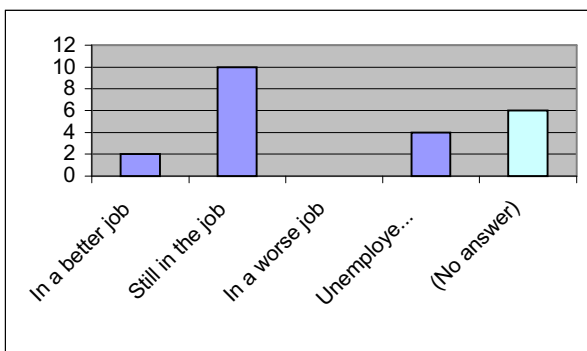
In terms of the clients who had been helped into work over the year, the response was also generally positive:

Would you recommend JobLink?



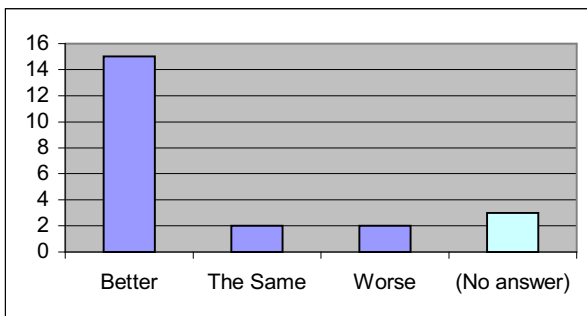
73% of successful clients would definitely recommend all of JobLink's services. Only 1 client (5%) would not recommend the service at all.

What is your situation now?



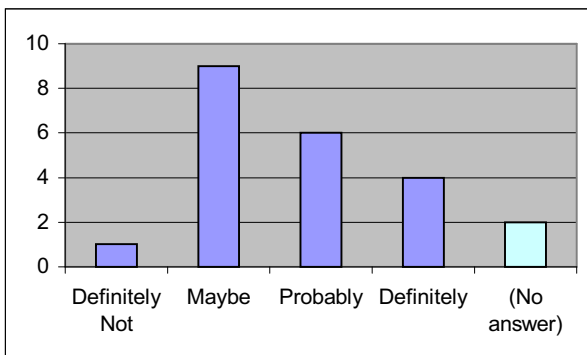
A majority of those interviewed (55%) were either in the same job or in a better one (ave 6 months following success). This is more or less equivalent to the achievements of other employment schemes in South Yorkshire (53-58%).

Do you now feel better or worse off?



A significant majority (68%) felt that their lives had improved since they were successful in getting a job with JobLink's help. Other factors will obviously have affected this result.

Would you have got this job anyway without JobLink's help?



Deadweight is notoriously difficult to measure, but it appears that of those who expressed an opinion, an equal number felt that JobLink's intervention had been crucial (Definitely Not / Maybe) as not (Probably / Definitely). Again, this would be in line with most employment programmes (c.50%).

- ☺ *"JobLink has good computer facilities and is friendly and welcoming. " [resident]*
- ☺ *"Excellent opportunities for a worker to enhance job prospects through ADCE." [funder]*
- ☺ *"The training and support has been efficient and effective" [partner re ILM]*
- ☺ *"Still room for improvement" [trustee]*
- ☺ *"All staff are very helpful in every way" [volunteer]*
- ☺ *"Not all volunteers are afforded the necessary support, especially those who lack general confidence.....Those who have some confidence tend to do really well" [staff]*

Conclusions and Action Points

Conclusion	Action (where applicable)
JobLink continues to achieve high levels of output, although growth has slowed slightly from previous years	Monitor growth with respect to new centres
Quality of service is good and highly thought of by users	
Levels of output, deadweight, and sustained employment are equivalent to other employment programmes in South Yorkshire (<i>although the number of successful clients interviewed was low and strain the validity of this data</i>)	
ADCE's ILM projects continue to offer excellent output value compared to the norm	
Volunteering with ADCE is a helpful route to improving employability	
Volunteers feel better supported than staff believe is the case, and staff value volunteers more than volunteers believe is the case	Improved communication between staff and volunteers to be considered as part of the ongoing review of volunteer policies

Objective 3

***To assist local community groups
and develop local social capital***

by.....

- Providing information, advice and support to groups
- Assisting in local networking and social cohesion (attending meetings, getting involved in local issues, etc)
- Providing facilities (meeting rooms, computer services, etc.)
- Offering a financial, administrative and payroll service (PayRoll Plus)
- Supporting local groups with sound business management practices (Community Development Training)
- Establishing and developing partnerships within the community
- Developing appropriate social enterprises

Activities Undertaken

Throughout the year our organisation assisted local groups in a variety of ways.

Advice has been given to numerous individuals, for example help with their Business Plans, and specific help regarding a constitution and plan was given to a local Art Group at the start up of their project.

We have continued to attend and support local Festivals and community meetings. We have been extensively involved in the development of the new Community Action Plan for Darnall, and have been asked to take a role in the implementation and financial management of the plan. Administratively (and free of charge), we support the local Darnall Area Trust Fund, which in turn supports local small groups access funding. We are running a payroll support system called Payroll Plus which has helped local groups in the calculation and payment of wages to their employees and have undertaken an entire recruitment process for the placement of a worker secondment. Groups helped in this way include the very worthwhile On Track Project for Darnall & Tinsley and Darnall Community Nursery.

These are examples of help given, using the expertise and time of ADCE staff members at no charge for staff time.

Local community groups have the use (free of charge) of all our premises, including our Darnall JobLink offices, for any meetings or training needs. At our Attercliffe Road site we have a large meeting room and smaller training room, where recently a Domestic Abuse Awareness Course was run at no cost to the course organisers.

We have good partnerships with the local schools, running an ILM Classroom Assistants Project, which puts local people into local schools.

Our ReCycle Project has good community links with Wybourn Youth Club, the local Waltheof Comprehensive School and most recently an After School Club

for the Family Services Unit, where as well as supplying bikes free of charge we offer advice and assistance.

We rely a lot on the good word of our organisation and do not advertise the expertise on offer, being constantly in contact with local groups we find we are approached periodically and whenever possible always try to give as much help as we can.

Methodology for Information-Gathering

A detailed spreadsheet is in place at ADCE to record all activities undertaken in regards to groups helped, the dates help was given, which particular internal project the help was received from, together with the individual member of staff who was responsible for delivering the assistance. Regarding the local Darnall Area Trust Fund where we are the only administrative support they receive, detailed project support sheets are completed by the individual member of staff who is responsible for the assistance offered, detailing along with materials used the total of the staff time given for free.

To gauge how well we are doing and are valued as an organisation a questionnaire was devised for all groups who have used the services of ADCE over the last twelve month period. The questionnaire was in two parts. Part one asked specific questions about the quality of the service they received, rating statements on a scale from 1 (completely disagree) to 5 (completely agree):

- was the organisation approachable?
- were we prompt to undertake and deliver?
- were we efficient and competent?
- they were also asked about ADCE's professionalism and if we had understanding of their needs.

Part two, asked for any suggestions regarding any possible service that they felt we were not providing at present and perhaps could in the future.

Of 11 questionnaires sent out from our head office, 9 were completed and returned to us, suggesting of the groups approached most were happy to return the questionnaire quite promptly to sing our praises for the help they received.

ADCE staff and volunteers were asked to consider, as part of their questionnaire, how well the organisation lives up to its values and objectives. They were specifically asked if we effectively support and develop the capacity of other local community groups.

Local residents were asked as part of their questionnaire, whether they agreed or disagreed with the statement "ADCE is helpful to local community groups", which also helped to discover the level of awareness of ADCE within the local community.

All questionnaires were databased for easy analysis.

Results of Information-Gathering

Levels of Support Given

Number of groups supported	14
Business planning / financial advice	4
Marketing	3
Supply of free bicycles	2
Recruitment / Employment support	2
Payroll / Book-keeping assistance	2
Other	1

Number of groups supported	14
Based in Darnall	9
Based in Tinsley	2
Based in Burngreave	2
Based in Castle	2

* NB one counted twice

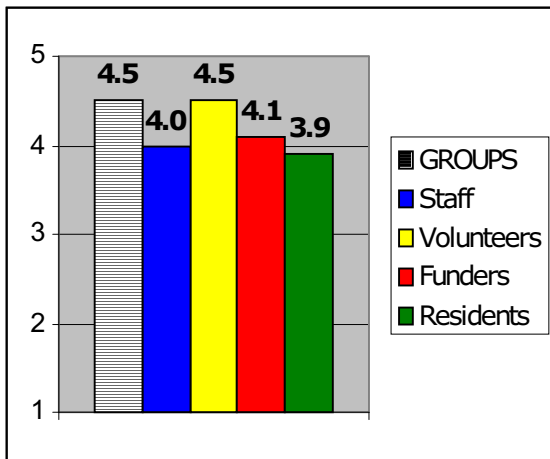
Response from Groups themselves

In general the response from groups supported was extremely positive. Of the 9 statements, the responses averaged between **4.3** and **4.8**. Taking an average of all 9, this came out as **4.5**. The support was rated most positively in terms of the friendliness and approachability of the staff, with a slightly lower (although still very positive) scoring of the efficiency and technical quality of the support.

In reply to the question regarding other support services they would expect ADCE to provide, none were mentioned. However some respondents did use this opportunity to suggest other activities or enterprises they would like ADCE to pursue.

- ☺ *"We have used ADCE many times, and the staff have always been friendly and welcoming. They also are very professional, and you are not kept waiting to be seen."*
- ☺ *"Really appreciated the support in lots of areas in the development of Darnall Forum."*
- ☺ *"Having organised the Sheffield Mela which took place July 20th 2002, I would like to say ADCE helped us a lot and helped us with the publicity."*

Perceptions of others



Most other stakeholder groups do not rate the support ADCE offers to community groups as highly as the groups themselves. This suggests a failure to communicate achievements and positive comments.

This suggestion is supported even more by the figures of those who responded "**don't know**" to these questions:

Staff	36%	Volunteers	33%
Funders	30%	Residents	65%

☹ "...This needs to be strengthened." [staff]

☹ "Could do more, but groups often seem to refuse support." [staff]

Conclusions and Action Points

Conclusion	Action (where applicable)
Quality of support to local groups is good and well appreciated	
This fact is not appreciated more widely	Amount and quality of support offered to be publicised in Annual Report etc
Amount of support provided could be increased	Inclusion of support on offer to groups into marketing strategy

Objective 4

To stimulate the local economy

by.....

- Buying supplies locally (wherever possible)
- Supporting local employers in their initiatives to recruit local people
- Encouraging local shopping through the ADCE Card
- Offering training opportunities to local businesses
- Providing facilities to local businesses (meeting rooms, computer services, etc.)
- Developing appropriate community enterprises

Activities Undertaken

Unfortunately this year has seen the decline of the ADCE Discount Card. The card was devised to offer discount to shoppers using local stores, to encourage more local shopping and keep money in the local economy. However, although over 400 cards were issued, very few cards have been regularly used, resulting in the stores refusing to rejoin as members after the first full year. Fewer stores, fewer cards and the decision was made to discontinue the card. So that the principle of an identifiable "ADCE card" being carried by local residents is not lost entirely, a replacement Phone Card is being implemented at present, but this will have no direct effect on the local economy.

Wherever possible we try to shop locally and use local suppliers. For example all computers are purchased from and maintained by a local company and we use a local supplier for all meeting refreshments.

As an organisation we supply the use of our meeting rooms to local groups and businesses, and through both JobLink and the community business project, we try to support local businesses – with advice, recruitment support etc. A total of 19 businesses were recorded as having been supported in some way in 2002-2003.

Our primary objective – to make sure that more local people are in work and earning income – will also help to meet the objective of strengthening the local economy. In 2002-2003, the number of staff employed by ADCE grew from 30 fte to 45 fte. Of these additional 15 jobs, 9 were filled by local residents.

Methodology for Information-Gathering

The key stakeholder group for this objective was considered to be the local businesses who received support from JobLink or the Development Team over the year 2002-2003. These businesses were therefore asked to complete a postal questionnaire, with a total of 9 statements covering the quality of the service they received. 11 of 19 questionnaires were returned.

Certain other stakeholder groups were asked to give their level of agreement to the statement "ADCE has a positive impact on the local economy". The

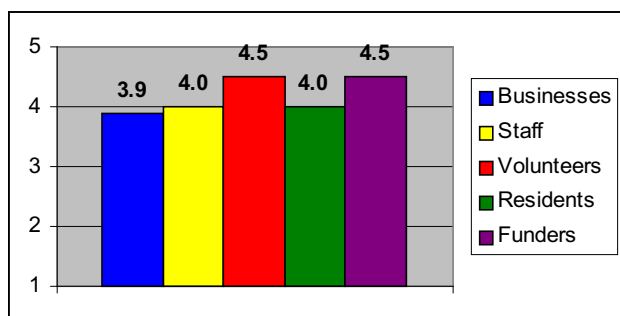
responses to this statement (included in the various interviews and questionnaires) are also analysed in this section.

Quantitative data regarding the proportion of expenditure (staffing and services) sourced locally was not gathered throughout 2002-2003, but this is something that could be tracked in the future.

Results of Information-Gathering

ADCE's support is thorough	3.8
Staff are approachable	4.6
Staff listen to us	4.2
ADCE is prompt to help us	3.7
ADCE understands our needs	4.0
Staff are competent	4.0
ADCE is reliable	4.0
ADCE is efficient	4.2
ADCE is professional	4.2

5 of 11 questionnaires received from businesses said that they had had minimal, or could recall no, contact in 02-03. Where ratings were given however, they were generally favourable, with some very positive comments. Promptness and thoroughness seem to be two possible areas for improvement.



Other stakeholders rated ADCE's overall impact on the local economy more positively than the businesses answered questions about the support they received.

- ☺ "My contacts with ADCE have been through JobNet initiative and I have always found them a very professional organisation in all they undertake " [business]
- ☺ "JobLink provide a friendly, professional and relevant service " [business]
- ☹ "Definite positive impact, but would not say significant" [staff]

Conclusions and Action Points

Conclusion	Action (where applicable)
Concrete information about the proportion of ADCE expenditure (salaries, suppliers etc) spent locally is not available	Introduce new tracking system to identify this across different areas of expenditure
Direct support provided to businesses is fairly well received, though the impact on some businesses approached was minimal	
Although intangible, all stakeholders felt that ADCE's activities were having a positive impact on the local economy	

Objective 5

To be a valued employer

by....

- Holding regular staff reviews/appraisals
- Identifying and providing appropriate training
- Communicating well through supervision, meetings and away days
- Involving staff, volunteers and trustees in planning, reviews and decision-making

Activities Undertaken

ADCE has in place a twice yearly Staff Appraisal system held with individual staff members' Line Manager, also supervisory meetings are held every six weeks.

Staff records are maintained within a confidential personnel filing system and hold all personal details, including monthly timesheets, sickness and holiday records, training records and all the supervisory and appraisal details.

ADCE holds weekly staff meetings to gather and share information with all staff members who are based at various locations, and also holds regular team building Away Days. The most recent Away Day incorporated consulting staff regarding the Business Plan for the next three years. A detailed pay review is currently being done by ADCE, as at this Away Day the subject of pay was highlighted as a main concern for staff.

ADCE holds the Investors in People and Positive about Disabilities titles. ADCE has in place a good induction procedure for all new starters. A detailed handbook is available for all and provides staff with all disciplinary, grievance, health & safety and equal opportunities policies.

Methodology for Information-Gathering

Questionnaires were devised for all Staff, Volunteers and Directors of the organisation. The staff and volunteer questionnaires were done anonymously and the Directors were interviewed and their comments recorded. The staff questionnaires had a separate front "background information" sheet which was referenced and separated to maintain confidentiality. Details from the completed questionnaires received were databased for easy analysis.

Some staff members were concerned about the confidentiality of the questionnaires, regarding the referencing on the "background information" sheet, indeed some went as far as to remove the reference number.

This was done so those individuals who had not returned the questionnaires could be chased and was purely to ensure the completion of all questionnaires that were distributed. If this system is to be used again next year, it needs to be explained more carefully to allay suspicions.

The questionnaires for staff and volunteers were designed to gain their views about how they felt about their job, terms and conditions and about training. The Staff, Directors and Volunteers were specifically asked about their involvement in decision making within the organisation and the support they give and receive from others within the organisation.

The questionnaire was designed to provide a score from 1-5 on a variety of statements. 1 represents "strongly disagree" and 5 represents "strongly agree". Staff were also able to answer "Don't Know" to each statement. At the end of each category of statements (see below) there was also space for comments.

The statements were grouped into 5 categories relating to this objective:

- General
- Support
- Conditions
- Communications
- Training

Each of these groupings are analysed separately below. Any "Don't Know" responses (average of 1 such response per statement out of 28 completed questionnaires) have been removed from the analysis. Key comments received have also been included.

Cross-cutting analysis was also sought, with scorings considered according to:

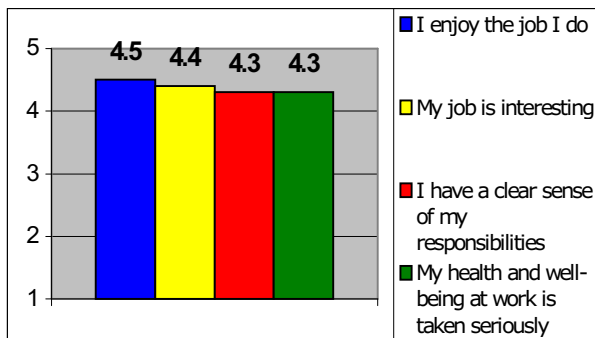
- Gender
- Age
- Salary
- Length of Service

In certain sections below, significant deviations in the responses of staff in different categories are highlighted and discussed. However a feature of the analysis was that there were remarkably few such deviations. Responses were generally consistent across the board.

A separate section analyses the different responses of staff, volunteers and Trustees in terms of feelings about decision-making and involvement within the organisation.

Results of Information-Gathering

General

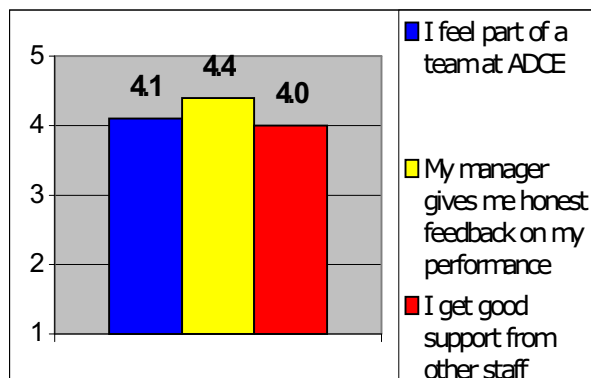


General satisfaction is high. Most staff find their work stimulating and feel that they understand their role well.

Staff felt that Health and Safety was well looked after, but the comments below show this may not be consistent across the organisation.

- ☺ *"I have a medical condition and the management have done all they can be expected to do to make sure I can carry on working. I have time off to attend regular hospital appointments"*
- ☹ *"ADCE does not take staff health and safety seriously, some staff have health problems but no risk assessments done, individuals exposed to risk ie Manual Handling"*

Support

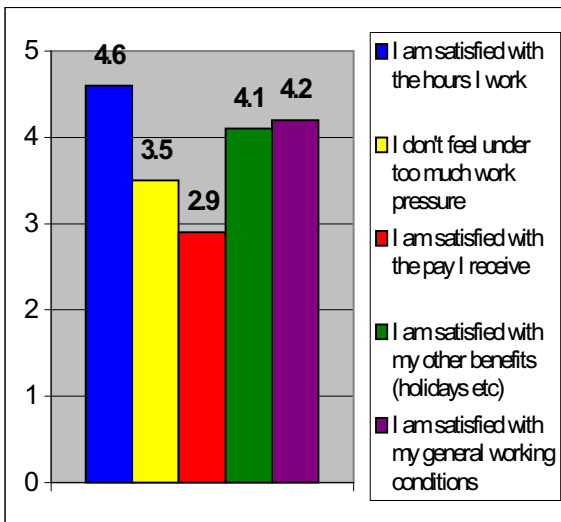


Again staff gave generally very positive responses to questions about teamwork and support.

The slightly lower scores (compared to previous category), and adverse comment again indicate room for improvement.

- ☺ *"Brilliant working atmosphere. Good team work. Nice people"*
- ☺ *"I have received invaluable support from several different members of staff during my time at ADCE"*
- ☹ *"Feel that there could be better team cohesion at ADCE. Currently JobLink, ReCycle and Language Link consider themselves independent of each other"*

Conditions



There is a wide perception that ADCE's salary scales are now too low. The question about pay was the only one in the whole questionnaire to be scored below "neutral" (2.9). This figure was actually achieved through a large spread of opinion, rather than a large number of "neutral" responses (see fig.1).

Interestingly a similar spread of sentiments was responsible for the average score (3.5) for the question regarding work pressure (see fig.2).

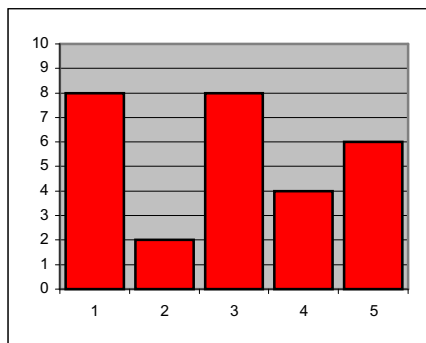


fig.1 Breakdown of response to statement regarding pay

It is worth recording that analysis by age indicated that members of staff below age 25 scored significantly lower (2.4) compared to those aged 26+ (3.0). The number of young people on ILM-schemes (where trainee salary scales are set externally) are presumed to be responsible for this, as three comments were received to this effect.

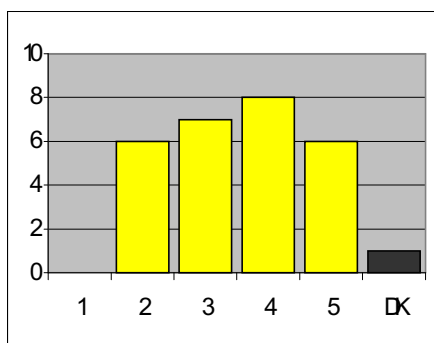


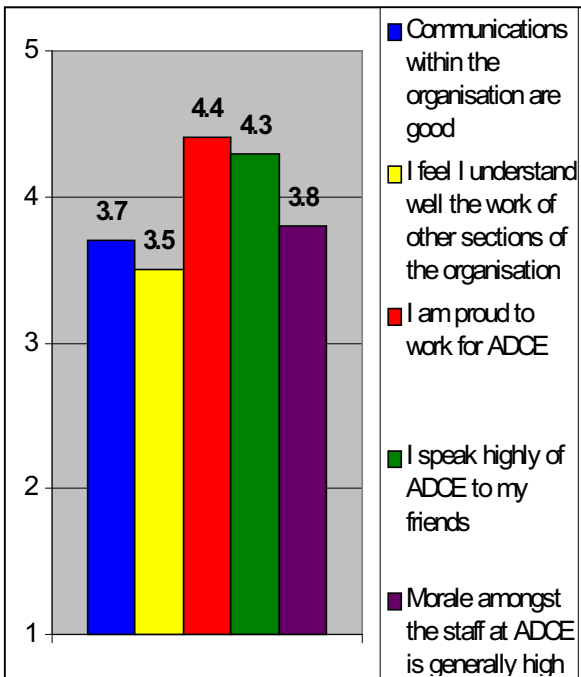
fig.2 Breakdown of response to statement regarding pressure

Perhaps unsurprisingly, the more staff are paid, the more likely they are to be satisfied with their pay. However the difference between those earning above £16k (4.5) and those below (2.6) is particularly stark.

Staff are generally happy with other general conditions.

- ☹ "Because we are on an ILM scheme the pay is not good"
- ☹ "I am very poorly paid compared to other community organisations"
- ☹ "Although satisfied with pay know could earn more elsewhere"
- ☹ "Employees will always want more pay and holidays. Not sure how we compare to other similar organisations"

Communications

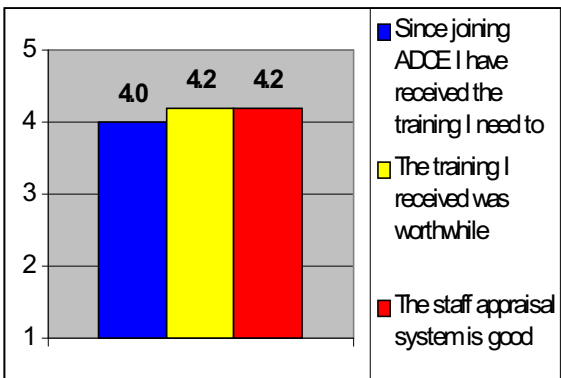


Communications and understanding are felt by staff to be better than average, but with considerable room for improvement.

Whilst morale could be higher, staff are generally proud to work for the organisation.

It is revealing that younger members of staff (<25) are significantly more likely to feel they understand other parts of the organisation (4.0) than either staff aged 26-40 (3.4) or aged 40+ (3.3). ILM workers predominate in this younger age bracket. Their role often involves work across a range of sites and this may hint at a method of improving understanding across all staff groups.

Training



ADCE prides itself on its record in offering relevant personal development opportunities to all staff, and is an Investor in People.

This is to a large extent borne out by the high scores given by staff to the statements regarding training and appraisal.

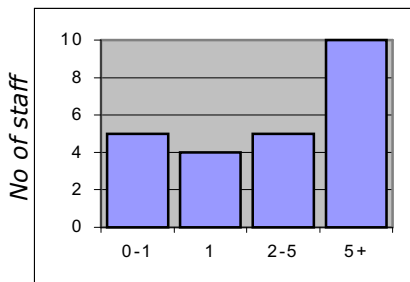


fig.3 Number of days training received in the last year

However the amount of personal development support received seems to differ widely (see fig.3). There may be good reasons for this as not all staff require personal development each year. However the comments received are also mixed, suggesting it is indeed an area for further improvement.

- ☺ "Organisation very supportive of training needs. Have been allowed to carry on whether for the benefit of the organisation" (sic)
- ☹ "Whilst I have received good training, ADCE has not afforded me the opportunity to transfer my knowledge into practice (through involvement in decision making)"
- ☹ "Don't feel I have received training from ADCE to do job effectively, but have received guidance from manager and co-workers"

Involvement in Decision Making

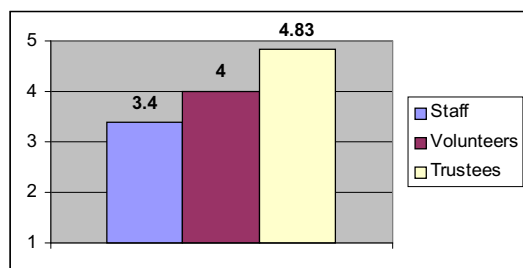


fig.4 "I feel able to influence the decision-making of the organisation"

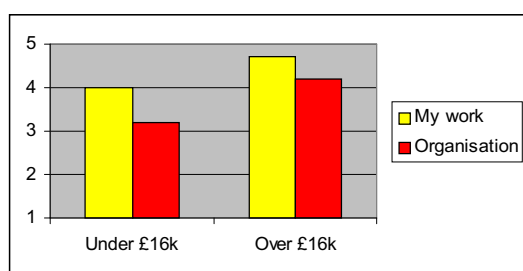
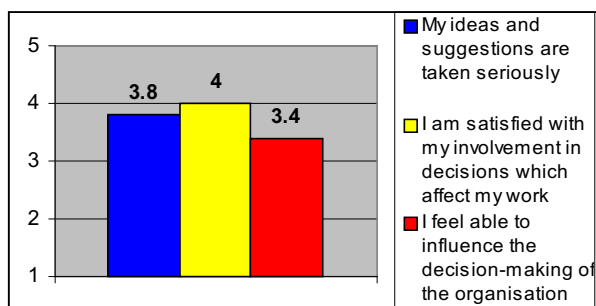


fig.5 Perception of involvement in decision-making by salary level

Staff and volunteers are significantly less likely to feel they have an influence on decision-making than trustees. Whilst to an extent this is inevitable and proper, the relatively low figure for staff is a cause for concern. As a counter-point, the high figure for trustees is pleasing given that in organisations experiencing growth, the perception of involvement from trustees is often an early casualty.

Note that the figure for volunteers is unreliable – of 3 returns, 2 replied "Don't Know" to this question, which is revealing in itself.

The tendency for staff to feel less involved than trustees is mirrored when analysis by salary is considered (see fig 5). Again it is not surprising that staff with management responsibility feel more ownership of decisions, but the gap is perhaps wider than is healthy.

Conclusions and Action Points

Conclusion	Action (where applicable)
General satisfaction amongst staff is high, with 22 of 23 statements scoring above average (3), and 16 scoring 4 or more	
Health and Safety may not be dealt with consistently throughout the organisation	Consultation with Health and Safety Officer
There is widespread concern about salary levels, particularly amongst staff	Pay review (already under way) to report summer 2003
Some staff feel under too much work pressure	Further discussions in consultation with Health and Safety Officer
Communication & understanding between different sections could still be improved	Review of effectiveness of staff meetings and newsletter
Opportunities for staff training may not be being offered consistently across the organisation	Implement recommendations of forthcoming Investor in People review (June 03)

Objective 6

To develop and sustain ADCE

by...

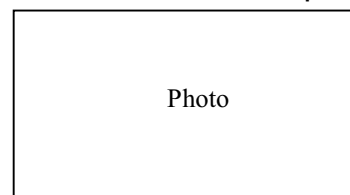
- Networking with local regional and national organisations
- Making successful bids for funding
- Supporting the created community enterprises to maximise income streams and reduce reliance on grant funding
- Market the organisation and its activities

Activities Undertaken

ADCE as an organisation has grown considerably over the last twelve months. It has seen our number of premises double from three to six, and our ReCycle Shop has moved to bigger and better premises. We now have, to add to our main office at Attercliffe Road and our JobLink premises in Darnall, three new JobLink Satellite Centres, one each in our areas of benefit of Tinsley, Firth Park and Handsworth. This expansion has been largely due to the good work and excellent results of the JobLink Project.

ADCE is committed to continuous improvement. Our organisation's continuous investment in its staff is recognised in our Investor In People award. Several staff members have gained qualifications relevant to their positions.

This current year sees two of our Guidance Workers, Mike Lancaster and Lucy Sweeting, achieving their NVQ Level 3 in Information, Advice and Guidance.



Training is available to all Staff and perhaps this is reflected in the very low staff turnover throughout the year, only one employee leaving from a total of 27 full time staff. We have achieved the Guidance Accreditation Board mark, and are working towards upgrading this to Matrix and we have also retained the Positive about Disabled People symbol.

Our turnover figures have increased considerably in comparison from the previous years figures (see below). Also our Language Link enterprise is now 100% self-sustained, after the initial funding to set up. Its outstanding success, and the fact that funding is no longer needed to support the enterprise, is proof in itself of movements towards sustainability. Although still grant funded, our Community Business Project, JobLink, ReCycle Shop and Driving School are generating income. We hope by supporting these created community projects we will continue to increase income with the view to certain projects becoming self sufficient and to reduce our reliance on grant funding.

Year	Turnover	Generated Income
1999/0	£269,000	£27,300
2000/1	£405,000	£42,200
2001/2	£495,000	£51,200
2002/3	£795,000	£86,300

Methodology for Information-Gathering

A series of varying questionnaires were devised to target all non-client stakeholder groups. Each stakeholder group was asked for their opinion on how well they thought ADCE would continue to develop and sustain itself.

Staff, Directors and Local Residents:

"ADCE continues to develop and is able to sustain itself".

The questionnaires were designed to provide a score from "strongly disagree" to "strongly agree", where individuals were asked to score on a sliding scale their agreement with the statement. They were also able to answer "Don't Know" to each statement. At the end of each category of statements, there was space for any comments.

Funders:

Against our Objective: **To develop and sustain ADCE by.....**, funders were again asked to score on a sliding scale and don't know, against four specific related points. These were:

- Networking with regional and national organisations
- Making successful bids for funding
- Supporting the created community enterprises to maximise income streams - and reduce reliance on grant funding
- Marketing the organisation and its activities.

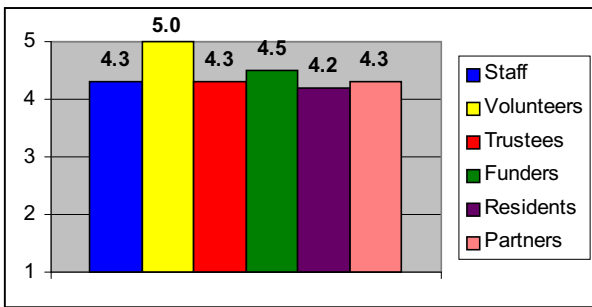
Partnership Organisations:

Partnership organisations were invited to attend one of two Focus Group Meetings which were held on the 16th January and 25th March 2003, and those who were not able to attend were asked to complete a questionnaire, in which the statement **"ADCE will continue to strengthen as an organisation"** was ranked on the usual sliding scale.

At each Focus Group meeting, two trustees (including the Chair) also attended. A series of over 50 statements, half positive and half negative, were displayed. Attendees were asked to select one of each and a free flow discussion followed with many points raised and discussed.

A good attendance meant issues raised were thoroughly discussed, and the statements chosen included: "ADCE is a good partner", "ADCE is committed to the area", "ADCE is an asset to the local community". Details of the discussions are included as an appendix.

Results of Information-Gathering



Opinions about the future prospects for ADCE are consistent across stakeholder groups and are very positive.

It is worth noting that there were very high "Don't Know" response rates from Funders (66%) and Residents (79%)

- ☺ "ADCE will definitely grow quickly" [staff]
- ☺ "Hope so – good team – from what have seen in no doubt will make use of opportunities around at the moment" [trustee]
- ☺ "ADCE appears to identify opportunities for its growth and is capable" [funder]
- ☹ "Work to slow, so do not strengthen as well and quickly as we could. Certain individuals dealing with too many projects concurrently which slows things down" [trustee]

Conclusions and Action Points

Conclusion	Action (where applicable)
The general perception is that ADCE is well placed to sustain itself and grow	

SUMMARY OF ACTION POINTS

This is a list of any conclusions from the six objectives which resulted in action points.

Conclusion	Action
2002-2003 was a slow year for enterprise generation although much groundwork was done	Ensure that plans are quickly implemented leading to new enterprises created in 2003-2004
There is a reasonable level of stakeholder support for our enterprise programme, although as this is our first set of Social Accounts, this is likely to be based on previous years' achievements.	Future Social Accounts to focus on new enterprise activity only
JobLink continues to achieve high levels of output, although growth has slowed slightly from previous years	Monitor growth with respect to new centres
Volunteers feel better supported than staff believe is the case, and staff value volunteers more than volunteers believe is the case	Improved communication between staff and volunteers to be considered as part of the ongoing review of volunteer policies
The fact that community groups find ADCE's support very helpful is not appreciated more widely	Amount and quality of support offered to be publicised in Annual Report etc
Amount of support provided could be increased	Inclusion of support on offer to groups into marketing strategy
Concrete information about the proportion of ADCE expenditure (salaries, suppliers etc) spent locally is not available	Introduce new tracking system to identify this across different areas of expenditure
Health and Safety may not be dealt with consistently throughout the organisation	Consultation with Health and Safety Officer
There is widespread concern about salary levels, particularly amongst staff	Pay review (already under way) to report summer 2003
Some staff feel under too much work pressure	Further discussions in consultation with Health and Safety Officer
Communication & understanding between different sections could still be improved	Review of effectiveness of staff meetings and newsletter
Opportunities for staff training may not be being offered consistently across the organisation	Implement recommendations of forthcoming Investor in People review (June 03)